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**ELECTRONIC BOOK STORE IN LATVIA**  
**ELEKTRONISKAIS GRAMĀTU VEIKALS LATVIJĀ**

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MASTER THESIS  
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**Content:**

<b>Annotation.....</b>	<b>3</b>
<b>Introduction.....</b>	<b>6</b>
<b>1. Research questions about electronic commerce and the development of bookselling market.....</b>	<b>9</b>
1.1. Business environment on bookselling market.....	9
1.2. The use of e-commerce in modern business.....	9
1.3. Difficulties in development of electronic commerce in Latvia and governmental programs of electronic commerce support.....	10
1.4. Principles of evaluation of the efficiency of electronic commerce .....	13
<b>2. Research of local and global book markets .....</b>	<b>20</b>
2.1. Development tendencies of worldwide bookselling market and the development of bookselling electronic commerce.....	20
2.2. Bookselling market overview in Latvia.....	22
2.3. Implementation of E-commerce with regards to different models.....	28
2.4. <a href="#">Peculiarities of different models of electronic commerce B2C</a> .....	34
<b>3. Case of on-line shop “Gora” and its optimization. ....</b>	<b>39</b>
3.1 The evaluation of electronic book store „Gora” work.....	39
3.2 Evaluation of financial results of work .....	47
3.3 Evaluation of the efficiency of an online store.....	55
<b>4 Summary and outlook, including considerations about business with very limited growth.....</b>	<b>60</b>
4.1 SWOT analysis of an online store.....	60
4.2 The development of an optimization program for the work of an online store.....	64
4.2.1 Basic idea of the program and it’s realization processing technology.....	64
4.2.2 Calculations of proceeds and costs.....	69
4.3 Calculation of the economic efficiency of the project.....	73
4.4 Program efficiency criteria.....	71
<b>Conclusion.....</b>	<b>76</b>

## **Annotation**

Master Thesis “Electronic book shop in Latvia” is completed basing on the analysis data of the work of online bookstore [www.gora.lv](http://www.gora.lv). Given online book store is the biggest online book store offering Russian books in the Baltic and working as a part of Latvia’s biggest bookselling firm – the leader of Russian bookselling market.

Master Diploma consists of introduction, theoretical part, practical research and conclusion.

Basic electronic commerce models and their peculiarities have been given consideration in the theoretical part of the work. The author of the work evaluated the potential of different electronic commerce models for the bookselling market. A crucial point was the study of theoretical principles of evaluation of online book store work.

Topical issues of bookselling commerce development in Latvia were examined in the practical analysis part; an analysis of bookselling market in Latvia was done and basic tendencies of its development within the bounds of a bilingual state. The work of business rivals was evaluated, paying special attention to the methods of attracting costumers. An analysis of online store was done taking in to consideration its role in the united network of the establishment. Basing on this, SWOT analysis was completed.

Basing on the completed analysis, on the preferences of consumers and the work of an online store optimization solutions were offered, using models B2C and B2B for making the biggest online Russian bookselling store in the Baltic and qualitative and quantitative indexes to control the work of the store for the period of next two years.

In conclusion part practical recommendations were given to improve online bookselling store development management.

The work consists of 75 pages.

The work includes: 20 tables, 19 drawings.

Bibliography includes 26 sources.

## **Anotācija**

Maģistra darbs „Elektroniskais grāmatu veikals Latvijā” tika izstrādāts pamatojoties uz datiem, kuri bija ņemti no elektroniskā veikala [www.gora.lv](http://www.gora.lv) analīzes rezultātiem. Esošais interneta veikals ir vislielākais, kurš piedāva grāmatas krievu valodā Baltijas reģionā, un kurš strādā Latvijā kā daļa no uzņēmuma, kas pārdod gramātas krievu valodā.

Maģistra darbs sastāv no ievada, teortiskās daļas, praktiskiem pētījumiem un secinājumiem.

Pamatmodeļi elektroniskajai komercijai un tas īpatnības bija izpetītas teoretiskajā darba daļā.

Darba autors novērtēja dažādu elektronisko modeļu potenciālus, lai varētu pārdot grāmatas. Pati svarīgāka darba daļa bija teoretisko principu izpēte un elektoriniskā interneta veikala darbības novērtējums.

Tematiskās grāmattirdzniecības problēmas Latvijā bija pārbaudītas analizējot tās praktiskajā daļā. Grāmattirdzniecības tirgus analīze tika paveikta balstoties un tā attīstības tendencēm divvalodīgā valstī. Konkurentu darbs bija novērtēts verot īpašu uzmanību uz klientu piesaistīšanas metodēm. Bija veikta interneta veikala analīze nemot vērā tā lomu kopējā uzņēmuma strukturā. Pamatojoties uz konkrētiem datiem bija sastādīta SWOT analīze.

Pamatojoties uz veikto tirgus izpēti patērētāju ieradumiem, interneta veikala darbības analīze bija ierosināti optimizācijas piekšlikumi, izmanotojo modeļus B2C un B2B.

Tas viss tika piedavāts, lai izveidotu vislielāko interneta veikalu, kurš tirgotu grāmatas krievu valodā Baltijas valstīs. Tajā skaitā tika noteikti kvalitātes un kvantitātes rādītāji darbības kontrolei uz nākamajiem diviem gadiem.

Darba nobeigumā ir doti praktisi priekšlikumi uzņēmuma vadībai, lai varētu attīstīt interneta veikalu.

Darbs sastāv no 75 lappusēm.

Darbā ir iekļautas 20 tabulas un 19 zīmējumi.

Darbā tika izmantoti 26 literatūras palīgļīdzekļi.

## **Аннотация**

Магистерская работа на тему «Влияние Интернета на развитие бизнеса в Латвии (на примере электронного книжного магазина)» выполнена по данным анализа деятельности интернет-магазина [www.janus.lv](http://www.janus.lv). Данный интернет-магазин является крупнейшим магазином русской книги в Прибалтике и работает как составная часть крупнейшей книготорговой фирмы Латвии – лидера на рынке продажи книг на русском языке.

Магистерская работа состоит из вступления, теоретического раздела, практического исследования и заключения.

В теоретическом разделе работы, были рассмотрены основные модели электронной торговли и их характерные особенности. Автор работы провел оценку возможностей применения различных моделей электронной торговли для книготоргового бизнеса. Важным моментом стало изучение в работе теоретических принципов оценки эффективности деятельности интернет-магазинов.

В практическом исследовании были рассмотрены актуальные проблемы развития рынка электронной коммерции в Латвии, проведен анализ рынка книжной торговли в Латвии и выявлены основные тенденции его развития в рамках двуязычного государства. Проанализирована деятельность конкурентов, особенно в части маркетинговых приемов по привлечению внимания покупателей удержанию постоянных клиентов. Был проведен анализ деятельности интернет-магазина, с учетом его роли в общей структуре предприятия. На основании этого был сделан SWOT - анализ.

На основании проведенного исследования рынка, предпочтений потребителей, анализа деятельности интернет-магазина были предложены решения по оптимизации деятельности интернет-магазина с использованием моделей B2C и B2B для создания крупнейшего интернет - магазина русской книги в Прибалтике и определены качественные и количественные показатели для контроля деятельности магазина на последующие 2 года.

В заключении, были даны практические рекомендации для руководства предприятия по развитию книжного интернет-магазина.

Работа состоит из 75 страниц.

В работу включено: 20 таблиц, 19 рисунков.

Библиография содержит 26 источников.

## **Introduction**

It is hard to deny a fact that the active development of the Internet influences not only international business and commerce, but has a relation to our life on the whole. The popularity of the Internet rises dramatically and the number of its users grows every day. Nowadays, the Internet is not only an information system, but also a huge business base. Books and products of polygraphy take third place beyond the leaders of sale in the Internet.

Master Thesis “Electronic book shop in Latvia” is completed basing on the analysis of bookselling market of an online store in 2005-2006. This online store is a part of Baltic’s biggest Russian book production “Gora” and the development of it exerts influence on the business of the company, not bad considering the Internet.

The actuality of chosen theme is conditioned by following factors:

- ❑ First of all, the tendencies of bookselling business show at the growing demand for special online book stores, where competitive advantage assortment strategy can be successfully used.
- ❑ Secondly, the situation we face shows that there is an unsatisfied demand for such special types of online stores.
- ❑ Thirdly, the combination of models B2C and B2B in activity of a concrete shop can help it to become the leader in the market of electronic commerce of Russian books not only in Latvia, but also in Baltic. The company - the owner of an online store - till now worked only with retail buyers within the limits of model B2C. But in this firm, there are all preconditions for development of one more model of electronic commerce, namely, B2B.
- ❑ Fourthly, for specialized bookselling store it is necessary to develop its program of development to change a habit both for retail and wholesale buyers to buy books only in a bookshop, and to give to them additional opportunities to buy needed books and the accompanying goods through the Internet-shop.

Thus, the Master Thesis theme has a current importance.

In Master Thesis an actual position is presented - the specialized online bookstore which exists within the limits of large book-selling firm, which can successfully use various models of electronic commerce for the development, such as B2C and B2B, this way influencing the development of a certain bookselling firm.

The object of research is the activity of specialized online book store in 2005 and 2006. . Proceeding from the urgency of this theme, the purpose of Master Diploma is to develop the plan of optimization of activity of an existing specialized online bookstore in Latvia

To achieve this aim, the author has to solve following problems:

- 1.to conduct the analysis of progress of electronic commerce trends in Latvia
- 2.to consider the progress of world bookselling trends
- 3.to analyze the features of bookselling in Latvia
- 4.to conduct the comparative analysis of shops – direct competitors, paying special attention to their marketing activity, as to the factor of withholding of permanent clients
- 5.to consider the basic models of electronic commerce
- 6.to define principles of efficiency evaluation of online stores
- 7.to classify the types of model B2C
- 8.to conduct the analysis of activity of online bookstore in 2005-2006
- 9.to conduct the efficiency analysis of the online bookstore
- 10.to make SWOT analysis of online bookstore
- 11.to develop a plan of organization of brand-community (model of B2C) for the online store
- 12.to calculate the necessary budget of optimization and define program terms
- 13.to define basic qualitative and quantitative indexes for the control of efficiency of activity of shop for the following 2 years
- 14.to consider the risks of this project

For solving the mentioned tasks, the author was presented the reports of work of the online bookstore activity in 2005 and 2006.

Basing on the analysis, of the company will be given a model of work for the store for the following two years and basic qualitative and quantitative indexes will be defined for control of activity efficiency of the online store.

In the theoretical section of the work the basic models of electronic commerce and their characteristic features were considered in development of business. The author of work conducted the estimation of possibilities of application of different models of electronic commerce for bookselling business. Existent practice of application of different models of electronic commerce was studied. An important moment was the study of theoretical principles of estimation of activity efficiency of online stores in work. This allowed creating a theoretical base for the practical part of research.

In practical research important issues of electronic commerce development in Latvia were considered, a market of bookselling analysis in Latvia was conducted and his basic progress trends were exposed within the bilingual state. Activity of competitors was analyzed, especially

their marketing methods on attracting the attention of clients and withholding of permanent clients. The analysis of activity of online store was conducted, taking into account its role in the general structure of the enterprise. Basing on this, SWOT analysis was done.

Basing on conducted market research, preferences of users, analysis of activity of online store, optimization decisions were offered for the activity of online store with the use of models B2C and B2B to create the largest Russian bookstore in the Baltic and qualitative and quantitative indexes were certain for the control of activity of shop for the following two years.

In conclusion practical recommendations were given to the front office of enterprise about the development of online bookstore.

Following methods were used to solve the tasks: quizzes for internet community, method of comparative analysis of competitors, SWOT analysis. Modern technologies were used, such as MS Office and sources of the Internet.

## **1. Research questions about electronic commerce and bookselling market**

### **1.1. Business environment on bookselling market.**

Business is one of the most perspective directions of the use of modern technologies. Character of activity of organizations changed a lot as a result of appearance of new network possibilities. New instruments and networks enable to gain necessary information and the application systems of the collective use allow geographically related users to work effectively. At the same time, companies change the structure of information technologies, diffusing the links outside companies in external networks. Increasing interdependence of the modern world of economy and necessity in a zero time-division to information generate the necessity of establishing a connection with suppliers, customers and partners of company in the real time, and also the presence of gateway connection interface, informative services and plugging in the global network of Internet. This tendency of realization of major commercial operations through links is often named «electronic commerce» – and it changes the image of many enterprises at the market <sup>1</sup>.

### **1.2 The use of e-commerce in modern business**

Electronic Commerce or e-commerce is the trade of products and services by means of the Internet or other computer networks. E-commerce follows the same basic principles as traditional commerce that is, buyers and sellers come together to swap commodities for money. But rather than conducting business in the traditional way in shopping stores or through mail order catalogs and telephone operators — in e-commerce buyers and sellers transact business over networked computers. E-commerce offers buyers maximum convenience.

In the most general view electronic commerce can be defined as commercial activity, using web-sites in the Internet, or as it is determined by Organization of economic collaboration and development: "All business, meeting in a network, using control the transmission protocol/ Internet protocol (TCP/IP) <sup>2</sup>".

Most authors, who investigate this theme, agree that electronic commerce is speed, availability of connection, exchange of goods, services and information with a help of the Internet.

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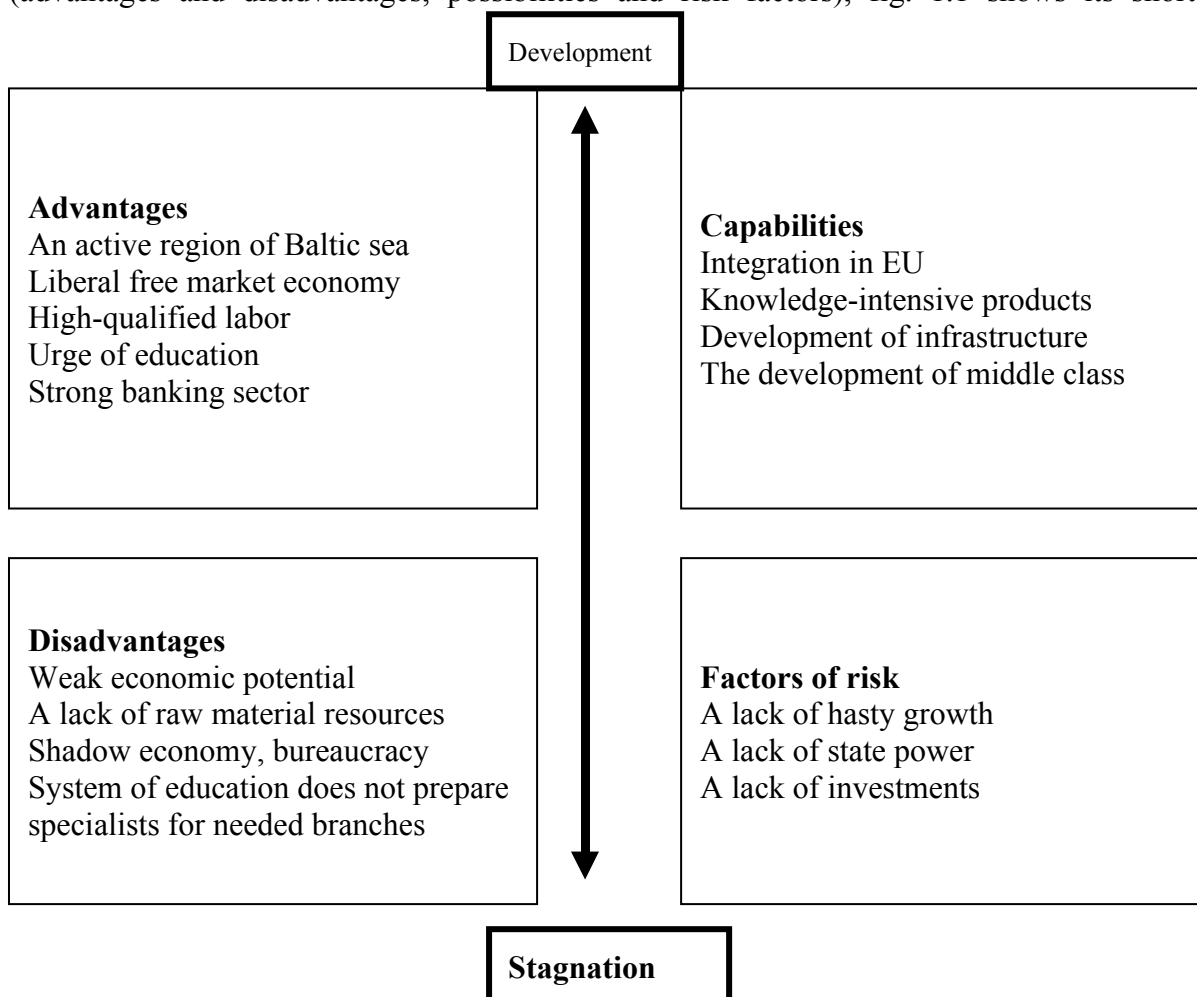
<sup>1</sup> Balabanov I. T. Interactive business. – St.Petersburg.: p. 2004 – 205 .

<sup>2</sup> SMEs and electronic commerce. Paris: OECD, 1998.

### 1.3 Difficulties in development of electronic commerce in Latvia and governmental programs of electronic commerce support

In the middle 90-ties Latvia chose a strategic way of development - a formation of informative society. Conceptual and practical works began on achieving this purpose. 90-ies of past century were marked with large changes, possibilities and, the same time, tasks in a political and economic sphere, such as recovering independence, creation of open market economy, and integration in the international systems.

Thus exactly the development of IT and of communications, a dramatic growth of volume of the accumulated information and its universal availability, rise of the general level of knowledge, became one of determining reasons which resulted in these changes. Strategic planning of development of country was begun with conducting SWOT analysis of Latvia (advantages and disadvantages, possibilities and risk factors), fig. 1.1 shows its shortened



version<sup>3</sup>. Fig.1.1. Simplified SWOT analysis of nowadays state of Latvia

With the purpose of achieving the level of welfare of society, which corresponds to the economically developed countries, there was a number of strategic documents developed and

<sup>3</sup> Karnitis E. The development of Latvia's information society: nowadays state and future tasks– Minsk, conference, 2003

accepted in Latvia, which a realized. The integrated model of development of country for the next 20-30 years unites and co-ordinates economic, political and a wide spectrum of social tasks. A model is based on using comparative advantages and possibilities, on localization of disadvantages and minimization of influence of risk factors.

Most real way of performing of the objectives was a gradual development of informative society - motivation of society to gain knowledge, increase general level of education, active use of knowledge, retargeting of national economy from a labor model to a knowledge-intensive economic model. It was actually begun in the middle of 90-ties; the versatility of its tasks was stressed in the National program *Informatics*,<sup>4</sup> accepted by Cabinet.

*Internet* environment for the realization of business projects was also used to increase global competitive ability of the state. For this purpose there was an introduction of the internationally-concerted *rules of the game* foreseen, increase of trust between participants, and also distribution of bargain for all participants.

Fir.1.2. Information infrastructure (for 100 inhabitants), end of 2005 year (*on evidence www.csb.lv*)

Stable phone lines	30.6
Digital lines in % form total	68.6%
Mobile phones	25.4
PCs	10.9
<i>Internet</i> , quantity of hosts	2.7
<i>Internet</i> , amount of users	10.2
TV-sets	89.1
CableTV, amount of subscribers	24.5
Satellite TV	10.1

Basing on data of research completed by Latvian association of the Internet, total revenues form the granting Internet service annually grow about 40% on average. More and more people and companies use WWW in their work. Number of the Latvian users grows constantly and already goes beyond half a million. By the data of central statistic office the number of citizens who use internet has grown from 24% in 2004 to 47% in 2006.

Unfortunately, progressive changes do not refer to the whole state. Development of Latvia's regions is not balanced; there are large socio-economic distinctions between them. Latvia becomes a homocentric country. To complete the task of aligning regions the implementation of projects of the social-economic program of eLatvia was aimed.

But unfortunately, a great part of measures, planned a by government for development of electronic commerce, still remains unrealized because of nonfeasance of officials and a lack of

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<sup>4</sup> National Concept on Innovation. - [www.lem.gov.lv](http://www.lem.gov.lv)

funds. Presently, in Ministry of Economy there are three programs of development of IT; each of them consists of the same material. Thus the same problems are assigned for different establishments that remain inactive, because they rely on each other in achieving aims. Almost the whole the plan of actions of "Conception of electronic commerce" remained unrealized. A few projects, called to help in work of small and middle enterprises, and also companies-exporters, were tied up. And with the entry of Latvia in EU this problem was only intensified. Our businessmen now have to work on one field with competitors from the countries of EU that would be far easier, if they had a possibility to get specialized information about other countries. It was assumed that for these aims Latvia will be connected to the project SME Website Baltic Sea States, but it did not happen. Similarly situation was with the idea about helping the companies-exporters in search for about possible markets of sale in the Internet.

It is difficult to believe in the words of officials that the basis of a problem is only money. On preliminary counts, courses for companies-exporters will cost the state in a funny sum - 3 thousand Ls. And problem is not that "these money can not be found", but that the method of such courses is not properly developed. Similar situation is expected with a project for small and middle enterprises, although expenses on it make only 20,3 thousands of Ls. One of reasons, which such "tie-up" of the programs is a fact, that e-commerce includes any type of commercial activity over the internet, including interstate institutions, between legal and physical bodies and here is a lot of legislative problems.

In the last year in Latvia the number of people, purchasing goods in the internet, has multiplied. Such data is cited in research of firm Taylor Nelson Sofres Interactive. In 2003 only 4% Latvian users of the Internet bought anything. It is only 1% more than in 2001. Taking into account the general quantity of inhabitants of Latvia in age from 15 to 74 years, it is possible to state, what only 1% population of country took advantage of possibility to accomplish a purchase over the internet.

One of basic obstacles for users to accomplish the Internet purchase in the real time is uncertainty about the quality of the bought commodity. This reason was named by a third of the polled users. A serious obstacle is also and safety of transaction. In this sense situation in Latvia has a little difference from middle indexes of the world: if in the countries about 30% users on the whole avoided the Internet to accomplish purchases because they don't want to inform about the number of their credit card, in Latvia it was only 13%. The third of the polled declared, that for them it is easier and more interesting to do the shopping in an ordinary shop.

Talking about the question of legal basis of commercial relations in the Internet, it is necessary to take into account that operating in global Network, a businessman must observe the norms of international law and intergovernmental conventions, identically operating all over the

world above all things. In particular, one of most effectively legislative acts operating in the Internet is „Law of observance of copyrights”. Violations of this „Law” (for example, use of visual or text of Web-sites, being an object of copyright, secured to other firms), in the Internet are stopped considerably quickly and more effectively, than in the ordinary world, and in most cases end with judicial approvals.

#### **1.4. Principles of evaluation of the efficiency of electronic commerce**

The processes of development of global of informatively-communications technologies are very dynamic now and their possibilities for society and economy are only in the beginning of a wide use. The Internet is a real basis for business, introduction of IT allows heaving up work of firm on a new level. But the results of rate on new technologies of conduct of business can bring diametrically different results - from great success to a complete failure. And that is why it is extraordinarily important to estimate the efficiency of both planned and the already realized Internet-project. Basing on data of research of a wide-known American portal of [www.e-tailing.com](http://www.e-tailing.com) [22], which is specialized on the questions of electronic commerce, exactly the lack of means of measurement was named by the polled, as one of today's problems of electronic trade. Analytical instruments for research of purchaser audience were salespeople, who were also included in lists -. 19 % of participants of review do not known about the indexes of return by buyers, and 47 % do not know, how many buyers refused from a purchase. 57 % sites which inculcated a possibility of cross-trade do not have any information about the profit brought by these possibilities. [24]

In practice it is not so easy to estimate specific gravity of IT in successes or failures of company. in 1994 information was published, that there is no obvious dependence between investments in technologies of information and income [13]. As a result a new approach was offered to estimate the efficiency of IT:

- I.**On the one hand, it is necessary to calculate the so-called "ownership cost", maintenance of equipment and software, making the informative system of company,
- II.**and on the other hand, to determine, how far the use of this information system increases the productivity of labor.

An estimation of efficiency of IT is an instrument, allowing to observe reasonable balance between charges and productivity.

Creation of corporate web site or any other use of IT in business is an instrument for the completion of next tasks [13]:

- 1) increasing the auditory of clients,
- 2) rising the level of client service,
- 3) performing marketing researches,
- 4) entering new markets,
- 5) search of new suppliers,
- 6) decline of costs,
- 7) creation of a new auction ground as an electronic shop,
- 8) teaching employees of the company and partners,
- 9) Increasing the cost of company.

The signs of practical success of usage of IT are the following facts:

- target customer gets as many or even more information about the company, visiting its site, than he would get at a personal meeting;
- the audience of internet source, attributed to the expenses of a project, is comparable with the audience of special (provided for a certain contingent) off-line MASS-MEDIA, related to the medium cost of in these MASS-MEDIA;
- the amount of orders got over the internet grows, including those which a company would not get before (for example from other cities and countries);
- the amount of partners and clients, preferring an exchange by information over the internet grows;
- speed of reaction of enterprise on the changes of environment grows;
- quality of made decisions is improved (or, at least, a confidence about their rightness increases);
- every employee of company realizes: why a company needs an Internet source, and able to bring in
- the small contribution in its maintenance;
- every employee of company understands: why he as the worker of a firm, need the project;
- it is possible to count the capitalization of the project on its every stage.

It is easier to estimate efficiency of online store which does not have other mechanisms of sales, except for selling in the internet. Then it is enough to compare expenses and volume of sales.

For the estimation of efficiency of an online store at mixed on-line and off-line system of sales it is necessary to use more wide criteria of estimation. Estimation of sales in this case will

give nothing, as to the present Latvian buyer prefers the traditional methods of purchase. There can be numerous reasons for this situation:

1. low comfort of Web-site
2. absence of experience of visitors in work with electronic shops, misunderstanding of online store mechanisms and benefits
3. Inability to "touch" a commodity and to with a salesman personally. That is why books, music and movies lead in online sales.
4. absence of trust in the electronic means of exchange
5. absence of control after a commodity from the moment of order till the delivery

Having an alternative to the electronic shop, by different estimations, from 50 to 90% of home visitors of sites use an alternative variant, preferring to walk in a shop, or using phone. Online stores are used only as an information generator.

Therefore, for the efficiency estimation of an internet project it is necessary to use facilities of the Internet. In the process of conducting of such analysis it is necessary to select some major constituents which can influence on efficiency.

#### I. Efficiency of application of web-server in the system of electronic trade.

The task of application of web-server in the system of electronic trade can include a wide range of questions. Therefore for the estimation of different aspects of realization of web-server it is necessary to make layout of parameters of efficiency. This layout has to provide a possibility to conduct an estimation and in accordance with it to take necessary measures on adjustment, development and perfection of the realized system of electronic trade. In accordance with it, it is possible to select the following groups of parameters:

Fig.1.3. Parameters of efficiency of a web-server<sup>5</sup>

Parameters	Characteristics
Economic	Economic parameters include the estimation of economic efficiency of a chosen variant of construction of electronic commerce system on the basis of web-server in the Internet.
Organization	Organization parameters are determined by the degree of integration of new informative system with the existent system and degree of integration of the new informative system with existent activity of enterprise.
Marketing	In this case marketing parameters are parameters that reflect the

<sup>5</sup> Deynekin T.V., A complex method of efficiency estimation of Internet advertisements in establishments – Marketing in Russia and abroad. №2 / 2004

efficiency of conducting of the marketing program of realization and advancement of web-server in the Internet and characterizing the efficiency of web-marketing instrument use.

Economic efficiency (**E**) of chosen variant of modeling a system of electronic commerce, basing on web-server in the Internet, must be defined as attitude of result (**E<sub>n</sub>**), towards the expenses of its development (**E<sub>3</sub>**):

$$\mathbf{E} = \mathbf{E}_n / \mathbf{E}_3 .$$

Total expenses are

$$\mathbf{E}_3 = \mathbf{K} + \mathbf{C}_3 , \text{ where}$$

**K** - total capital investments on planning of the system, on acquisition of necessary parts and its realization;

**C<sub>3</sub>** – exploitation expenses.

In the case of time difference of capital and annual costs, capital costs must be resulted to one (to the first or last) year of exploitation on the formula of compound interests:

$$\mathbf{K}_t = \mathbf{K} / (\mathbf{1} + \mathbf{i})^t , \text{ where}$$

**K<sub>t</sub>** - resulted capital costs, Ls.;

**i** - Efficiency or minimum profit which can be guaranteed for an investor, or a coefficient of capital investment discount (Ls per year)/Ls);

**t** - Period of time, after which capital costs will be made; K, years.

A result, got due to functioning of the system, is defined as follows:

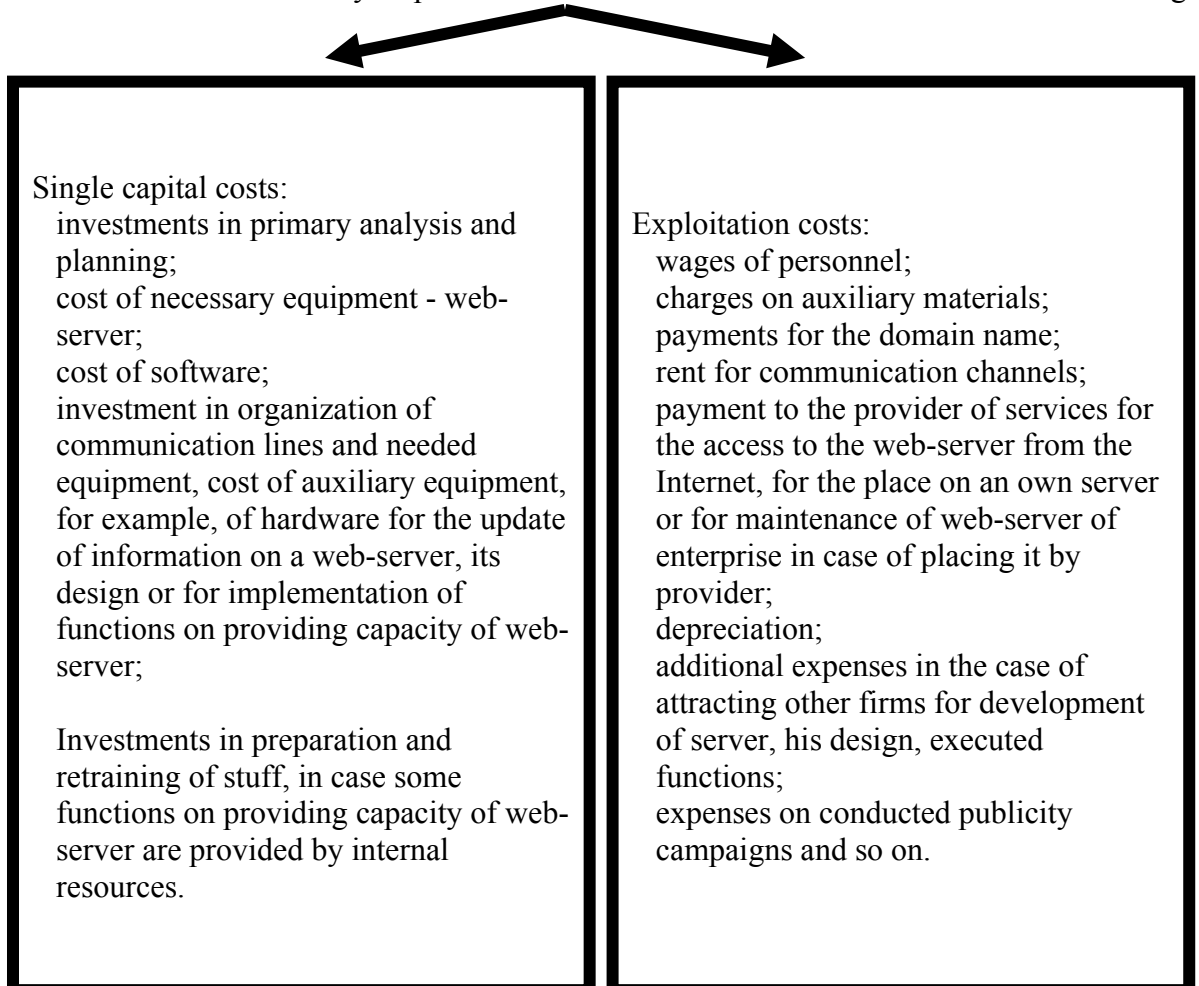
$$\mathbf{E}_n = \mathbf{C}(\mathbf{t}) - \mathbf{K}_t , \text{ where}$$

**C(t)** - effect due to the decline of expenses for **t** as a result of application of the new system of electronic trade on the basis of web-server.

Thus, for determination of economic efficiency it is necessary to define the principal items of expenses and cutting of costs due to the use of the system of electronic trade on the basis of web-server.

The sources of expenses can be divided in the following way:

The sources of economy depend on executable functions of web-server. When using



electronic communications in place of traditional, expenses on the printing, faxing and telephone decrease. Due to a grant of necessary information, pre-selling and post-selling support of users is provided; when organizing a virtual shop, a traditional shop is not needed and, accordingly expenses on him, too. In case of the use of channels of the Internet for distribution of informative products, there is no a necessity in the traditional channels of distribution. It is thus necessary to take into account that introduction and the use of web-server are an iterative task. In addition, it is necessary to take into account that, except for the decline of expenses, the presence of firm in the Internet by means of web-server can bring profit due to the rise of image of trade mark of company, advancement of commodities of firm, attracting new users, addition of new channel of distribution of products, improvement of service of current and potential users.

The estimation of organization aspects characterizes integration of new methods of construction of activity of enterprise in the existent structure of enterprise. The parameter of integration with the existent informative system (**III**) characterizes the degree of combination of implementation of different functions of new and existent informative structures and determined as follows:

$$\text{III} = P / \text{PO} * 100\%, \text{ where}$$

**P** - amount of functions, executed both by existent and new information system;

**PO** - total amount of functions which can be combined by existing and new information the systems.

As an example of executed functions it is possible to bring a conduct of databases, combination of which can shorten the number of the necessary operations under the input of information and increase the efficiency of activity of enterprise.

The second parameter of this group is characterized by integration of the new system with existent activity of enterprise. This parameter (**PO**) determined as a relation of number of functions, supported by the system of electronic trade of enterprise on basis of the Internet (**PI**), towards the total of functions reflecting the activity of the enterprise (**PO**).

Marketing parameters characterize efficiency of conducting of the marketing program and advancement of web-server in an environment of the Internet and determine efficiency of the use of web-marketing instruments. The analysis of information got from a log-files of web-server and/or application of cookie-files lies in their basis. These data sources with higher efficiency can be used for the analysis of their change for a certain time domain and to serve as a criterion adjustment of all plans of realization and advancement of a web-server, and also for the revision of the conducted measures within the developed marketing program of advancement of server.

There can be several criteria of web-server efficiency.

▣ Different server enter efficiency (**IIICT i**). This index is characterized by efficiency of the use of different sources of attracting visitors on a server. Defined as a attitude of visitors, taking advantage of this source (**SICT i**), towards the total of server appointers (**SO**):

$$\text{IIICT } i = \text{SICT } i / \text{SO} .$$

▣ Evaluation of footfall of pages of the web-server (**ICTP i**), that describes the popularity of web server pages. Is defined for every page as attitude of page attends (**SCTP i**) toward the total amount of server attends (**SO**):

$$\text{IICTP } i = \text{SCTP } i / \text{SO}.$$

▣ Banner advertisement efficiency (**Kbi**), which determines efficiency of every banner. By this index it is possible to conduct comparison of banners, setting the ways of their perfection. Efficiency of the banner advertising depends on the number of visitors which, due to advertising, took advantage of banner-reference and passed to the web-server of firm. Determined as an attitude of number of visitors of page which a banner is placed on (**Sbi**), towards the number of visitors who used it (**SOi**):

$$\text{Kbi} = \text{Sbi} / \text{SOi} .$$

▣ Efficiency of transforming web-server visitors into clients (**IIITP**) (for the case of an online store on the server) Defined as percentage between visitors and those who passed to purchasing goods (**SIITP**), and total number of server visitors (**S**):

$$\text{IIITP} = \text{SIITP} / \text{S} \cdot 100 \% .$$

▣ Amount of the repeated apartments (**KII**). This index characterizes implementation of the second basic function of web-marketing after the primary attraction of visitors on a server, namely achieving the maximal number of the repeated visits of server. Determined as an average, equal to the relation of total amount of visits of server (**SO**) to the number of its visitors (**S**):

$$\text{KII} = \text{SO} / \text{S} .$$

▣ As a construction of the marketing system is a dynamic process, one of important questions of efficiency estimation is an account of feed-backs, allowing taking necessary measures on adjustment of accepted marks and conducted measures, and also on further development and perfection of server on the basis of reception and analysis of efficiency parameters. Offered approach to the estimation of efficiency of application of IT is not synonymous, but can be fully used for determination of efficiency of introduction of the system of virtual trade.

Experts select the following factors which can reduce the results of activity of an online store:

- Low comfort of the shop. It can be indicated by questions of visitors in forums or service of technical support about the way how to do buy anything. The simplest method of increasing of comfort is corridor usability-testing, when developers ask a man who does not relate to the shop, to do the shopping, and watch the process without interfering
- a lack of information about advantage of this online store

Order delay. A term between an acquaintance with a product and accomplishing of purchase can be different - from one day to a few months. Therefore it makes sense to count not only the amount of purchases but also adding to favorites, and repeated visits.

## 2. **Research of book markets and its tendencies.**

Nowadays e-commerce has become an essential part of business for the companies whose main goal is cutting costs and increasing sales, and bookselling companies is no exception. Most of the leading companies in this segment either have already gone on-line or are planning to do so. The advantages of going online for booksellers are obvious. For the bookselling company, in comparison to other businesses, selling books is much easier than selling goods that are specially designed (clothing, furniture etc.) In the meantime online book buyer gets the exact description of a book on the website and is confident about what he is buying. Which helps to prevent from returns. It is much more complicated both for buyer and seller to proceed operations with return of goods if the purchase was made via internet. In this sense bookselling via internet is favourable than selling clothes for instance.

### **2.1 Development tendencies of worldwide bookselling market and the development of bookselling electronic commerce**

The vast majority of developed states have a wide dynamic publishing system. More than 70% of world's printing products are produced only by 20 countries. What is today's bookselling market? In the middle of 1990th the world turn of book market was estimated at 80 bln. of dollars. World book market today is no a simple mechanical conglomerate of national markets, between which the connections of foreign trades are made as an import and export of print products, sale of copyrights, licenses to the translated editions etc. Globalization of industry shows up in direct expansion of transnational business concerns. It refers, first of all, to German business concerns «Bertelsmann» or «Holzbrink», which occupy dominant position at the markets of books of many countries of the world.

Basing on the information, published in magazine "Publishers Weekly" (THE USA), it is stressed that the system of book distribution USA experiences a period of active reorganization, affecting all intermediates of chain a "book - publisher - distributor - buyer". Growth of level of competition from the side of other channels of book distribution forces booksellers to modernize the activity (computerization of commodity checkup systems, online order, opening of supermarkets). Retail supermarkets of bookselling chains conquered stable positions not only in capitals but also in smaller towns that is confirmed by the growth of their activity indicators,

starting from 1992. However, the process of reorganization in bookselling does run without difficulties and results in financial losses. Changes, that took place in book distribution in USA, hold far reaching consequences - now the stake of independent booksellers at the book market of the USA continues to decrease; information given by researches testify that the number of copies of books, realized in these shops, decreased from 21,4% in 1994 to 19,5% in 1995. Together with this, the stake of bookselling chains grew accordingly from 24,6 to 26,2%. In total in retail bookselling outlets, including bookselling chains and independent bookstores, 46% of all books realized in the USA were purchased, and this trend is up to increase. According to some prognoses, to 2005 total amount of supermarkets of American bookselling outlet chains will reach 2000, including 600 shops, included in the basic (national) bookselling outlet chains, 600 supermarkets of regional bookselling chains and 800 independent supermarkets. Thus, reorganization and restructuring will be conducted with the purpose of association under the same roof of all informative and educational facilities on any transmitting devices. This necessity is caused by active development of electronic information facilities, and only similar integration of assortment will allow booksellers to compete on the market successfully. In addition, to 2005 5-10% of all commercial editions of books realized in the USA will be acquired through electronic bookstores.

In world bookselling, there are two opposite and complementary tendencies, which are aimed at direct offer of a maximal choice of books. The first way is expansion of direct access to the enormous assortment due to multiplying the areas of selling and perfection of service in large shops. By the summer of 2005 magazine "Book business" appealed to the booksellers from the different cities of Russia with a request to specify, on what buyers are mainly oriented when offered books in their shops. In 95% only two of the 5 offered were marked, namely, modern Russian buyers are oriented on the fame of book (soap opera, advertising, buzz marketing) and on the concrete series of books or genre (for fans). Of course, sometimes buyers consider it necessary to listen to recommendations of salesman (or to pay attention to the posters in shops), but this is not the main aspect.

Basing on this quiz and world's bookstore experience, the distributors of books of the whole world offer the following two types of services for the improvement of service:

- Information
- Communication

Informative services are related to the development of network the Internet and with the use of common and professional magazines, advertising on television. And such services are really popular. On-line shops present individual services, that a traditional bookselling can not offer; is a possibility to familiarize with the professional reviews of book and with the opinions

of other buyers; information about which editions were purchased; individual recommendations taking into account former purchases; completing personal «packages» with a big discount; possibility to purchase a novelty at second hand, that is 2-3 times cheaper (an important factor with the high cost of the first editions). The largest electronic bookstore in the Internet is Amazon.com and the substantial problem of trading books was solved by its specialists - now you can look through the editions, being sold on "Amazon". On the site of shop there is an additional service (Look Inside the Book). In this section fragments are published (a few pages from different parts), general view of cover (view from behind and at the front) and covers (where the picture of author, his short biography, advertisements of other books and reviews are usually printed). This service was presented "in response to the numerous requests of visitors of shop".

On the other hand, world's experience shows that much more popular are communications services: telephone and verbal references, and also system of pointers, guide-books, etc. Quizzes approve, that more than 50% of buyers prefer to gain information about a book directly in the shop. For them there a visit of bookstore is one of the forms of leisure. Therefore the role of salesman-consultant is service, the support of communication connections with buyers, «friendly interface» salesman-buyer, has a priority value.

In the USA, according to the researches of Point of Purchase Advertising Institute (POPAI), over 64% of decisions about a purchase are made directly in the places of sale. In European shops this index varies from 40 to 50%, in Russia – 35.2%. One of the last researches in bookselling, exposed, that one of key requirements to the bookstore from buyers is a "breadth of assortment". This is the reason for many booksellers to realize exactly assortment strategy. Realization of assortment strategy allows assuming that the specialized online bookstores have a future.

## **2.2. Bookselling market overview in Latvia**

Basing on calculations done by experts, the turnover of book market in Latvia varies from 9 million EUR to 18 million EUR per year. In Latvia, there are three times more publishing houses per capita than in Germany, and there are three times less bookstores.

There is a very interesting book market in Latvia. It has two bright trends:  
1) Bookstores are divided into "Russian" and "Latvian". Latvian publishing house can not overcome total range of books, printed in Russia and in the West. In addition, due to a small audience and small circulation, the prime price of book (where printing-house service, fees for the authors and translators are included) in Latvian publishing houses turns out to be some times higher, than in Russia. That is why Russian readers are in a more comfortable position.

2) Other tendency is that Latvian reader (bilingual) has a soviet education mainly. In Latvia authors, having great success in the West, do not quite pass sometimes.

Basing on the data of Ministry of culture, in 2003 in Latvia 2605 editions was published. From them 706 are translations from different foreign languages, namely translations into Latvian - 592 (23%), translations into other languages - 114 (4%), original literature of Latvia — 1501 (58%), original literature in other languages - 361 (14%), dictionaries — 37 (1%).

In 2004 in Latvia 2591 books were published with a total print of 4881, 9 thousands of copies. From them: in Latvian - 2145 books with total print of 4363, 8 thousands of copies, in Russian - 163 books with total print of 208,7 thousands of copies.

Basing on this data is evident, that the amount of books published in Latvian exceeds the amount of literature published in Russian. Of course, it does not mean that less people read books in Russian - simply for local authors, writing in Russian, it is difficult the find market of sales of their books. Russian exporters bring cheaper books here, which will still cost cheaper than the similar Latvian books. The proprietors of large local bookstores (Gora, Janus, Polaris, Valters un Rapa, Jana Roze) rather sell Russian books which are not always of a better in quality than Latvian, but more popular and cheap. This will logically bring more profit.

Latvia's thematic leader is fiction (and here, first of all, detectives, modern Russian and foreign prose), business literature (economy, law, marketing, management, bookkeeping) and educational literature for schools. In ratings of sales the first place is taken by books in the hard cover of standard format 84x108/32 that is explained by a primary orientation on the similar format of publishers and polygraphists. The price rating is set by the subject of book and its special purpose: the highest ranges of prices are referring to art albums and gift editions, lower ranges – «pocket-books». Demand is not satisfied on separate positions on scientific, educational and reference literature. Especially it takes place on narrow specializations and disciplines, on separate objects, books on which are required in the small circulation, which dictates their high retail price. There are not enough books on an actual modern subject in fiction. Most of all it is related to the absence of sufficient number of authors and low fees of authors. In addition, at high growth of number of the translated editions, modern literary process, except for ten or hundred of the authors of the developed countries abroad, are still poorly presented. Fiction, according to the names and even to the circulation occupies about 15-20 percents of market, in spite of a fact that these are the highest circulations..

Basing on a book market analysis in Latvia, it is possible to select the following progress trends:

1) Language division of readers

- 2) Literary brands are sold in a better way, than books of unknown authors or books of unknown publishing houses
- 3) Latvian publishing houses passed to the system of the thematic planning and pricing, following profitability of every edition;
- 4) Latvian publishing houses combine an own network and distributions through independent wholesale enterprises, because an own network allows to develop sales and watch them, large retail network – to conduct large-scale marketing measures, and an independent shop helps to attract attention of buyer to a certain book.
- 5) Further growth of middle price of books is needed for market development,
- 6) A book market became more differentiated and offers literature for any demand - from most modest to refined;
- 7) With introduction of new law on VAT, publishing houses and bookselling got the favorable mode of development; many books have a rate of VAT 0%, and bookselling is assessed the rate of VAT 5%;
- 8) Low solvency of population, especially in the regions of Latvia, restrains market development
- 9) Passing to the highly assortment form of organization of bookselling is restrained due to a lack of additional capitals
- 10) The structure of reading evolves in behalf on the pragmatic reading in the last years. For this reason the demand on educational and educational literature continues to grow, the increase of level of formation of population and requirements of markets to professional qualification of the staff are obvious.

The following bookselling retail forms are presented in Latvia

- ❑ Department (specialized) book store (till 300 sq.m) with an assortment the 5-10 thousand names;
- ❑ Book supermarket (1000 – 2000 sq.m)
- ❑ Chain bookstores
- ❑ Bookstalls, markets
- ❑ Online bookstore
- ❑ Catalogue bookselling;
- ❑ Sections of books in the galleries of mall (hypermarkets) etc.

For the Latvian book market also development of world tendencies is characteristic, namely the use, along with the traditional charts of trade, new IT, in particular, Internet. In Latvia in 2004 there were about 13 specialized electronic bookstores and sections in large online stores.

Analyzing the conducted analysis, it is possible to estimate Latvian book market as in a civilized economic space. State of deficit of demand and supply and unequal terms of access to world riches of books are considered as potential, undeveloped resource. Realization of this resource requires investments in development of infrastructure which would engulf territory of entire country and provide its integration in the European and world book market.

At the Latvian book market all types of formats of bookselling are presented – wholesale and retail, large shops and bookstalls. Books can be purchased both in the specialized bookstores and in hypermarkets. Bookstores are presented both in the capital and in all large towns. In the capital bookstores are disposed as separate outlets and leased trading places in shopping centers (Domina, Mols and Origo). Thus shops, specializing on Russian books, get along with shops of Latvian books under the same roof. For large Latvian publishing houses the presence of own nominal shops is characteristic.

Latvian bookselling firms can be subdivided into the following categories:

- ❑ Firms that specialize on the educational literature in a state language. Combine both publishing and retail trade. Besides textbooks, their basic sale happens in August and September (time of a writing season) they sell fiction, the art and specialized literature. Work with local authors translate of Russian and foreign authors.

Jumava, Zvaigzne, Rapa, Lielvaris, “L-grāmata”

- ❑ Firms, engaged in a wholesale and also retail business, selling Russian books in Riga and in the regions of Latvia. Their basic specialization is books in Russian language, in regional shops Latvian literature is sold, but Russian books prevail.

Janus

- ❑ Firms, distributing books in Latvian and foreign languages and some - in Russian. A basic orientation is a retail selling of Latvian books; shops are in the center of city, in large shopping centers.

“Jāņa Rozes gramatnīca”, “Valters un Rapa”, «Reriha grāmata»

- ❑ Firms, specializing on a retail business of selling books in Russian language. Have some retail or separate shops.

Polaris,

- ❑ Firms, having clear specialization on the assortment of books

Intelektuāla grāmata, Reriha gramatnīca

The shop of firm Janus “Gora” is oriented mainly on the Russian audience, although there is Latvian public beyond the clients.

The basic competitors for the shop GORA are the shops of firms, specializing on selling books in Russian language (Polaris and Intelektuāla grāmata), and also already less dangerous, as

a percent of the Russian books is considerably less than Latvian books (“Jāņa Rozes grāmatnīca”, “Valters un Rapa”, «Reriha grāmatnīca”).

On the basis of comparative analysis, the author of diploma drew the following conclusions about the competitive advantages of the largest bookstores in Riga, selling Russian books.

**1.**All shops are advantageously located except for “Gora”, and “AST”. Despite of being in the centre of the town, is still difficult to find shop “Gora”. It is situated far away from the active center, as a rule, customers don't come there by chance. The shop of publishing house “AST” is disposed Krasta street (next to Lido), that limits free access of buyers without a car, basic buyers are local habitants and visitors of Lido. The other shops are in a more advantageous position: Reriha grāmatnīca, Jāņa Rozes grāmatnīca, Polaris and Intelektuāla grāmata – in the center of city, Valters un Rapa in the center of the Old city, shops of Polaris – in shopping malls Mols, Alfa.

**2.**The price policy of the examined shops is also different. The standard of prices was checked up by random, choosing samples of different books of these shops and collated with the costs of shop of Gora. The lowest prices are in Gora, Intelektuāla gramata and shop of Reriha gramatnīca. Costs of Polaris and AST are above the average level, but not the highest, as for example in the shop of Valters un Rapa and Jāņa Rozes grāmatnīca.

**3.**Comparing an assortment is more difficult, because, for example, shops Gora, Polaris and AST bring literature of different directions, but Polaris is not engaged in selling "pocket books" (cheap analogues of books in the hard cover of pocket format). Specialization of Reriha grāmatnīca is esoteric literature, also philosophy and psychology. The sparkle of shop Intelektuāla grāmata is business literature (economy, management, marketing, PR, right, dictionaries), not quite commercial orientation of assortment, the name of shop speaks for itself; it is possible to order rare books here, more old years editions which are often hard to find anywhere, except for library. It is hard to compare the assortment of shops Valters un Rapa and Jana Rozes gramatnīca with shops of Russian books, not bad considering a fact that they all present all subjects and «leaders of sales» of book market.

**4.**All shops try to conquer the loyalty of user, it is not enough simply to sell a commodity, additional benefits and services are needed to retain buyer and to attract a definite group of regular costumers to the shop. Shop introduces different additional services: cards of discounts for regular customers, gift cards and other ways of attracting customers. Certainly, similar services are accessible to far not all shops; mainly large shops do this king of things. Not so a long ago bookselling began to develop over the internet, when large bookstores create online stores, where it is possible to order, check or purchase an interesting book online. Firm Janus has

an online store and a great part of assortment of shop Gora is presented there (except for books in a soft cover and "pocket" – books. Jāņa Rozes grāmatnīca also has an online store.

5. Under merchandizing in this case the location of commodity in a shop is implied. In some bookstores books are located as in a library, one to one, by a rib to the buyer (Reriha grāmatnīca, Intelektuāla grāmata, Valters un Rapa). Such layout hampers the process of viewing and choice of book considerably, books quickly fray and must be written down. It is not a special strategy, but done because of the shortage of place. In shops with the special shelving of books, books are disposed with a cover to the buyer, the large ones are packed in plastics, that prevents falling and spoilage of books and also stimulates best sales. (Gora, Polaris, Jāņa Rozes grāmatnīca). Bookshelves, as a rule, are disposed from the floor, naturally it is necessary to move books periodically to make them visible for the customer.

6. In the developed world the basic part of profit brought by the virtual shops comes due to realization of books, CD, DVD and other Medias. In Latvia, according to the director of 1a.lv Marek Zuyka, the situation following: "Large part of online customers (80%) — under the age of 30. And these people read books quite little. They use the resources of the www to search for music, videos and different plays"<sup>37</sup>. Pirate market won't allow purchasing the competitiveness of legal products soon. Besides, the cost of delivery at the relatively small cost of similar commodity can simply to block it. Therefore mainly books and musical records in Network are offered in the specialized sites: musicshop.lv, platformacd.lv, janus.lv, jr.lv, amizante.lv.

All large bookselling networks use the following marketing and publicity motions:

- ❑ In all large periodic editions the annotations of new books are placed with an information about who announced this book
- ❑ On the portal www.delfi.lv bookselling firm Polaris places a detailed annotation of one book every day, at the bottom of this information a price is shown and the information is given where it is possible to purchase this book. Janus for this purpose uses the portal www.tvnet.lv, where this book can be purchased in an online store.
- ❑ Tops sold books and novelties are published in magazines. (for example, in a magazine "Люблю" the top of the sold books of Polaris is published, and Janus publishes the top of the sold books for kids in the same edition).
- ❑ Participating in an annual book fair in Kipsala.
- ❑ All shops present programs for regular customers.
- ❑ Conducting of
- ❑ Meetings with authors and presentations of new books.

### **2.3. Implementation of E-commerce with regards to different models.**

In the middle of 90th in many researches it was registered: practically all forms of organization of on-line enterprise, in fact, were copied from those, that are used in the off-line world. Trade history counts a few millenniums, and, as analysts specified, even the use of the newest technologies is incapable to make any noticeable alterations in relations between a salesman and buyer. It is now accepted to consider similar assertions inexact. Electronic commerce generated quite unique operating models, corporate strategies and methods of running business, and it radically changed the attitude of managers towards IT and their role in the decision of tasks which companies face in the conditions of «new economy».

The model of electronic commerce can be classified by the following criteria:

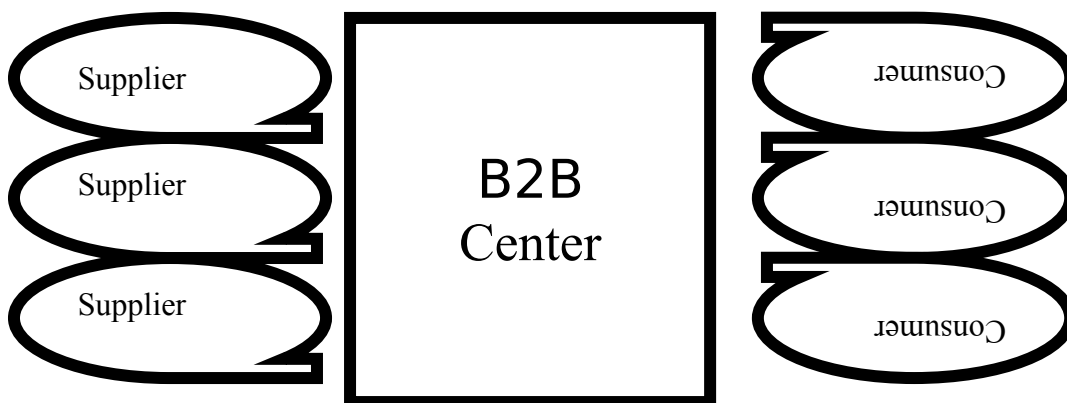
#### **By the type of presentation of goods**

- ❑ Company's electronic representative mainly serves for distribution of information materials about a firm and its services in Network. Thus there is no integration with internal business processes of company
- ❑ An electronic catalogue is a demonstration of goods and services which can be purchased on other traditional channels. B2B model works well in branches, where a supplier is known, prices and queries are predictable and do not change a lot.
- ❑ Electronic shop includes a catalogue, navigation system, system of processing orders and payments, granting information about passing an order, delivery. In full-service online store an integration of SOFTWARE is obligatory, that will provide internal business processes (back office) with the show-case of the shop.
- ❑ Electronic department store (shopping street) - online stores in shopping street are let on hire, that is cheaper than creation of your own online store.
- ❑ Electronic auction is an analogue of classic auction with the use of IT. In the sector of B2B the work of auctions is the best where is a non-standard or used equipment or services, which are variously appreciated by salespeople and clients.
- ❑ Electronic exchange organizes the temporal contacts between suppliers and users. Participants contact in real time, bargain, and get information about market prices. Exchanges are most effective where prices and queries are flexible.
- ❑ Providing of informative and consulting services- MASS-MEDIA, informative, public accountants, publicities, marketing companies, network agencies of the selection of personnel.
- ❑ Technological support of business is the pay systems, developers of software for electronic commerce, internet providers.

▣ Outsourcing is a grant of electronic business proceeding by a third-party or a mediator. A customer can confer powers on solving of certain complex of problems to the third-party specialist (Application Service Providers, ASP).

**By the type of consumer**

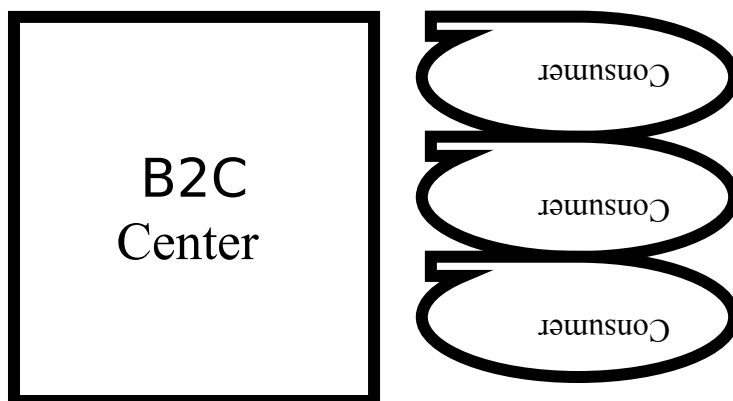
**A)** Model B2B (business – to – business) presents fully automatic cooperation of firms or organizations in business process.



Drw.2.1. B2B model scheme

Inter-corporation electronic commerce B2B centers are mire like double-side exchange between sellers and buyers, what creates advantage for the both of the sides.

**B)** Model B2C (business – to – consumer) is used by a firm to sell its production and/or directly to final users.



Drw.2.2. B2C model scheme

B2C model allows to even the distinctions in access to goods and services between users, on condition of solving the problem of access in the Internet and possibilities of payment. But from other side, an auction ground of B2C (online store) is one-sided communication which gives a salesman more advantages than a buyer.

On the whole, in beginning of 2004 the volume of world market of electronic commerce in the sector of B2C was measured by milliards of dollars, which is approximately two orders lower, than volume of market of sector of B2B. The value of B2C system increases linearly with the number of users, while in inter-company trade of B2B it grows as a square of growth of number of users.

There is a big difference between models B2B and B2C. Unlike B2C, at the use of model of B2B operations are carried out with the wide spectrum of contractors (banks, suppliers and other). It means that any subcontractor of enterprise has a possibility to look over the current necessities of enterprise in needed production or services and react immediately on formed request. Thus, he can plan delivery, determine terms and methods of delivery, prepare bills, etc. thus all necessary information must be entered in the system of control of the resources of this enterprise.

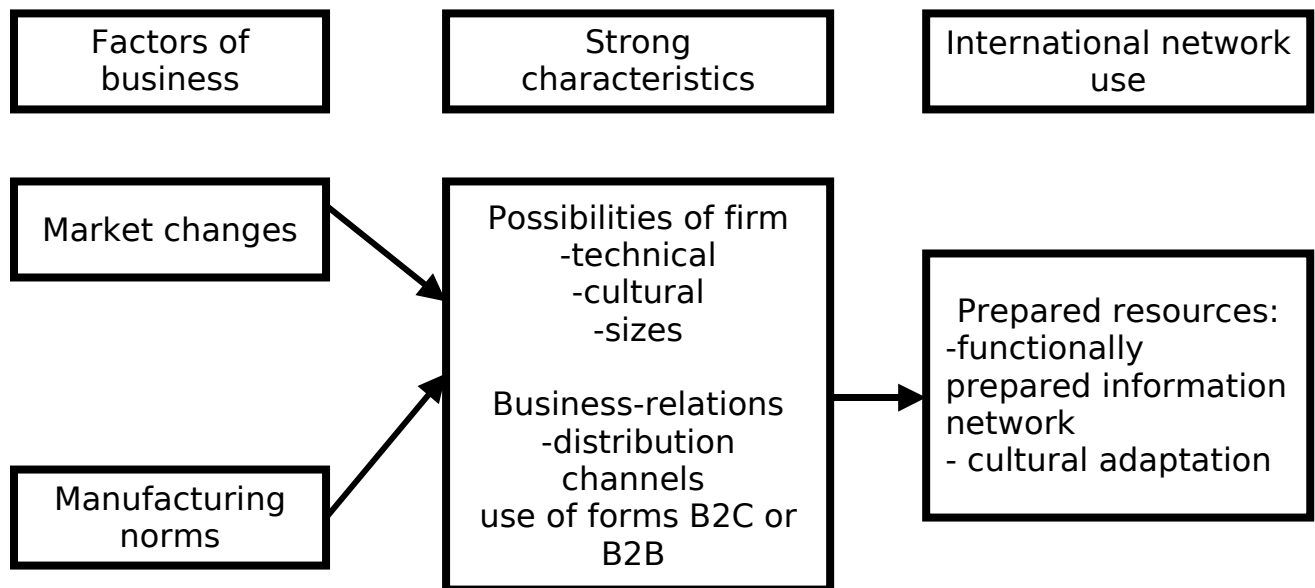
Enter of electronic commerce in accordance with the model B2C implies the use of commercial operations (purchase, sale, payment and other) through the internet, while electronic commerce in accordance with the model of B2B includes wider spectrum of technological decisions.

Three peculiarities of B2C model must be mentioned.

- 1)The first lies in a fact that often a salesman runs business not with the help of an automatic system, integrated with Internet interface (network of compatible communications and signals by means of which the computer system devices unite and provide the exchange of information between the executive devices of the automatic system or between a man and machine), and by hand, through the managers, and the vast majority of online stores in Latvia are basing on this scheme.
- 2)Second one lies in a fact that for this model it does not matter, who is served - a physical person or a legal body. That is the reason why the vast majority of online stores easily get through with service task of private and legal bodies.
- 3)The third feature is related to the process of the electronic commerce proceeded in this model. The point is that not always a process, related to entrepreneurial activity, is really ruled by the control system and as a result it is representing a very chaotic set of actions of managers of the enterprise. One manager operates under one chart, other – on other, so it is hard to automate all activities [21].

The kernel of electronic commerce is IT. Investments in this new technology family as a percent of a GDP vary in different countries. So, for example, Japan invests only 2 % of GDP in IT, 3 % in Great Britain and Australia and 4 % in the USA.

Globalization and electronic commerce provide new competitive advantages for big, medium and small firms that investigate new forms of running business. A research that was carried by international business specialists of the USA and Canada, dealing with internationalization of medium and small enterprises<sup>6</sup> activity, allowed choosing a model that describes the use of electronic commerce in small and medium firm activity (SM). They combined the results of social research of 12 Canadian firms representing the branches of tourism, hostel business and high technologies.



Drw.2.3. A model of use of electronic commerce

Research allowed selecting two groups of factors which define the necessity of the use of electronic commerce in the activity process of middle and small enterprises:

- ▣ factors of business environment
- ▣ Strong characteristics of firm.

As the research showed, tourism and rest business is more traditional and steady in the form of B2C (business - user), while hi-tech organizations use B2B mainly (business - business)

Strong factors, determining possibility and necessity of the use by electronic commerce firms, are as follows:

- ▣ computer competence
- ▣ cultural erudition

<sup>6</sup> Tiessen J. H., Wright R. W., Turner I. A model of e-commerce use by internationalizing SMEs // Journal of International Management. 2001. V. 7. I. 3. P. 211-233.

□ size of the company

The choice of making contact with final user through mediators, using the method of direct selling or business relation form.

On the whole, an important question faces producers and retail salespeople - how to transform the existent channels of distribution, to satisfy clients most effectively at minimum current costs. For achieving these aims the programs of class of CRM are used.

As the experts state, nowadays systems of individual service, applied in electronic commerce, do not equal the hopes. The point is that many I generation CMR- programs use a primitive tool and far a not complete information about clients. In addition, as specialists consider, in the centers of electronic commerce individual service is often organized without taking into account the real demands of an on-line user. Till now, basic stake of software for individual service, used in electronic business, is divided between two categories of products:

1.Program packages on the base of rules. These programs can prepare individual pages and pick up information about goods, basing on the rules of business, connected with information about the demands of user, which he reported about himself, or with that, which was received on the basis of analysis of his conduct in Network.

2.Systems of group filtration. At working out recommendations these systems take into account what product is purchased by a buyer, and line up analogies with the preferences of other clients, purchasing the same product. Suggestions are conformed to specific information which user searches for in on-line news.

Both these technologies, in the way they are realized in most electronic commerce centers, possess in a number of disadvantages. Generally, they forecast interests of clients on the basis of very scanty information, frequently obtained as a result of analysis of client movement from page to page and complemented by the information that he reported about himself. But, as specialists consider, roaming of visitor in a shop can be interpreted in a wrong way, but to convince a user to tell about itself not so easy. Filling forms on Web-centers is not a pleasurable activity for everyone, but those, who agree to do it, suppose to get something in exchange. Taking it into account, many electronic business companies parlay on tools and those technologies which less depend on questioning of clients.

In one of such systems, let out by Strategic Data corporation, information about buyer movements in a shop and information which he reports about himself, is completed by demographic information, connected to his zip code.

Another approach gains more popularity nowadays -“situation commerce”. This tool allows binding goods and services of many on-line retail shops to the news published in a network. Dan Jaynal, a marketing consultant, specifies one more dignity of «situation commerce».... Helping to

put right individual service, it frees users from things that can be considered as intruding in the personal life: control after moving in a virtual shop, creation of types and so on.

Many leaders of electronic business hope that similar technologies will help to do individual service more address-like. Nevertheless front office of leading Web-shops, including BarnesandNoble.com and Dell Computer, perform their development very carefully. Firms fear that a badly organized individual service will scare away passive buyers. Considerable part of modern technologies, as the representatives of both electronic companies assert, limits freedom of buyer's choice. When each next Web-page is generated on the basis of incomplete information about client's profile or taking into account his previous visits, the assortment of the offered products is perforce decreasing.

Passing to the new level of individualization of service, the company of electronic business must define, which part of information can be gained from buyers and how many facilities will have to be inlaid in an analysis and design of their conduct on the basis of own experience. As specialists stress, it is necessary to put control after its efficiency. As it has been evaluated by Selland from The Yankee Group, today few people try to define, how the increase of profits of company is related to individualization of service of buyers. But putting right feedback in the real time, firms would operatively correct on-line marketing campaigns. "The vast majority virtual shops simply develop such system, and then begin to guess, if it works or not", — Selland says. One of pleasant exceptions here is Dell. From the very beginning of realization of project of individual service of customers the firm set quantitative estimation of its efficiency. It was used, in particular, in the first system of retail business by e-mail, when regular customers, unlike novices, were offered a specially formed range of goods. According to Lloyd, if before differentiation of offers an amount of answers on them was 3, 5—4%, after introduction of the system it grew to 9-11%. Dell calculates also, how many times a client visits a Web-knot, before purchasing anything. Basing on the system of individual service, a firm wants to make the shop more comfortable for buyers, that those could purchase a necessary product as quickly as possible. And a company has criteria of comparison: today, as Lloyd marks, to buy anything, a client visits a knot at least five times, and even more.

Experts stress, that main issue for many electronic shops is to control the efficiency of service, not paying too much attention to external effects.

#### **2.4. Peculiarities of different models of electronic commerce B2C**

One of founders of Amazon.com Jeff Bezos said «We can sell everything, except for a concrete!» and it became the original motto of electronic commerce and formula of success of virtual auction firm.

Basing on the type of user, models of electronic commerce it is possible to divide into those, which are aimed at an eventual user (B2C) and on those which are oriented on business partners(B2B). Modern B2C of business models differ by possibility of personal setting of parameters of the realized commodities/services, or presence of specific branch features. To these models refer:

1. Presently business model of Internet Company, first used by Amazon.com, considered one of two most typical forms of co-operation of salespeople and buyers in the segment of B2C. In the classic models of B2C the primary purpose of merchant is realization of the prepared set of commodities/services, presented in static (fixed) catalogues on the Web-site of firm.

Strategy of network shop consists of taking basic advantages of market of electronic commerce (low prices, flexible terms of payment) for the sale of standard goods or services to the mass user. Thus buyers can not affect price and produce the wishes in relation to configuration, sizes or other parameters of the acquired products.

Tab.2.1. Classical form of model B2C

<b>Buyer</b>	<b>Message exchange</b>	<b>Seller</b>	<b>Payment</b>
Chooses a web-site of a seller		Organizes a virtual shop and creates a shop-window	
	After choosing goods a potential buyer sends an order to a salesman		
		Checks the presence of commodity on supplier's stock room and executes delivery (with information about a customer and form of payment)	Information about pay card is given
	A salesman sends a client order confirmation		Money is sent
		Executes an order (delivery)	
Receives ordered commodities			When delivered, paid by bank cheque or real cash

This model is based on electronic mediation of virtual auction point between the producers/distributors of commodities and clients of retails. Obviously, that primary success of Amazon.com based on two key factors: low prices and delivery. More attractive descriptions of suggestion were explained by absence of expenses on purchasing/rent, maintenance and equipment of apartments for stock rooms and by the low level of personnel charge, and also by availability of suppliers (what provided an available level of transporting expenses).

This business model has a basic disadvantage: being easy to make, it does not provide strategic competitive advantages. Therefore companies appearing in the web, using the model of Amazon.com, face the problem of high risk business; there is a high probability of bankrupting for them.

2. The second typical model for B2C is organization of Internet-subdivision of off-line of trade-service firm. The chart of co-operation between a salesman and buyer in this case does not differ from resulted in tab. 2.1. The only difference is that an on-line shop checks the presence of commodity on own stock room, instead of suppliers stock room, and consequently, does not depend on his honesty. Such model better than the first, if the associated company disposes well known buyers by a trade mark and, accordingly, uses Network as an additional channel of realization of commodities/services.

This model can not be easily copied by competitors, as previous, as for success competitors need strong brands of trades. However it has a serious drawback. Development of new direction does not always result in total growth of number of buyers and business turnover on the whole. Frequently there is so-called «cannibalization» of sale markets; a virtual shop begins to compete with the «physical» colleagues and increase the turnover due to them. In addition, errors in management of Web-subdivision can cause negative consequences for off-line business. Examples are known, when technical defects on a server or ill-timed delivery of the commodities booked on the Internet caused the churn of buyers and from the ordinary points of selling, belonging to the associated company.

3. The model of the «limited individualization» is mainly used in computer, by software, household appliance, by motor-car stuff, by sport event ticket electronic commerce, by tourist services (order of tickets, booking numbers in hotels, lease of cars, tour sale). As well as first two, this model is provided for a mass user.

Tab.2.2. The model of the «limited individualization»

<b>Buyer</b>	<b>Message exchange</b>	<b>Seller</b>	<b>Payment</b>
Chooses a web-site of a seller		Organizes a virtual shop with the configured appendixes and/or static catalogues	
	A buyer sends a salesman an order in accordance with individual preferences	Gives the variants of commodities/services in accordance with the present set of parameters	
		Processes an order, specifies information about a buyer and form of payment	Information about pay card is given
	A salesman sends a client order confirmation		Money is sent
		Order is executed	

Receives Commodities or service			When delivered, paid by bank cheque or real cash
---------------------------------------	--	--	---

The principle difference of this model is that a virtual merchant provides the certain account of preferences of purchasers. A client is in a position to choose an attractive variant/configuration of commodity or package of services, judging by the set of parameters offered on a site. The use of this model in electronic commerce allows to decrease the number of o commodities in stock rooms and to get thus a considerable economy on costs comparing with the malls.

The model of preliminary orders in the segment of B2C is based on collection of the preliminary orders in an on-line shop and executing them later. In similar cases a virtual shop usually is subdivision of producer's of goods and services, which aims beforehand to define demand on products, first presenting them in the market (for example, so act the companies of motor industries when releasing new models of cars). Sometimes Web-sites, specialized on the sale of commodities of the limited demand, work on the same principle (such as the articles of art). A basic problem for a salesman is a necessity to give a target audience a guarantee of order execution in mentioned terms. A buyer risks to get the chosen commodity/service not in time (or not to get it at all).

The distinctive feature of this model is realization of process of purchase-sale in a few stages. At first, a salesman collects requests, then finds out terms and terms of execution of order for a supplier, informs clients about it(as a rule, by an e-mail) and, finally, in case of they consent provides delivery of commodity.

**4.Virtual auction.** This model in the segment of B2C is not so popular yet. The only well-known example is priceline.com. The essence of model is that a potential buyer «bargains» with a shop in the real-time, trying to underbid the primary price set a salesman on a commodity/service. B2C model continues to be explored as a very perspective form of relations between a salesman and buyer, though requiring from virtual merchant a very exact estimation of the assumed risk. Its basic advantage is impossibility of copying in "physical" shops.

**6. Model of network communities.** Most successful on-line B2C-firms were able to form the groups of regular customers, named "Network communities». In the most general view a community can be defined as a group of people that exchange with information. Accordingly, network association unites persons who exchange information by means of IT. Many wide-known companies form on-line communities with a help of bulletin boards, forums and chats. Instances are [http: family.go.com.boards](http://family.go.com.boards) Disney, forums of Shell International Petroleum,

Pentax; forum of Bocsh tools. Heineken offers users a possibility to open an own virtual bar, where, acting a barman, they can socialize with other visitors and meet the friends. Nescafe has a similar thing also, only it is a not bar, but cafe.

It is obvious that the amount of companies, creating user communities, increases. Forum of One, American consulting firm which is specialized on monitoring of sites of user communities, registered existence over 300 thousand on-line thematic debate forums (as compared to 96 thousands in September, 1997). About 85% of them belong to commercial organizations (there are no denotations .edu, .gov or .org in the end of their web-sites), among which small firms and dealers of retails appear.

Three principles lie in basis of organization of any virtual association:

- 1)community of interests;
- 2)motivation to exchange information;
- 3)ability to cooperate; there is an access to Network and addresses of other members and/or electronic mediator, coordinating co-operation of participants

On-line associations do not face «physical» access (for example, as it is in privileged clubs) restrictions, with barriers, related to the size of apartments (concert halls, libraries, stadiums, bars), dates and time of meetings (internet cooperation can take place 24 hours a days and seven days a week).

Functioning of network community is provided by reaction and support of the following elements:

- Elements of communication - talks («chats»), successive discussions, bulletin board, e-mail, on-line bulletins, reference books and other general information
- Information elements - directories, and also ratings made by associations members describing commodities/services and comments about them. Ratings and comments allow an organizer/coordinator to gain information about the preferences of community members (for an organizer-shop it is, in fact, free marketing information).
- Commercial elements - goods and services, commercial advertisements and advertising, trade places or exchanges (in those cases, when the members of group are interested in trade or requiring payment exchange commodities and information - both between itself and with other users); trade a «user - user» (consumer-to-consumer, or C2C), mediation in the search of clients, registration and guaranteeing of transactions (more characteristic for the segment of B2B, however can be used by the virtual retail dealers, if the members of association are interested in these types of services).

Formation of network communities results in substantial modification of basic business models of B2C segment.

1) At first, online stores are transformed from the electronic salespeople of standard commodities or services in the original «knots of the added cost», which are able to offer the clients very various informative and intermediary service. Such variant is not eliminated: acquisition of type shop's profile production will be less attractive for users than a possibility of intercourse and exchange with interesting information and receiving concomitant services.

2) Secondly, the virtual trade-service points undertake additional functions, related to coordination and management of these associations. Electronic merchants assume responsibility for providing and filling informative communications and commercial elements ( the sites), and also for support of cooperation between the members of association.

Thirdly, on-line trade gains an additional marketing channel (advertising of goods and services, «feed-back», study of demand, exposure of having a special purpose segments of purchaser audience and so on). Thus this channel turns out to be more effective, than traditional marketing forms, as participants of network community are ready to give a virtual merchant-coordinator information necessary for his business.

Efficient use of combination of different models will become an important factor of providing competitiveness of electronic business in the nearest future.

### **3. Case of on-line shop “Gora” and its optimization.**

#### **3.1 The evaluation of electronic book store „Gora” work.**

Online store of [www.janus.lv](http://www.janus.lv) was founded the autumn of 2003. The shop (further online store) received the first order on November, 20, 2003. It is possible to start the history of the store here.

Online store sells Russian books, press, musical and game CDs, souvenirs, games, office commodities. It is possible to purchase the majority of commodities of shop Gora online, an exception is made for books with the cost below 1 lat.

Online store organizes delivery of orders in all regions of Latvia and abroad. Customers are offered the following delivery services:

Tab.3.1. The cost of delivery in [www.janus.lv](http://www.janus.lv)

Place of delivery	Cost
In the office of an online store, address Rīga, Jēzusbaznīca 7a. (Office hours: Mon-Fri c 08.30-17.30; cyb. c 09.00-16.00.)	free
Get an order «Janus» in Riga and big towns of Latvia	1,- Ls
The case when the sum of an order exceeds 30Ls, the delivery by	free

courier mail	
Delivery in Riga by courier mail in period of 24 hours* since value date on operating account of JANUS	1,75 Ls
Delivery in Latvia by courier mail in period of 48 hours* since value date on operating account of JANUS	2,50 Ls
Delivery in Europe by Latvijas Pasts	Standard costs of Latvijas Pasts

In an online store it is possible to pay for commodity in a following way:

- Cash - in the cash desk of an online store. Choosing the type of delivery of order in one of the shops „Janus”, it is possible to pay cash when receiving commodities.
- By Credit card in a shop. When housing "payment by a credit card" it is possible to pay with a credit card. This possibility is available only for those shops, where terminals are set.
- Physical and legal bodies can pay an order by a bank order on the account of the shop in Hansabanka in any bank of Latvia
- Payment - E-cards. When choosing the payment of "e-cards" it is possible to pay for an order, entering the number of credit card and special code when forming of order. This service
- in Latvia is offered by A/S Unibanka with association with SIA "First Data".

Organization scheme was formed in the moment of organization of work and was looking as follows:

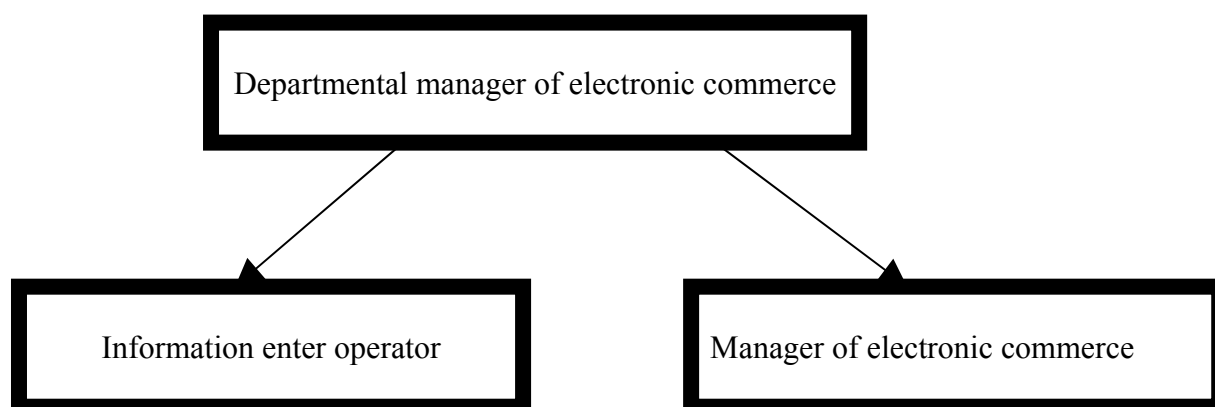


Fig.3.1. Organization scheme of electronic commerce

2 people work with the departmental manager.

Operator is solving the following problems:

- 1)Sorts information about new commodities and decides, which commodities must be entered in a database of an online store
- 2)Finds information, description and a picture of a new book or other commodity

- 3) Determines which book must be sent to which sector of the store with a help of classifier
- 4) Formats and enters in description of new commodity in the database of an online store
- 5) Helps the salespeople of shop in the search of books in GORA

Manager is responsible for:

- 1) acquisition of ordering for a further dispatch to address, indicated in an order
- 2) passing the preliminary orders to the commodity experts
- 3) correspondence with clients

Departmental manager of electronic commerce is responsible for:

1. department management
2. controls payment of orders
3. carries out all wirings of documents of commodities
4. coordinates the dispatch of orders (from retail stock rooms or by courier service)
5. reports about the work to the front office

Online store is included in structural subdivision of shop GORA. The department manager of electronic commerce submits directly to the director of company, but works in a close association with subdivision of retail business and shop of GORA.

Subdivision of retail business provides delivery and bringing out books in outlets in Liepaja, Ventspils and Daugavpils.

The shop GORA provides delivery of orders in Riga.

For maintenance of database of an online store the following chart of information exchange is used

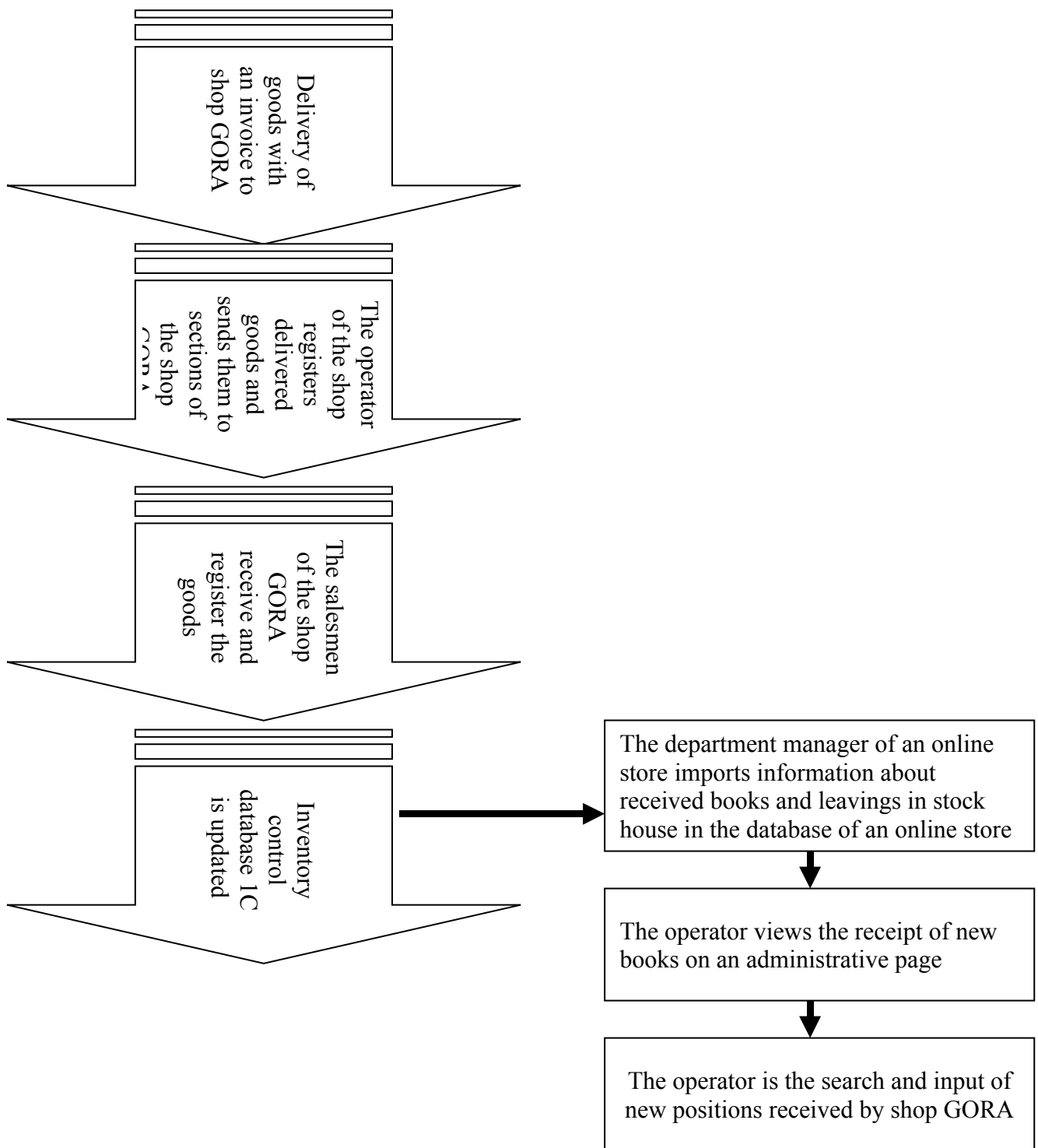


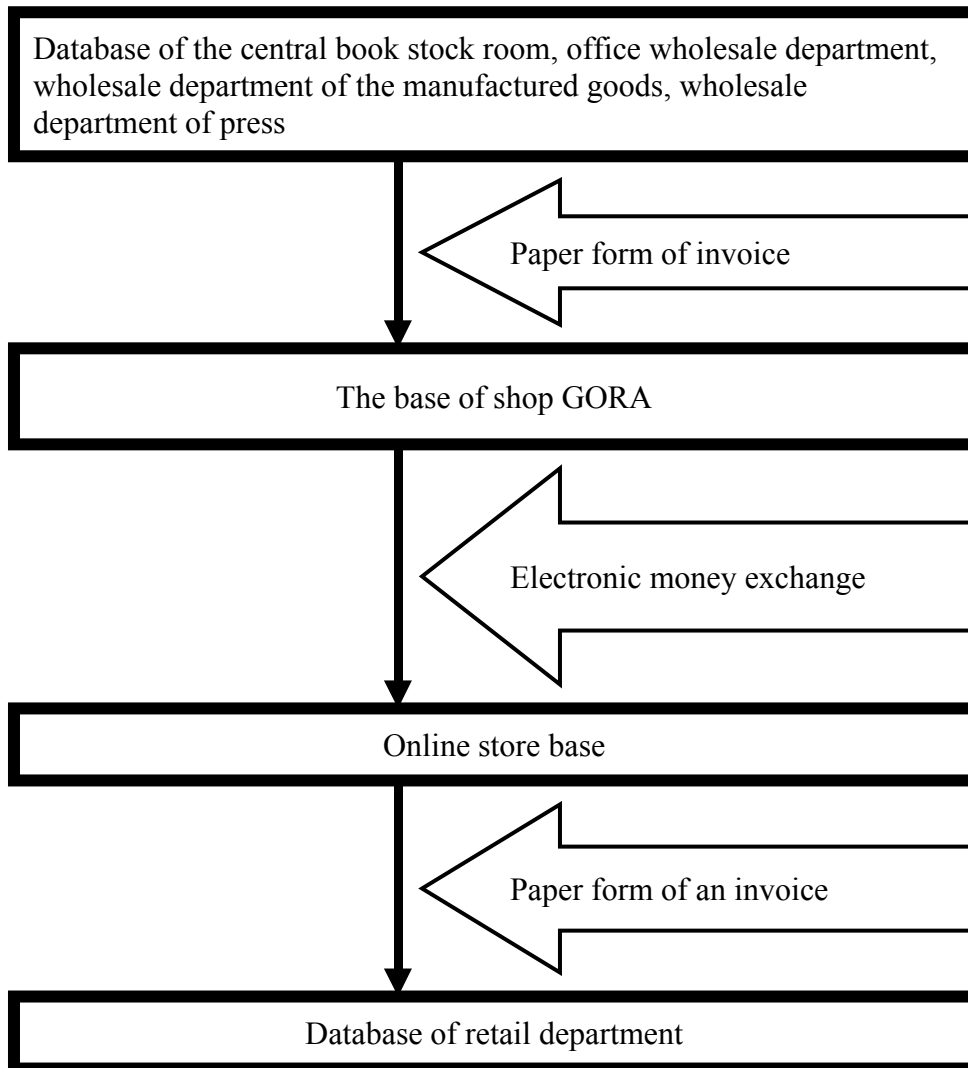
Fig.3.2. The scheme of database update for an online store

Basing on this scheme the update of leavings of commodities is conducted in the base of an online store. The department manager starts a subprogram of generation of leavings on stock room of the shop GORA. Then this file is imported in the database of an online store. In this

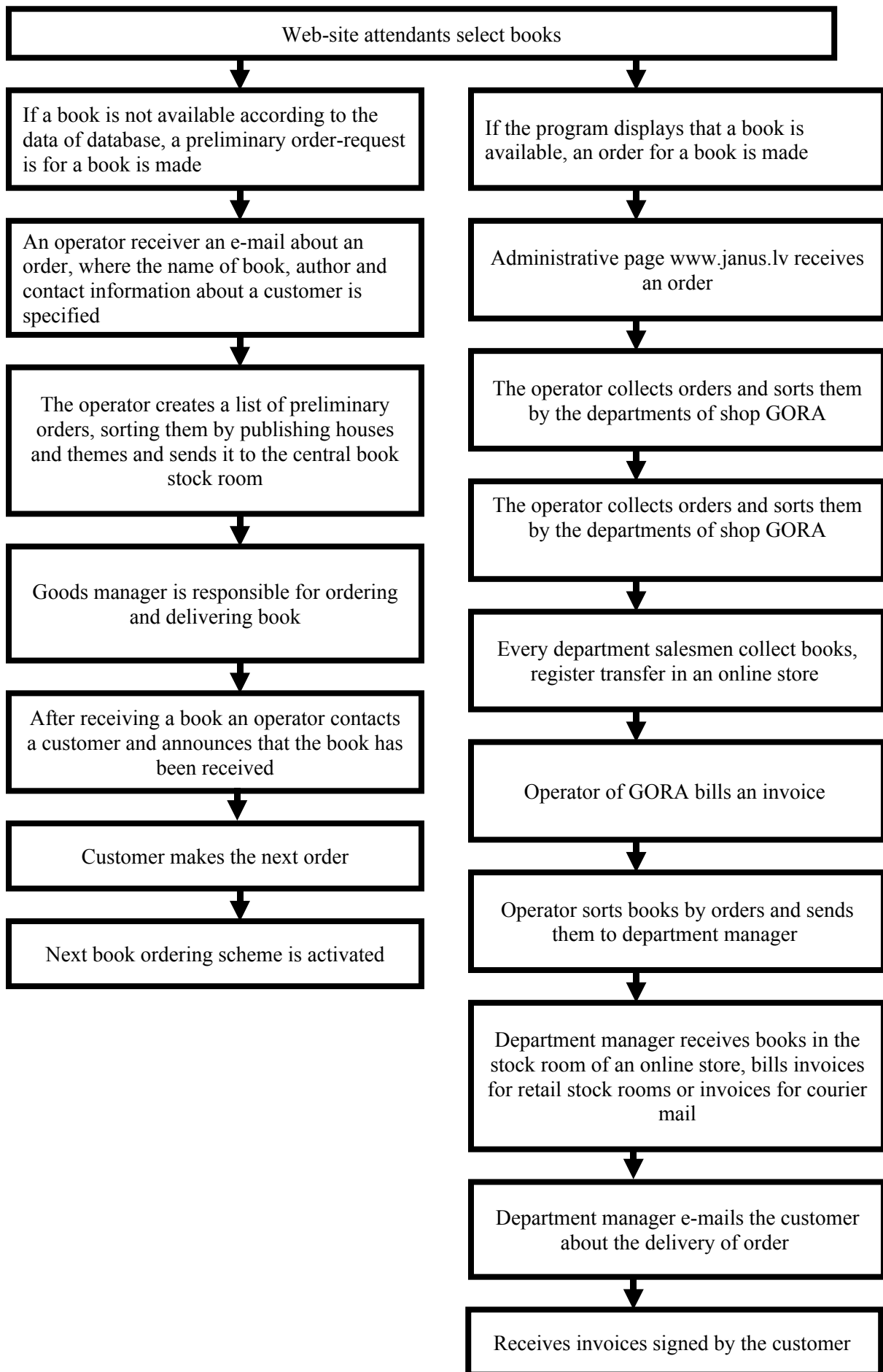
moment the update of commodity leavings is proceeded, which is visible for the customer of an online store. As it is obvious from this chart, an information exchange takes in off-line mode.

The program of inventory control of company presents a following exchange of information:

Fig.3.3. The scheme of data exchange between stock rooms inside the firm



For a more detailed analysis of the activity of department, the author of Master Diploma studied the channels of reception of orders, its recruits and delivery. The scheme of these channels is presented on fig. 3.4.



This ordering chart works, if a customer chose the terms of delivery «in one of „Janus” shops or « courier service delivery».

In case the client wants to receive an order in the shop GORA, an operator simply sends booked books in the area of cash desk. After paying for an order, the copy of an order with cheque is sent to an online store department manger takes them into account when preparing a monthly report.

Apparently, from the presented ordering charts and information exchange schemes, basic stock room of an online store is shop GORA. An operator can order a commodity for online store from central storages only in case these commodities are not available in the shop GORA.

The author carefully analyzed advantages and disadvantages of the ordering chart and drew following conclusions:

- 1)The ordering chart is extremely big. The flexibility of leaving update on the web-site suffers as a result of it.
- 2)Update of leavings is done without taking into account motion of leavings; the whole database is updated. This results in a fact that files about stock remains are generated for too long, are larger and have errors.
- 3)Because of the existing system of account in database of GORA, it is necessary bill the invoice from every department; there is no possibility to bill one invoice for an order. Such matter-position causes errors when completing an order in an online store, as it is necessary to sort the invoices and complete the order again.
- 4)Exchange of information in off-line mode cause a situation, when that books that are thought to be present in stock room are already absent and vice versa. Authenticity of information on a site and volume of sales of an online suffers from this as a result.
- 5)In a database of shop are books, whose calculation is run out and they will not be produced anymore. It brings to excessive excrescence of a database on the server of hosting and to a large amount of preliminary orders which it is impossible to execute.
- 6)The chart of preliminary orders does not require authorization of a buyer; often a received order is not executed because the information about an order is erroneous.
- 7)Order-form on the administrative page does not provide a possibility to e-mail a client that his order is executed and it can be received from the shop.

8) If a client chose the terms of receipt of order «shop of GORA», ordering chart is realized without invoices. Clients often refuse from a purchase or buy a part of an order. This causes a waste of time spent on completing orders

9) An administrative page site lacks a possibility of blocking those customers which always refuse from orders.

10) Because of a close connection of an online store with the shop GORA, at the end of month books are often not delivered, if the limit of leavings is exceeded in a department, central book stock room does not send them in a shop.

As it is obvious from the conclusion, online store needs a lot of improvement and search for the ways of increasing its efficiency.

### **3.2 Evaluation of financial results of work**

Scheme of administrative and financial control of the activity of an online shop can not be separated from activity and administrative control of all company.

According to the method of administrative control, accepted in a company, department manager of an online store prepares a report about the results of activity of an online store in the beginning of the month. The structure of report is constantly improved to achieve the purposes of administrative control of the company.

The author of work got information about the activity of an online store from the moment of its establishing.

The following current indexes are selected in the structure of report:

#### Finance part

1) Amount of executed orders; turnover of an online store per month. All charges are taken into account

2) Leaving of commodities of an online store

3) Debts of an online store for other stock rooms of company

4) Debts for customers, if a money appeared on a bank account, but the order was not executed in a current month

5) Expenses of an online store (courier's delivery, paid salary, marketing expenses, hosting and internet bank)

### Analysis part

- 1) Amount and sum of received orders, and also place of their delivery
- 2) Amount and sum of executed orders, and also place of their delivery
- 3) Amount and sum of refused orders, and also place, where a refusal happened
- 4) Percent correlation of purchases, depending on their sum
- 5) Dynamics of input of commodities by groups
- 6) An analysis is given on top sales
- 7) An analysis is given on the groups of sales

The author of the work made an analysis of report data of an online store from November 2004 to February 2007.

### Analysis of the turnover of an online store

Analysis data are shown in tables 3.1-3.9.

Tab.3.1. analysis of report data of an online store for a given period

Month	Income				Dynamics in Ls according to a previous month	Dynamics in % according to a previous month
	Bank	GORA	Janus shops	total		
2004 11	11,34	55,92	54,42	121,68	0,00	0
2004 12	152,57	333,31	246,93	732,81	611,13	602%
2005 01	61,47	165,36	202,80	429,63	-303,18	59%
2005 02	254,40	374,63	179,35	808,38	378,75	188%
2005 03	542,32	334,05	448,56	1 324,93	516,55	164%
2005 04	100,58	300,67	287,77	689,02	-635,91	52%
2005 05	292,35	401,84	530,45	1 224,64	535,62	178%
2005 06	96,80	538,80	316,81	952,41	-272,23	78%
2005 07	155,73	500,78	559,99	1 216,50	264,09	128%
2005 08	456,75	534,72	597,71	1 589,18	372,68	131%
2005 09	169,24	811,23	877,35	1 857,82	268,64	117%
2005 10	380,62	759,12	936,58	2 076,32	218,50	112%
2005 11	279,52	936,02	788,52	2 004,06	-72,26	97%
2005 12	473,84	1 085,50	1 132,78	2 692,12	688,06	134%
2006 01	238,71	844,04	508,79	1 591,54	-1 100,58	59%
2006 02	343,94	835,32	819,26	1 998,52	406,98	126%
2006 03	359,92	600,56	578,00	1 538,48	-460,04	77%
2006 04	447,29	1 026,17	748,10	2 221,56	683,08	144%
2006 05	522,97	857,31	882,03	2 262,31	40,75	102%
2006 06	587,10	1 003,20	879,53	2 469,83	207,52	109%
2006 07	271,61	797,03	614,74	1 683,38	-786,45	68%

2006_08	657,79	887,75	841,32	2 386,86	703,48	142%
2006_09	728,69	1 010,51	1 093,99	2 833,19	446,33	119%
2006_10	921,05	1 595,98	1 016,00	3 533,03	699,84	125%
2006_11	532,19	1 287,64	1 050,00	2 869,83	-663,20	81%
2006_12	1 950,63	1 496,25	799,02	4 245,90	1 376,07	148%
2007_01	1 795,86	1 763,94	1 240,00	4 799,80	553,90	113%
Average					173,26	128%

Diagram 3.2. shows the dynamics of the turnover of the shop depending on the source of income

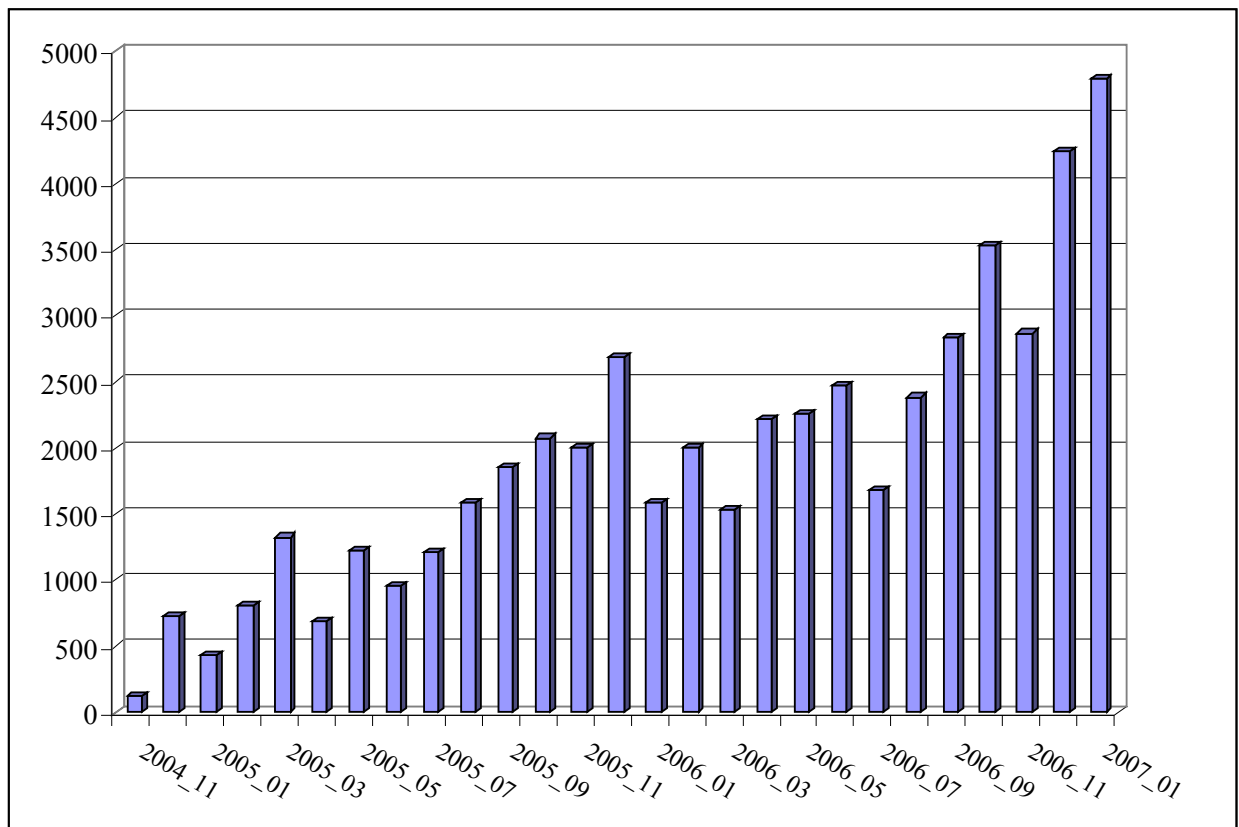


Fig.3.2. Schedule of income by months

The author of work conducted the analysis of turnover change according to the results of previous month for the exposure of possible factor of seasonality in work of an online store. The average value of increase of turnover is 173Ls or 128%. This small value of increase is influenced by the considerable sizes of turnover falls and "problem months".

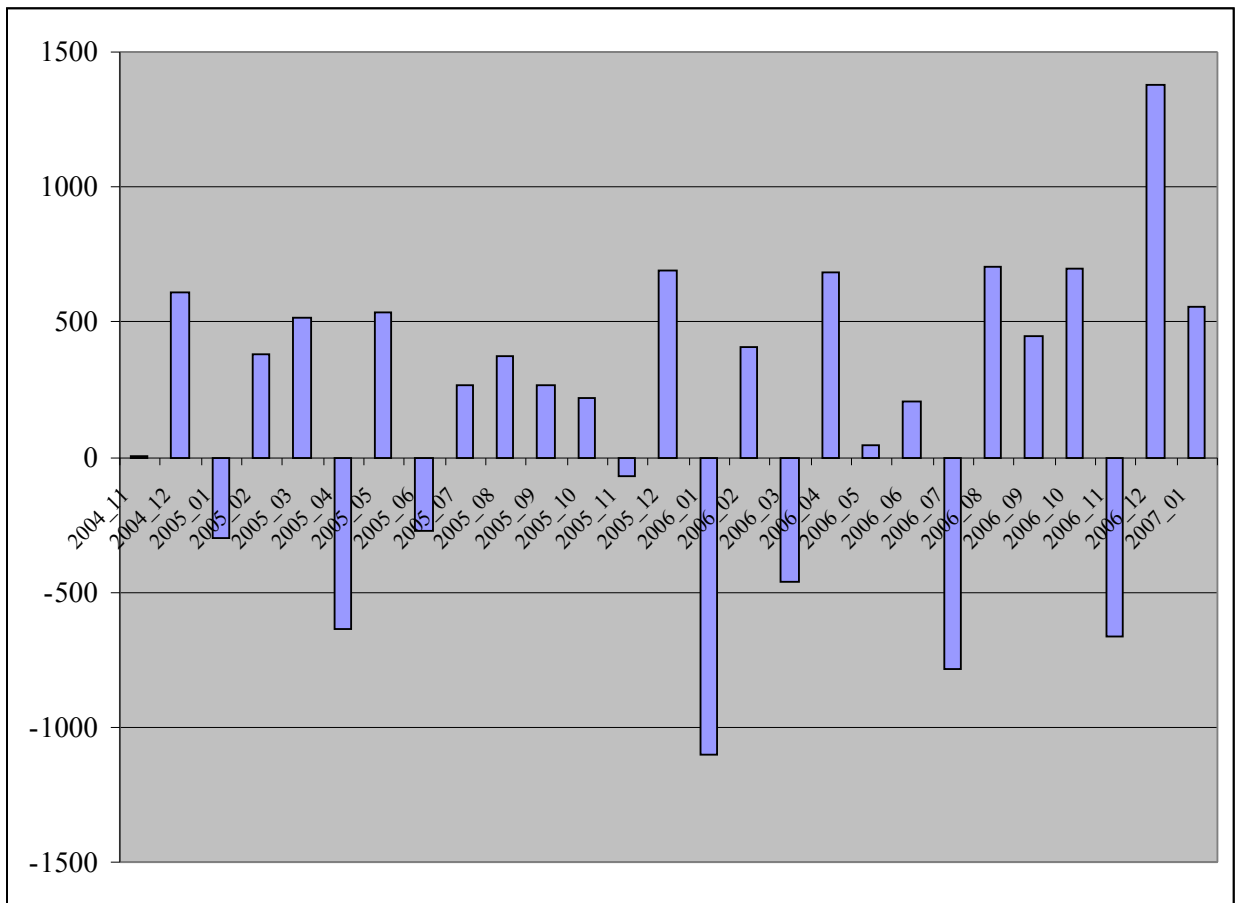


Fig.3.3. Dynamics of current month turnover according to the results of the previous, Ls

As it is obvious from the schedule, the activity of an online store obtains seasonality which however, is characteristic for all types of retail business. Fall of turnover is noticed in January 2005, January 2006, January 2007 years, besides, "problem months" are November and March-April.

For the exposure of general progress trend of an online store the author used the used the analysis of trend (Fig.3.4)

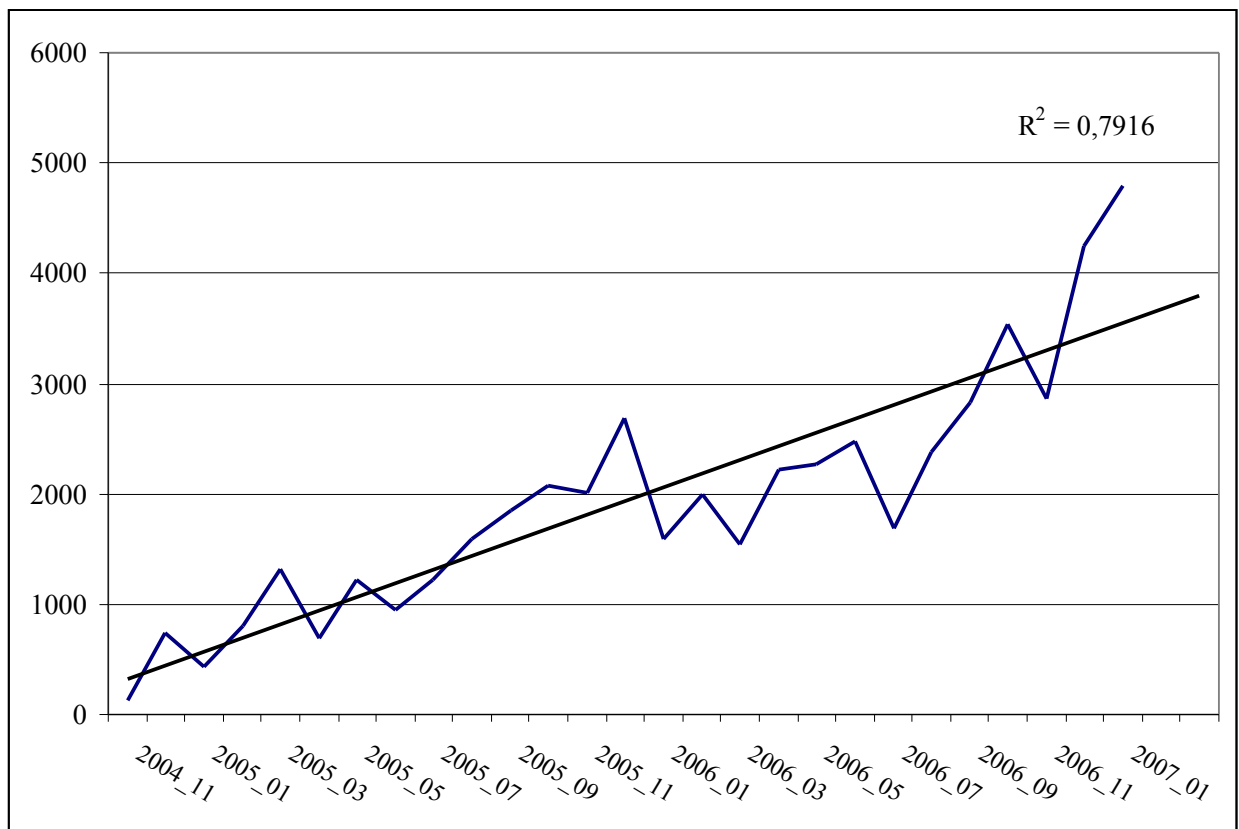


Fig.3.4. Trend analysis of the turnover of an online store

As it is obvious from an analysis, the turnover of the store is up to grow in the predictable future.

#### Analysis of expenses of an online store

Basing on the method of administrative control, accepted in a company, all the expenses of an online store are divided in basic groups: courier service, salary of workers without taxes, marketing and program service expenses, hosting and internet bank. Information about expenses is presented in tab.2. 3

Tab.3.5. Expenses of an online store by months

Month	Courier service	Salary	Marketing	Hosting	Bank	Total
2004 11	1,88	794,8	0	12,38		809,06
2004 12	17,07	713,84	750,74	23,59		1505,24
2005 01	8,44	643,15		23,59		675,18
2005 02	17,66	793,12		41,3	11,94	864,02
2005 03	6,14	771		41,3	13,8	832,24
2005 04	9,18	779		41,3	12,29	841,77
2005 05	12,49	765		41,3	12,35	831,14
2005 06	7,07	753		41,3	11,8	813,17
2005 07	16,55	746		41,3	12,57	816,42

2005_08	20,42	797		41,3	12,93	871,65
2005_09	5,38	745		41,3	14,4	806,08
2005_10	19,8	730		41,3	13,69	804,79
2005_11	17,5	703		41,3	15,95	777,75
2005_12	18	853,9		41,3	16,72	929,92
2006_01	21	760		41,3	16,92	839,22
2006_02	25,15	637		41,3	15,68	719,13
2006_03	25	539,27		41,3	17,56	623,13
2006_04	43,13	512		41,3	16	612,43
2006_05	45,84	430,85		41,3	15,7	533,69
2006_06	44,34	517,97		41,3	15,7	619,31
2006_07	22,36	466,37		41,3	3,73	533,76
2006_08	0	719,33		41,3	3,75	764,38
2006_09	0	677,81	17,7	41,3	1,8	738,61
2006_10	84,05	804		41,3	4,05	933,4
2006_11	34,6	647,82	41,68	41,3	4,5	769,9
2006_12	101,01	948,99	0	41,3	4,35	1095,65
2007_01	104,35	970,28	236	41,3	5,85	1357,78

Average expense reaches **827Ls** without wage tax.

At the calculation of expenses, depreciation techniques expenses, rent and computer service are not taken into account (software licenses), telephone expenses and other administrative expenses.

The author of work made the vertical analysis of expenses to the turnover.

Tab.3.6 Analysis of expenses to net turnover

Month	Courier service	% to turnover	Salary	% t turnover	Hosting	% to turnover	Bank	% to turnover
2004_11	1,88	2%	794,8	653%	12,38	10%		0,00%
2004_12	17,07	2%	713,84	97%	23,59	3%		0,00%
2005_01	8,44	2%	643,15	150%	23,59	5%		0,00%
2005_02	17,66	2%	793,12	98%	41,3	5%	11,94	1,48%
2005_03	6,14	0%	771	58%	41,3	3%	13,8	1,04%
2005_04	9,18	1%	779	113%	41,3	6%	12,29	1,78%
2005_05	12,49	1%	765	62%	41,3	3%	12,35	1,01%
2005_06	7,07	1%	753	79%	41,3	4%	11,8	1,24%
2005_07	16,55	1%	746	61%	41,3	3%	12,57	1,03%
2005_08	20,42	1%	797	50%	41,3	3%	12,93	0,81%
2005_09	5,38	0%	745	40%	41,3	2%	14,4	0,78%
2005_10	19,8	1%	730	35%	41,3	2%	13,69	0,66%
2005_11	17,5	1%	703	35%	41,3	2%	15,95	0,80%
2005_12	18	1%	853,9	32%	41,3	2%	16,72	0,62%
2006_01	21	1%	760	48%	41,3	3%	16,92	1,06%
2006_02	25,15	1%	637	32%	41,3	2%	15,68	0,78%
2006_03	25	2%	539,27	35%	41,3	3%	17,56	1,14%
2006_04	43,13	2%	512	23%	41,3	2%	16	0,72%

2006 05	45,84	2%	430,85	19%	41,3	2%	15,7	0,69%
2006 06	44,34	2%	517,97	21%	41,3	2%	15,7	0,64%
2006 07	22,36	1%	466,37	28%	41,3	2%	3,73	0,22%
2006 08	0	0%	719,33	30%	41,3	2%	3,75	0,16%
2006 09	0	0%	677,81	24%	41,3	1%	1,8	0,06%
2006 10	84,05	2%	804	23%	41,3	1%	4,05	0,11%
2006 11	34,6	1%	647,82	23%	41,3	1%	4,5	0,16%
2006 12	101,01	2%	948,99	22%	41,3	1%	4,35	0,10%
2007 01	104,35	2%	970,28	20%	41,3	1%	5,85	0,12%

As is obvious from an analysis, salary expenses make on average 23%, expenses on courier service 2%, expenses on hosting – 1% and expenses on the bank make about 0,15%.

The author of work calculated the attitude of expenses to a turnover for the explored turnover for determination of necessary working assets in the future.

Tab.3.7. Dynamics of the attitude of expenses to the turnover, %

Month	Turnover	Expenses	Attitude of expenses to the turnover , %
2004 11	121,68	822,12	676%
2004 12	732,81	1505,24	205%
2005 01	429,63	675,18	157%
2005 02	808,38	864,02	107%
2005 03	1 324,93	832,24	63%
2005 04	689,02	841,77	122%
2005 05	1 224,64	831,14	68%
2005 06	952,41	813,17	85%
2005 07	1 216,50	816,42	67%
2005 08	1 589,18	871,65	55%
2005 09	1 857,82	806,08	43%
2005 10	2 076,32	804,79	39%
2005 11	2 004,06	777,75	39%
2005 12	2 692,12	929,92	35%
2006 01	1 591,54	839,22	53%
2006 02	1 998,52	719,13	36%
2006 03	1 538,48	623,13	41%
2006 04	2 221,56	612,43	28%
2006 05	2 262,31	533,69	24%
2006 06	2 469,83	619,31	25%
2006 07	1 683,38	533,76	32%
2006 08	2 386,86	764,38	32%
2006 09	2 833,19	738,61	26%
2006 10	3 533,03	933,4	26%
2006 11	2 869,83	769,9	27%
2006 12	4 245,90	1095,65	26%
2007 01	4 799,80	1357,78	28%

According to the calculations, the average attitude of expenses to the turnover in 2005 reached about **31%**.

Profit and loss analysis of an online store

According to the accepted method of administrative control in a company, for coverage of expenses of online store 10% of commodity markup is provided.

The dynamics of profit from mark-up and losses of its activity is presented in tab.2.6 and diagrams 3.8

Tab.3.8. Data about the losses of an online store

Month	10% mark-up	Total expenses	Profit/loss
2003 11	13,06	809,06	-796
2003 12	78,89	1505,24	-1426,35
2004 01	45,06	675,18	-630,12
2004 02	89,49	864,02	-774,53
2004 03	125,45	832,24	-706,79
2004 04	70,64	841,77	-771,13
2004 05	121,33	831,14	-709,81
2004 06	98,58	813,17	-714,59
2004 07	119,59	816,42	-696,83
2004 08	163,47	871,65	-708,18
2004 09	172,89	806,08	-633,19
2004 10	208,12	804,79	-596,67
2004 11	208,14	777,75	-569,61
2004 12	267,24	929,92	-662,68
2005 01	165,96	839,22	-673,26
2005 02	206,83	719,13	-512,3
2005 03	167,42	623,13	-455,71
2005 04	244,25	612,43	-368,18
2005 05	222,03	533,69	-311,66
2005 06	252,71	619,31	-366,6
2005 07	179,72	533,76	-354,04
2005 08	243,66	764,38	-520,72
2005 09	257,56	738,61	-481,05
2005 10	321,18	933,4	-612,22
2005 11	260,89	769,9	-509,01
2005 12	385,99	1095,65	-709,66
2006 01	436,35	1357,78	-921,43

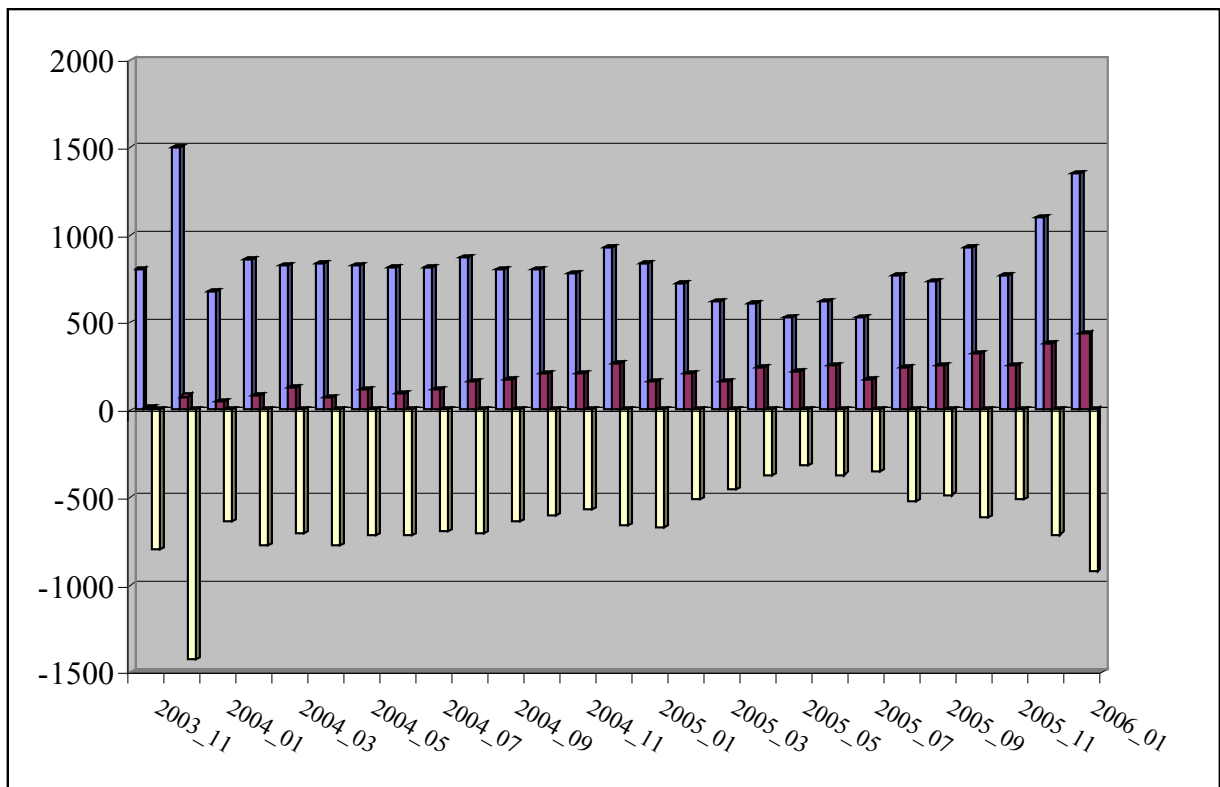


Fig. 3.9 the attitude of mark-up and losses of the store

As it is obvious from the data of financial analysis, online store turns out to be unprofitable since established. The set mark-up does not cover all expenses of company's activity.

### 3.3. Evaluation of the efficiency of an online store

For the analysis of efficiency of the activity of an online store, the author of Master Diploma used a method that was described in section 2.2. of this work.

All parameters for determination of degree of efficiency of work of an online store were divided into three basic groups:

- 1.economic
- 2.organization
- 3.marketing

#### The evaluation of economic parameters of the efficiency of an online store

Economic parameters include the estimation of economic efficiency of the facilities and regular expenses invested in creation of project on his maintenance on multiplying the volume of sales.

If to take for assertion a fact that those clients which buy online are «clean clients» and buy books only in an online store, then economic efficiency (**E**) of this store for analyzed period is possible to be estimated as an attitude of result, got from its application (**E<sub>n</sub>**), to the expenses, related to development and exploitation of the system (**E<sub>3</sub>**):

$$E = E_n / E_3 .$$

- Total profit for the period is **52 153,73Ls**.
- Total investments make **9 340Ls**. Development and programming of an online store, primary database maintenance, salary of personnel before the beginning of work of an online store, expense on the purchase of technical equipment, publicity and administrative expenses were classified as investment expenses.
- Total expenses make **22318, 8Ls**.

Basing on this data, economic efficiency of the store is

$$E = 52153,73 / (9340 + 22318,8) = 164,7\%$$

Economic efficiency of the project is **165%**. But for more exact estimation of efficiency it is necessary to include expenses on taxes, telephone bills, lease and administrative charges.

#### The evaluation of organization parameters of the efficiency of an online store

For the estimation of organization parameters, it is necessary to estimate the degree of integrating of an online store in the existent structure of enterprise.

As it was already described in section 3.3.1., a database of the store is related closely to only one database, namely with a database of shop GORA in off-line mode. Online store is linked to other bases of the enterprise as a structural unit, but it is not connected to them in on-line mode.

Basing on this, online store practically combines the activity with the shop GORA, this efficiency can be estimated as 93%, as from 15 functions of the program, only 1 function is not combined, leaving control on-line.

In other databases, organizational compatibility is considerably lower. Online store is used only for viewing and search of books to make the further searches in stock rooms easier.

A very important organization parameter is that presence of these books in the Internet base together with a cover and description, allows salespeople to find a book on shelves quickly, an annotation to the book allows to estimate quickly, in which section does it have to be stored and in which department of shop it is necessary to search for.

But it is necessary to mark that integrating of online store in the general system of company can be valued as satisfactory, but in this area it is possible to perfect the exchange of information in the company.

The evaluation of marketing parameters of the efficiency of an online store

Under marketing parameters it is possible to estimate advancements of web-server in an environment the Internet and characterizing efficiency of the use of web-marketing instruments.

On diagram 4.10. the dynamics of visited of site is presented basing on data of the system www.puls.lv

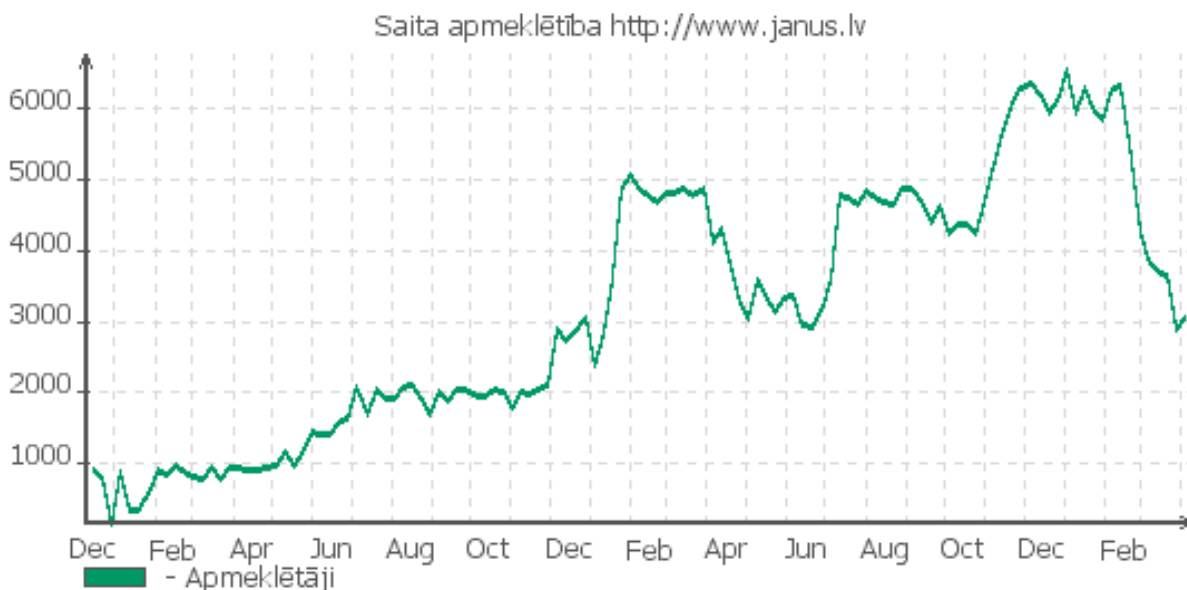


Fig.3.10. Web-site attendance by www.puls.lv

As it is obvious from the diagram, the attendance of site grew permanently, but in March the sharp decline is visible, that is related to the update version of site, which was not indexed.

Interesting information can be viewed from site attendance information. By the data of www.puls.lv by 15/01/2007

Tab.3.11.. [www.janus.lv](http://www.janus.lv) attendance data

	15/01/07	Average
Latvian hosts	191	228
Foreign hosts	204	251
Attitude LV %	48,4%	47,6%
Latvian attendants	207	248
Foreign attendants	248	274
Latvian hits	2871	1229
Foreign hits	741	470
Attitude of hits to hosts	9	4

If to take first 30 shops in the section of e-commerce of searching machine of www.puls.lv only the online store of www.janus.lv is highlighted by the correlation of foreign and local hosts.

It can testify about the primary search of in Russian-language sites and foreign searching machines.

On the basis of these monthly reports, an author analyzed dynamics and relation of the accepted and executed orders, and also refusals of orders. Analyzed data is presented in tables before

Tab.3.12. Order dynamics in an online store

Month	Received orders		Executed orders		Customer refusals	
	Amount	Sum	Amount	Sum	Amount	Sum
2003 11						
2003 12	161	1113,05	133	916,49	18	95,79
2004 01	84	507,16	71	463,63	22	70,7
2004 02	137	1022,74	115	847,38	9	34,88
2004 03	149	1405,78	136	1372,93	7	40,6
2004 04	114	810,33	103	716,1	7	22,29
2004 05	129	1322,81	131	1278,64	12	169,99
2004 06	156	1187,87	131	1001,41	25	150,38
2004 07	177	1300,84	178	1291,5	10	63,45
2004 08	189	1914,77	149	1663,18	10	80,17
2004 09	202	2182,85	210	1928,82	39	147,42
2004 10	255	2610,5	205	2161,58	16	73,19
2004 11	233	1802,1	203	2103,01	37	177,01
2004 12	312	2858,84	289	2817,62	32	115,84
2005 01	292	2218,19	187	1665,81	34	73,64
2005 02	291	2105,84	231	2094,67	68	101,34
2005 03	279	2309,54	204	1538,57	0	0
2005 04	364	2790,4	286	2244,67	26	140,06
2005 05	325	2308,65	277	2196,59	30	205,74
2005 06	320	2528,6	272	2521,97	20	130,69
2005 07	325	2177,87	215	1683,38	27	120,57
2005 08	344	2743,96	257	2223,22	*	*
2005 09	418	3427,9	357	2810,66	*	*
2005 10	448	4010,62	415	3629,25	7	95,85
2005 11	421	3340,31	358	2670,06	2	64,4
2005 12	*	*	456	4385,38	12	80,28
2006 01	*	*	404	4982,14	5	26,57

\* no data in reports

Diagram 3.13. presents the attitude of received and executed orders by months.

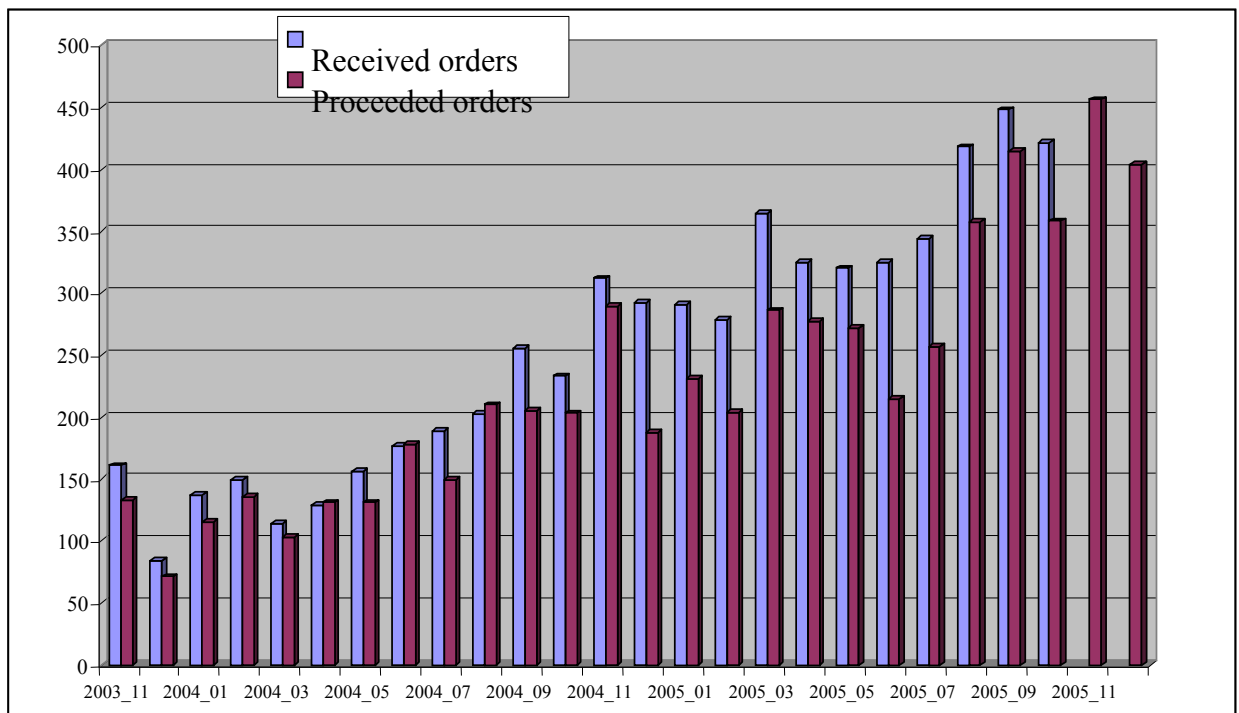


Fig.3.14. Order execution table in an online store

An author analyzed the amount of received, executed and refused orders and exposed very interesting consistent pattern - amount and sum of the accepted orders exceeds the sum of executed and refused orders on 10% by amount and on 9% by sum. It shows that 10% of orders are not executed and they can serve for multiplying the volumes of sales and organization of sales in an online shop.

For the additional estimation of marketing efficiency it is possible to use indirect indexes, such as:

- 1) Amount of preliminary orders after the delivery of announcement of book (for example, before the publication of new book of P. Coelho a delivery was made with an invitation to do a preliminary order of a book. As a result, 35 preliminary orders were received.).
- 2) Efficiency of meetings with the authors of books. It was noticed that delivery of invitations on meeting with the authors of books helps to invite the interested persons and multiply the sales of books of author in this day. (for example, meeting with A. Dragunkin was organized only 3 days before the sale and sale of author's books on the day of presentation was considerably higher, than usually).
- 3) The amount of new authorized users of an online store is watched with a help of the database of an online store. The administrative page of the store allows watching histories of purchases and offering regular customers the special terms.

- 4) Analysis of top sales of an online store. The analysis of top of sales allows to define the circle of interests of visitors and to develop the proper sections of the store on the basis of it.
- 5) The analysis of the most frequent places of delivery allows selecting the most effective shops of Janus and increasing advertising exactly in these places.

Received data must be used in dynamics and on their foundation a plan of realization of online store advancement and the revision of the conducted measures within the developed marketing program of advancement of server must be done.

## **4. Summary and outlook, including considerations about business with very limited growth.**

### **4.1 SWOT analysis of an online store**

Every year (from 2002) canvass were in the bookstore “Gora”. The shop was constantly developed and perfected; it was interesting to know from buyers: what is their attitude to innovations in a shop, what attracts them, what needs to be improved, what is basic constituency, and what do they buy.

- 1) 71 % of buyers received information about a shop from acquaintances, but from MASS-MEDIA only 12%;
- 2) Greater part of buyers visits the shop pretty often – 40% 1 time per week, 30% 1 time per month, and 27% frequently than 1 time per week;
- 3) Fiction is the most popular department, 36% of the polled often attend it, on 2 place is the department of press;
- 4) Only 28% of the polled used preliminary order service and it was executed in most cases (79%)
- 5) The vast majority of respondents is satisfied with the level of knowledge of salespeople about commodities– 93% and with the level of service – 86% of the polled

According to the quiz, the portrait of a regular customer was made. Basic audience is Russian-speaking men and women in the age of 20 – 54 years. Education is middle, higher or unfinished higher. Work and study. Level of profits is below the average or middle. Visit bookstores with periodicity of once a week, to once a month.

Quiz was also made in May, 2003. In connection with the expansion of shop, the front office was interested what commodity attracts buyers except for books with an aim to expand this group further.

Quiz indexes:

- 1) The 94% of the polled are satisfied with the assortment of commodity. The shop lacks study guides in Latvian and video cassettes, as the polled said.
- 2) Most frequent choices were: books – 32%, press – 22%, books + press – 16%
- 3) As compared to 2002, buyers using the service of preliminary order increased – 46%, and manageability orders also increased to 84%
- 4) Level of buyers satisfied with service and knowledge of salespeople about commodity remained approximately at the same level;

From the side of buyers dissatisfaction was often noticed in relation to the absence of top positions or best sellers in the shop. Quiz showed that 24% of buyers experience the lack of bestsellers, 24% are not interested in best sellers. After questioning information was sent to the commodity experts; after the investigation the system of ordering was improved;

The portrait of an ordinary buyer did not change as compared to a previous year.

In a questionnaire a place was left for buyer's wishes. Most often wishes were setting of bank terminals of tellers and passing to a more rapid system of service (account by bar-codes).

The next questioning was conducted in 2004 after opening of shop Gora. A shop was expanded, working hours were changed, cash desks appeared for bar-odes appeared, new departments were opened, it became possible to pay with bank cards. An online store was opened. The vast majority of questions in a questionnaire were opened:

- 1) Opinion about a shop was changed by of 67% the polled, improved - 97%;
- 2) 47% of buyers consider that an assortment was improved, 28% suppose it became more spacious.
- 3) 53% had difficulties when answering a question about what else should be improved, 18% answered nothing, 4% consider that it is needed to multiply the amount of cash desks, undercharge, open another shop;
- 4) 53% of the polled know about an online store, 47% - do not know, only 3% ordered anything in an online store, other 97% did not order (on moment the online store was only opened).

In 2005 2 questionnaires were conducted in Internet. The basic tasks of questioning was a study of attitude towards the brand of Gora of the Latvian and Russian audience. Questioning of

Latvian audience showed that 56% of the polled buy books in different shops; the shops of Zvaigzne, Valters un Rapa, Jaris Roze, - shops of Latvian books, were more frequent than all mentioned, the only 6% of the polled attend Janus, and none of the 100 polled named Gora.

The most interesting result of this questioning was the following - it was exposed at questioning of the Russian audience, that 56% of the polled did not hear about Gora at all, 24% of them attend Janus, 10% consider Gora and Janus as different shops. All this proves to the necessity to create the systematic program for development of brand GORA and an online store [www.janus.lv](http://www.janus.lv).

Basing on market research, activity of competitors and analysis of the shop SWOT analysis of an online store was made [www.janus.lv](http://www.janus.lv).

Tab.4.1. SWOT analysis of an online store

<b>Strong points:</b>	<b>Weak points</b>
<ol style="list-style-type: none"> <li>1.The biggest Russian online bookstore in Latvia</li> <li>2.It is part of the biggest shop of the Russian book in Baltic countries;</li> <li>3.Price policy (small mark-up comparing with the competitors of Polaris, Valters, Jara Roze);</li> <li>4.Works round-the-clock</li> <li>5.Big assortment of Russian books, more than 35 000 names;</li> <li>6.Structured catalogue, possibilities of various search</li> <li>7.Skilled commodity experts, a big experience in working with books;</li> <li>8.Existence of other commodity besides books (office goods, souvenirs, music and game CDs, study programs and other commodities)</li> <li>9.variety of places of delivery</li> <li>10.discount cards for regular customers;</li> <li>11.Possibility of preliminary order;</li> <li>12.New commodities 3 times per week ( in Polaris once a week);</li> </ol>	<ol style="list-style-type: none"> <li>1.Low comfort of the shop. This drawback is approved by the questions of visitors testify about how to do the shopping.</li> <li>2.Because of the frequent change of managers and salespeople there is a low level of knowledge about books and other commodities;</li> <li>3.Possibilities of the wholesale are not realized from other stock rooms of company</li> <li>4.There is no possibility to order old and rare books (as in the shop of Intelektuāla grāmata, shop of publishing house AST);</li> <li>5.Formal acceptance of new commodity takes place in at first in the shop GORA, then only in an online store, the efficiency</li> <li>6.of novelties and sale top update suffers from it</li> <li>7.The growth of volumes of sales results in the overload of personnel and failures of delivery system</li> <li>8.Absence of expenses on advertising exactly</li> </ol>

<p><b>13.</b>Additional sales, if an order is chosen in a shop</p> <p><b>14.</b>The name of shop is always used for advertising of Janus shopping chain</p>	<p>in the Internet</p> <p><b>9.</b>As subdivisions work on principle of self-financing, there are disagreements between departments for a certain commodity</p> <p><b>10.</b>A lot of the superfluous operations at docking the systems of stock room control and web-server.</p> <p><b>11.</b>No information about advantage of this online store</p> <p><b>12.</b>Long term of execution of orders. A term between a preliminary order and the purchase can be different - from one week to a few months</p>
<p><b>Availabilities</b></p> <p><b>1.</b>Development of wholesale in the internet.</p> <p><b>2.</b>Development of electronic commerce resulted in growth of trust in this type of trade from the side of inhabitants of Latvia.</p> <p><b>3.</b>Swift development of electronic forms of payment</p> <p><b>4.</b>Growth of interest to the books in Russian language in Baltic countries</p> <p><b>5.</b>Attracting of new buyers over the internet;</p> <p><b>6.</b>Possibility of attracting the attention of Latvian audience;</p> <p><b>7.</b>creation of virtual community of the Janus brand</p>	<p><b>Risks</b></p> <p><b>1.</b>Swift growth of prices for products, petrol and other commodities, but wage level remains the same. Such situation can influence purchaser ability;</p> <p><b>2.</b>Seasonality of purchases.</p> <p><b>3.</b>Blowing off the terms of orders and non-execution of preliminary orders can result in the losses of clients.</p> <p><b>4.</b>Possibility of competitors to create a similar product</p> <p><b>5.</b>Possibility of purchases through other online stores (for example, through the sites of publishing houses or largest Russian online bookstores)</p>

As it is obvious from the conducted analysis of an online store, a lot of tasks have to be solved, but there is a potential for solving.

In the conditions of bilingual society, largest shop of the Russian book and its unit - an online store has all possibilities in order to become the bulwark of the Russian culture in Baltic States.

## **4.2 The development of an optimization program for the work of an online store**

### **4.2.1. Basic idea of the program and it's realization processing technology**

The companies, selling consumer goods, need to apply new strategies of management, and the author of work offers the front office of the company to organize the following on a base of already existing online store:

- 1) To organize the section of wholesale for the clients of company, using all possibilities of model B2B of electronic trade
- 2) To organize brand community, taking advantages of model of B2C

#### Organization of wholesale in an online store

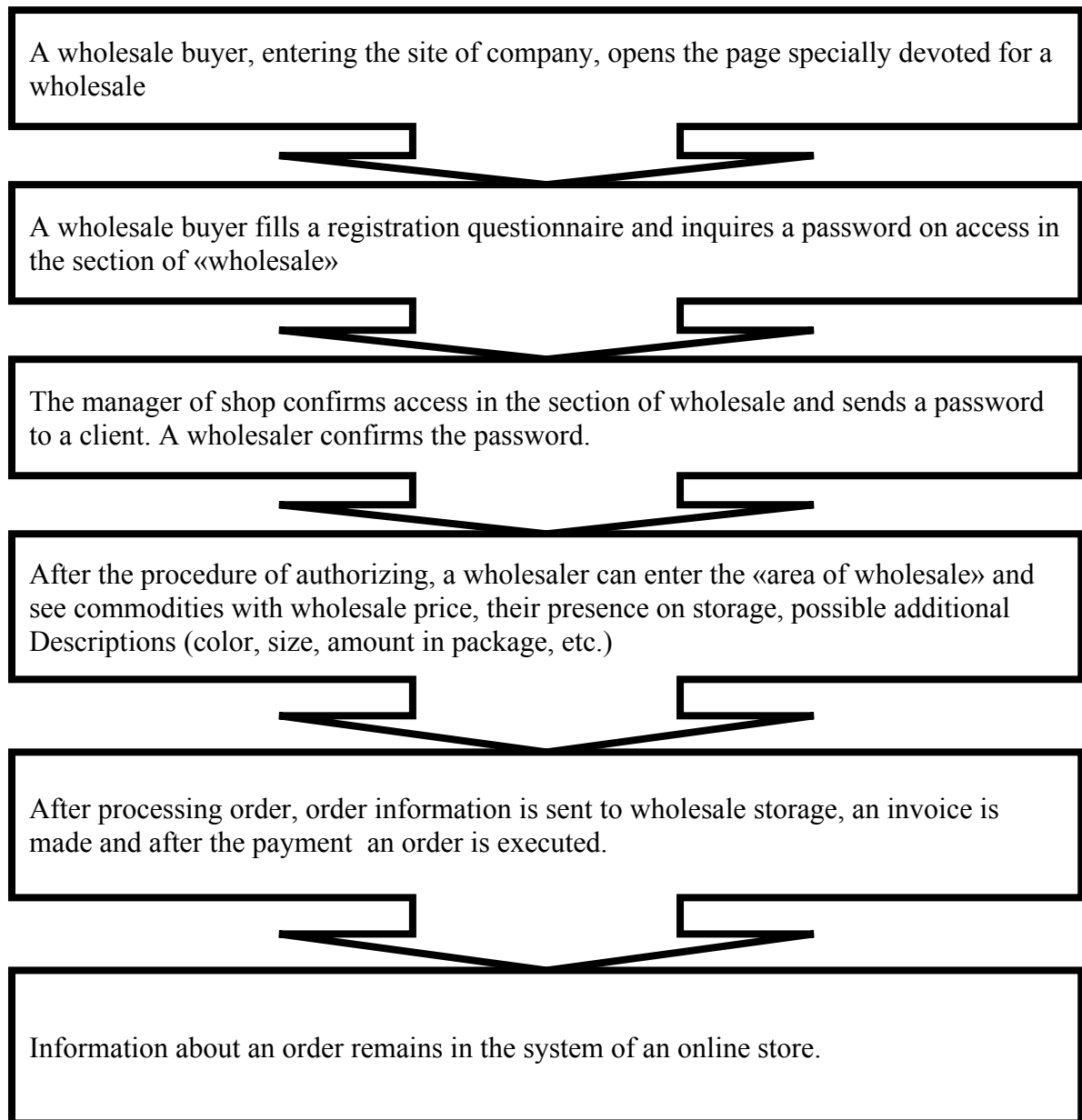
Every distributor, working with the large number of partners, faces a task to give the partners the comfortable and reliable ways of cooperation, order of commodities, watching the execution of requests. For the decision of such tasks the models of electronic commerce B2B are used.

Creation of area of «wholesale» on a base of already existing internet shop will allow a company Janus:

- To multiply the turnover of each of wholesale stock rooms of company
- To offer selling companies service which is offered by other similar companies
- To cut down expenses on take order from shop chains, as to the present moment all orders are received by fax
- To decrease the possibility of different failures and violations in procedures of reception and dispatch of orders from clients
- Stock room workers will have more systemized working hours; they will be able to predict orders of clients
- Clients will not be limited by working hours of the stock room and able to do an order in any comfortable time
- It will be possible to use client database for delivery of the special offers aimed at acquaintance with the novelties of company

- ❑ It will be possible to collect preliminary orders on the commodities of company
- ❑ Information of preliminary orders will allow defining demand, necessary volume of a consignment that will allow reducing expenses on storage of commodity.
- ❑ To automate delivery of reports by e-mail to the user who left a request for advising about appearance of a certain commodity or service in an electronic catalogue.

For organization «wholesale» section the author of Master Diploma suggested to create an additional section on a site «For wholesale clients». This section can work in a following way:



Tab..4.2. Ordering chart for wholesale clients

When organizing an online store for wholesale clients it is necessary to pay attention to a wholesale directory structure, to its functionality, informing, design, special moments, such as an

amount of goods in package, possible colors, sizes, etc. Also viewing lists of payments must be available, prepaid and unpaid invoices, debts of credits, terms of payments.

The strategic purpose of development of model B2B can be a complete automation of business processes of customer relationships within the existing company.

#### The organization of brand community

Both maintenance of sites and possibility to set a contact with other buyers possess a magnetic action, compelling a man to return on a site over and over again. It also opens wide commercial prospects for the owners of brands and grounds investments in development and maintenance of web site. In that behalf establishing a connection between the site of trade mark and necessity of participants of community in socialization creates a new instrument of marketing.

An example of an organized on-line of community can be the web- site of brand "Bochkarev" - <http://www.bochkarev.ru/>. On a site the special Club "Bochkarev" is organized, all necessary "hooks" of brand are present. There is a forum, competitions, ratings, news. The members of this association, communicating between for the purpose beer, entertain and on the other hand, participate in the marketing policy of company, taking part in advancement of brand. The members of association can easily participate in forming of maintenance of site and win prizes for it. For the added information in sections "Anecdotes", "History about beer", "Recipes", "Games on evening-parties" users win prizes - of course, the production of the brand. If you want to read the articles about beer - you are welcome, if you want to listen to anecdotes of the members of association - no problem. At the same time a company offers the list of bars, where it is possible to taste beer of "Bochkarev", view products, test new commodities, etc.

It is easy to trace an active motion of the electronic specialized shops to brand communities on the example of Amazon.com. Initially organized as book window, it turned into an electronic shopping center (in which, besides books, it is possible to purchase CD, video cassettes, digital multipurpose disks and other commodities). Now it is equipped with powerful reference service (reviews, selections of literature and audio- and videotape recordings, recommendations on topics interesting for customers can be found on a site) and «grounds» for interactive association of visitors, authors of works and professional critics. Providing similar services allowed Amazon.com to create a pretty large number of steady associations of consumers, whose members have similar interests and use a Web-site not only for acquisition with commodities but also for association. The same a shop decides the problem of providing loyalty to customers and achieves for competitive advantages at the market, as in the eyes of clients it turned into an original «authoritative expert» in many areas.

Organization similar brand community can allow Janus to get the following:

- To become the support source of Russian culture in Latvia
- To influence and form demand on books and other commodities
- To collect the invaluable volume of feed-back from buyers
- To promote the level of maintenance of buyers
- To work out the principle new relationships with the buyers
- To enable buyers or members of association to socialize with each other
- To create the protracted connections between buyers

Creation of brand community will not guarantee commercial success, but in a company has everything for this project to become successful, namely:

- 1) Already formed group of buyers of an online store
- 2) Already formed group of buyers of off-line
- 3) Already formed connections with writers of Latvia
- 4) Presence of online store software which partly fits for organization of brand community
- 5) connections with all largest publishing houses of Russian books

The same, the front office of company can create the group of users round the online store, which could be supported. The members can be informed about new receipts, offered to take part in the discussions of new books, arrange sales and thematic actions. Active buyers can play the role of advisers; share the ideas and wishes in relation to new books and authors. Not less important is a fact that they will play the role of supporters and defenders of interests of brand.

For organization of brand community on a site interactive communications are usually used. Interactive on-line facilities will allow estimating a market condition with high exactness and efficiency, overcoming unreliability of existent methods of research.

These possibilities are not provided in an existing online store; therefore they will have to be created anew and to be programmed in the structure of shop. For the creation of them it is necessary to foresee the following availabilities on site::

- real-time chat
- forums (conferences), representing asynchronous discussions, proceedings a few days, weeks and even months

In order to make a «chat» interesting, a company must invite experts or popular authors. The feature of interactive communications is that intercourse is not related to the geographical place. The main issue here is the access to the internet. Invitation of authors of popular books is a unit of programs of publishing houses on advancement of books. Thus, in realization of such

intercourse a lot of persons will be interested - an author of book itself, publishing house, publishing the books of author, and bookseller.

The format of «forum», when answers to the specific questions go in sequence and are placed under a primary question, is very comfortable for reading. Because there is no limit of time, the participants of debatable forums can to think over the answer in a more careful way and moderators have more possibilities for adjustment. Commodity experts which are responsible for the groups of commodity can help the moderator of site.

As a result, the front office of the company can collect "free" information. Users also don't sell to disadvantage, because through interactive association they find like-minded persons and can provide permanent connection with them.

#### IT for offered programs

Online functioning lines up round two key points - personal network terminal and central server of association. The personal network terminal is an access point in an association for a separate user; it can be presented depending on the concrete terms of user, by a whole spectrum programmatic - decisions of devices: from an ordinary PC connected to the computer network to the specialized mobile terminals of networks. Software for access in a network and facilities of viewing of content HTML/XML today is an obligatory component of any operating system and is accessible not only for stationery P but also for different mobile devices of small and super small size. To provide the work of network association, the user must get content in the format of HTML or XML.

When working with the system the computer of user executes the following operations:

- sends a server a request for connection
- passes the procedure of authorizing
- Displays the authorized user a page with functionality accessible for him, current indexes and warnings.

Through connecting to the browser of special plugging or additional programs it is possible to achieve additional effects from work in an association, through strengthening of possibilities of visualization and co-operating with different active members of association.

The features of work of large online store need very hard requirements to reliability and refusal-resistance of the used server hardware and software. The basic requirements are:

1) Nonlinear growth of server load at multiplying the number of users. A requirement is related to the supposed growth of community of permanent users and account in the project stage of complications related to the possible necessity of changing hardware and software platform, caused by its inadequate tasks according to the demands of the community.

2) Stability to the dramatic increases of number of users. Today every popular web-site, possessing a certain community of users, faces the situation of «Denied of services».

3) Possibility of dynamic allocation of loadings between a few servers – Load Balancing.

4) Possibility of synchronization of a few servers. Most suitable for this are the decisions on the base of Linux (or other UNIX systems), as the most advantageous on correlation of price/ efficiency/ functional possibilities.

The key factor of success for realization of wholesale shop is possibility of exchange of documents in an electronic format, which became actual especially after the introduction of electronic signature in Latvia. Electronic invoices can be imported in a database registration system of client; for this purpose it is necessary to create an universal software product which would become an important marketing unit for work with wholesale clients, as would allow them to save time and resources.

In a technological aspect the technologies of brand communities must solve the task of transformation of discussions in internet into information that is useful for the managers. For example, the products of software of «neuro technology» class allow analyzing large arrays of the unstructured text information, exposing the hidden consistent patterns; they really help in business, watching non-obvious regularities and internal motivations of users.

#### **4.2.2 Calculations of proceeds and costs**

Realization of the offered program requires bringing in of additional investments which will be used to solve the following tasks:

1) For the further development of site software

2) For multiplying circulating assets

An author offers to divide all expenses into two groups during realization of the program:

Those which are related to the creation of «wholesale part» of the web-site

Those which are related to the creation of brand community

Also, it is necessary to take into account an economic effect which will be brought by the offered program in two directions:

For wholesale stock rooms of company (model of B2B)

For an online store (model of B2C)

#### Expense calculation

The calculation of expense was basin of the following facts:

- 1) The rate of growth of the turnover of an online store will make 10% monthly. The starting point is the average meaning of the turnover of the previous 6 months
- 2) Additionally, after forming and developing a brand community, it is possible to expect an additional increase of turnover at least at 10%
- 3) The turnover of the wholesale section of site will make 10% from the volume of sales of an online store

In table 4.3. the dynamics of turnover is presented for the months of the first year

Tab.4.3. The dynamics of turnover of the online store for the first year

Profit	1	2	3	4	5	6	7	8	9	10	11	12
Turnover of the store	3 103	3 413	3 754	4 130	4 543	4 997	5 497	6 046	6 651	7 316	8 048	8 852
Additional increase of the turnover							550	605	665	732	805	885
The turnover of the wholesale section							550	907	998	1 097	1 207	1 328

It is planned to reach the turnover in the amount of **76 766Ls.**

In the next years the additional increase can make 20% per year.

#### Expense calculation

For the calculation of expenses, the author of Master Diploma conducted consultations with firm „NovaMedia”, which conducted the primary programming of online store of www.janus.lv with purpose to find out labor costs on programming and terms of implementation of works.

According to expert estimations, the additional programming, program setting in the test mode and its start will need from 3 to 5 months and such labor costs will cost approximately **6520Ls.**

Additionally, the help of developers of the stock room program will be required for integration of these two programs. These expenses can reach 700Ls.

In the calculations of financial indexes of project, the author of the work took into account the tendency of the last year, when the relation of expenses in the turnover of the shop made on the average **31%**.

For a reliable work of an online store it is necessary to multiply the volume of server, that will entail multiplying of monthly expenses on hosting to 150Ls.

For the input of primary information in a database of wholesale storage it is necessary to enter about 3500 units of commodities, according to the estimations of the personnel. On the rates formed in the company, the cost of input of 1 unit of commodity makes 0,07Ls, total: **245Ls.**

As a human factor is limiting the functioning of this online store (a personnel can not cope with the growing volume of ordering), it is necessary to increase the amount of workers, namely, it is necessary to find another operator on the input of commodity, manager to work with wholesale orders and moderator of site. A part of these functions can be assumed by the workers of company, but in future, with increasing volumes, it will be necessary to search a personnel on full pay.

Information about the expenses of investments in the planned period is shown in tab.4.4.

Tab.4.4. the expenses of an online store by months, Ls

<b>Expenses/month</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>total</b>
programming	1500	750	750	750	750	2020	6520
Integration with 1C				350		350	700
Office appliances					750		750
Additional database entering expenses (3500 pcs.x0,07Ls)	70	70	70	35			245
						total	8215

Investment expenses in total make **8215Ls.**

Operation expenses will be formed in a following way:

- 1)Expenses on personnel
- 2)Expenses on marketing
- 3)Expenses on hosting and traffic
- 4)Administrative expenses (lease, telephones, office appliances, etc.)
- 5)Courier service

On the basis of this, the calculation of future operating expenses was conducted

As it is obvious from an analysis, expenses on salary make on the average 20%, expenses on courier service 2%, expenses on hosting – 1% and expenses on a bank make about 0,15%.

Tab.4.5. Operative expenses of the first year of the program

Expenses	1	2	3	4	5	6	7	8	9	10	11	12
Expenses on personnel (20% of turnover)	621	683	751	826	909	999	1099	1209	1330	1463	1610	1770
Additional expenses on personnel (10% of additional profit)	0	0	0	0	0	0	110	121	133	146	161	177
Expenses on marketing	0	0	0	0	200	200	200	200	200	200	200	200
Expenses on hosting and traffic	41	41	41	41	41	150	150	150	150	150	150	150
Expenses on bank (0,15% of turnover)	5	5	6	6	7	7	10	11	12	14	15	17
Administrative expenses (rent, telephones, office appliances, etc.)	220	220	220	220	220	220	220	220	220	220	220	220
Courier service	62	68	75	82	90	99	131	151	166	182	201	221
Total expenses	949	1017	1093	1176	1468	1677	1921	2063	2212	2376	2557	2755

Total expenses of the first year will make **21263Ls.**

### 4.3 Calculation of the economic efficiency of the project

A report on profit and losses was made basing on a fact that 20% of the realized products are received thanks to an online store. A report on the profits and losses of an online store for the first year is presented in tab.5.6.

Tab.4.6. Report on profits and losses of an online store during the work in the first year

	1	2	3	4	5	6	7	8	9	10	11	12
profit 20% of turnover	621	683	751	826	909	999	1319	1512	1663	1829	2012	2213
Operation expenses	949	1017	1093	1176	1468	1677	1921	2063	2212	2376	2557	2755
Profit/losses	-328	-335	-342	-350	-559	-677	-602	-551	-549	-547	-545	-542

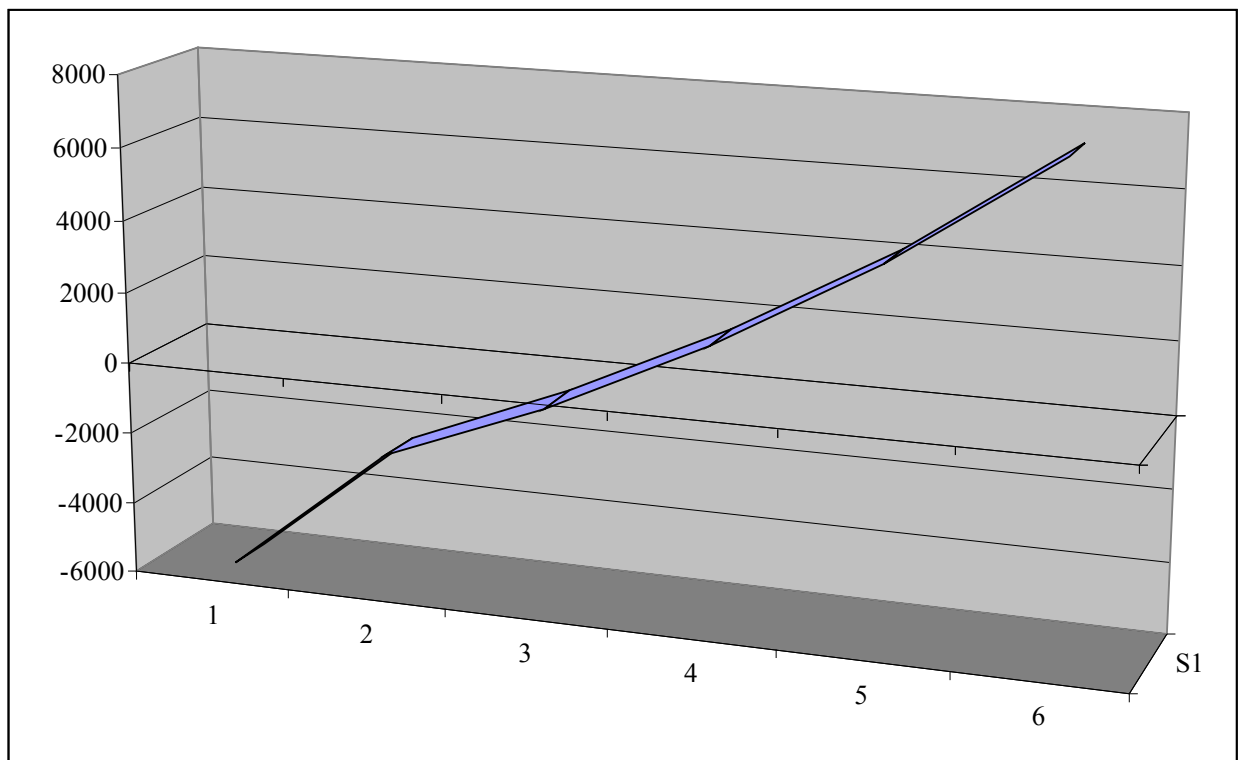
As it is obvious from a table, subdivision ends the first year of the work with losses.

In future, if the increase of turnover will make 20% per year and the additional sources of profits will appear, such as a sale of the banner advertising, and growth of expenses will be 5% per year, it is possible to forecast, that the shop will be able to cover the expenses and bring in return.

Tab.4.7. Calculation of point of positive money balance

Years	1	2	3	4	5
Turnover of the year, increase of 15%	88178	101405	116617	134109	154225
Profit from selling 20% per year	17635	20281	23323	26822	30845
Profit from the sale of online advertising and additional services (1,5% from turnover per year)	1323	1521	1749	2012	2313
expenses, increase of 5%	21263	22326	23442	24615	25846
Profit/losses	-2305	-524	1630	4219	7313

Diagram 4.7. shows the dynamics of profit and losses of an online store on the years of planning.



Tab.4.7. the dynamics of profit and losses of an online store on the years of planning.

As it is obvious from a table and diagram, at the existent method of administrative account on the firm, online store will be able to bring in return only on 4 of its existence.

#### 4.4. Program efficiency criteria

From the point of view of the author of Master Diploma, it is impossible to estimate the economic effect from the introduction of the offered program only by indexes of profit and losses. For the estimation of the efficiency of an online store at mixed on-line and off-line system of sales it is necessary to use more wide criteria of estimation.

It is necessary to take into account indirect confirmations of program efficiency, such as attracting new clients and contacting to the regular customers to a grant to them an instrument for the work with a company; decline of load of managers and use of free time to search and strengthen contacts with new customers; decline of expenses on telephone and facsimile connection, multiplying turnover of commodities, because the processes of order and execution of this order can be decrease some times. Exactly the combined effect from the introduction of the program can be considerably higher, than the received indexes.

Any commercial activity implies the return of investments; therefore an estimation of efficiency of activity is one of the major tasks for an investor and leader of enterprise.

In particular case, the author of Master Diploma offers the front office of the company to make an effort and estimate the additional benefit of an online store for the whole company. It is necessary to take into account that an effect of the program can not be received at once and some time will be needed to get the results.

The main aims of the program are:

- maintenance of commodity turnover, sales promotion, increasing a stake at the market, reception of certain income;
- forming a necessity of a commodity;
- forming a certain level of knowledge about a commodity and firm;
- forming trust of users to the commodity and firm;
- forming a positive attitude towards a firm;
- Two types of indexes can be the criteria of efficiency of the achieved aims:

Tab.4.8. Efficiency criteria

Aims	Efficiency criteria
Commercial	actual increase of volume of sales; increase of number of new clients; increasing a stake at the market;
Communicative	increase of knowableness of brand/commodity/form; forming a positive attitude towards a brand;

For monitoring of the received result it is possible to use information which can be gained from data of administrative page of an online store

Tab. 4.9. Indexes for monitoring of economic efficiency

Group	Index
Communicative	Number of viewings, number of the unique viewing, number of visits, number of new users, geographical division of users, number of viewing of pages, ways on a site, duration of visit
Economic	Number of clients, number of orders, number of sales, volume of sales, frequency of ordering, middle sum of purchase, middle number of sales of every client

The terms of order execution, amount of executed orders and attitudes of executed orders to preliminary orders can serve as very important criteria of efficiency of management of an online store.

### **Conclusion.**

In conclusion, considering the proceeded research of the market, current trends, consumer habit and behavior, analysis of online store was offered the development program with implementation of models B2C and B2B for the creation of the largest online shop of Russian

books in Baltic region. Also qualitative and quantity figures were chosen for the control of work of online store for the next 2 years. Creation of wholesale trading “platform” based on existing online store will let Janus :

- higher the turnover of each of company’s wholesale warehouse
- offer wholesale seller service which is offered by the similar companies
- cut the expenses on receiving orders from branch stores as before that time all orders were sent by fax
- will cut the number of mistakes in orders and deliveries to the customers
- warehouse workers will be able to schedule the work more precisely and foresee the orders from customers.
- customers will not be limited by the working hours and will be able to place orders in any convenient time.
- will be possible to send special offers to customers with new releases and receive early orders which will help to learn the demand on new releases.

Organization of Brand-community will let Janus become the key point for Russian speaking readers and influence the demand on books and gain priceless feedback from customers. It will also improve the service and will make relations with customers closer. Janus has every precondition to make this project successful.

For the realization of the offered program will be necessary to attract additional investment, which will be spent for improvement of software of the site and increase of cash flow.

By the calculations the turnover of the first year should be 76766 Ls, and 8215 for investment. Operation expenses of the first year should be 21263 Ls.

With current methods of administrative account, the online shop will only start bringing profits only in 4 years. For the evaluation of efficiency of online shop with both online and offline sales of the company, there should be used more advanced criteria of evaluation. In this case only the overall effect should be more important than temporary.

Based on the analysis and calculations during the work, author of the thesis offers the executives of the company the following:

- Organize sales department for the company’s customer using the advantages of B2B model.
- Organize brand-community, using advantages of B2C model
- Divide expenses spent on brand-community project and on wholesale department

- Consider the economical effect which will bring these two projects
- At least 2 more people should be hired in order to moderate the site and manage wholesale department.

By the opinion of author these changes should positively influence the future work of the enterprise.

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## Kopsavilkums

Maģistra darbs par tēmu «Interneta ietekme uz uzņēmējdarbības attīstību Latvijā (par piemēru ņemot elektronisko grāmatnīcu)» veikts, balstoties uz grāmatu tirdzniecības tirgus tendenču analīzes rezultātiem Latvijā un specializētās interneta grāmatu veikala [www.janus.lv](http://www.janus.lv) darbību no 2005. - 2006. gadam. Šis interneta veikals ir daļa no Baltijā lielākā krievu grāmatu veikala "Gora" un tā attīstībai ir liela ietekme uz uzņēmuma grāmatu biznesa attīstību ne tikai internetā.

Izvēlētās tēmas aktualitāti pamato šādi faktori:

- Pirmkārt, vispasaules grāmatu tirdzniecības biznesa attīstības tendences liecina par arvien pieaugošu pieprasījumu pēc specializētiem interneta grāmatu veikaliem, kur veiksmīgi tiek pielietota asortimenta stratēģijas konkurences priekšrocība.
- Otrkārt, pašreizējā situācija Latvijas grāmatu tirgū liecina par neapmierinātu pieprasījumu pēc specializētiem interneta grāmatu veikaliem ar visplašāko grāmatu spektru.
- Treškārt, modeļu B2C un B2B apvienošana konkrētā grāmatu veikala uzņēmējdarbībā var palīdzēt šim veikalam kļūt par elektroniskās krievu grāmatu tirdzniecības tirgus līderi ne tikai Latvijā, bet arī Baltijas valstīs. Kompānija – interneta veikala īpašnice līdz šim brīdim, darbojās ar dažādiem pircējiem tikai pēc B2C modeļa. Bet uzņēmuma ir visi priekšnoteikumi, lai attīstītu vēl vienu elektroniskā biznesa modeli, un tieši B2B.
- Ceturtkārt, specializētajam interneta grāmatu veikalam nepieciešams izstrādāt tā attīstības programmu, lai mainītu gan grāmatu mazumtirdzniecības, gan vairumtirdzniecības pircēju ieradumu pirkt grāmatas tikai grāmatu veikalos, un nodrošināt viņiem papildu iespēju iegādāties viņus interesējošās grāmatas un citas preces interneta veikalā.

Šādā veidā maģistra darba tēma ir samērā svarīga uzņēmumiem.

Maģistra darbā tiek aizstāvēta aktuāla tēze – specializēts interneta grāmatu veikals, kurš pastāv liela grāmatu uzņēmuma ietvaros, savai attīstībai var veiksmīgi izmantot dažādus elektroniskās tirdzniecības modeļus, piemēram, B2C un B2B, tādā veidā arī ietekmējot konkrētā grāmatu tirdzniecības uzņēmuma biznesa attīstību.

Pamatojoties uz tēmas aktualitāti, par maģistra darba mērķi kļuva Latvijā esoša specializētā interneta grāmatu veikala uzņēmējdarbības optimizācijas plāna izstrāde. Balstoties uz veikto analīzi uzņēmuma vadībai tiks piedāvāta interneta veikala attīstības programma uz tuvākajiem 2 gadiem un tiks noteikti galvenie kvalitātes un kvantitātes rādītāji interneta veikala darbības efektivitātes kontrolei.

Maģistra darbu rakstot, uzstādītā mērķa sasniegšanai tika risināti šādi uzdevumi:

1.tika veikta elektroniskās komercijas attīstības tendenču analīze Latvijā

- 2.tika izskatītas vispasaules grāmatu tirgus attīstības tendences
- 3.tika izanalizētas grāmatu tirdzniecības īpatnības Latvijā
- 4.tika veikta veikalu salīdzinošā analīze – tiešo konkurentu, īpašu uzmanību pievēršot to mārketinga darbībām kā faktoram pastāvīgo klientu saglabāšanai
- 5.tika izskatīti galvenie elektroniskajā tirdzniecībā izmantotie modeļi
- 6.tika noteikti interneta veikala efektivitātes izvērtēšanas kritēriji
- 7.tika kvalificēti B2C modeļa tipi
- 8.tika veikta interneta veikala uzņēmējdarbības analīze par 2005. – 2006. gadu
- 9.tika veikta interneta veikala efektivitātes analīze
- 10.tika sastādīta interneta veikala SWOT analīze
- 11.tika izstrādāts plāns prečzīmes savienības organizēšanai (modelis B2C) interneta veikalam
- 12.tika aprēķināts nepieciešamais optimizācijas budžets un tika noteikti programmas termiņi
- 13.tika noteikti galvenie kvalitātes un kvantitātes rādītāji veikala darbības efektivitātes kontrolei turpmākajiem 2 gadiem
- 14.tika izskatīti šī konkrētā projekta riski

Maģistra darba pētījuma objekts ir specializētā interneta grāmatu veikala darbība 2005. un 2006. gadā. Analīzes veikšanai darba autoram tika nodrošināti interneta veikala atskaišu dokumenti uzņēmuma vadībai par 2004. - 2005. gadu.

Maģistru darbs sastāv no ievada, teorētiskās sadaļas, praktiskā pētījuma un nobeiguma.

Darba teorētiskajā sadaļā tika izskatīti galvenie elektroniskās tirdzniecības modeļi un to raksturīgās īpašības biznesa attīstībai.

Daudz plašākā plānā elektronisko komerciju var noteikt kā komerciālo darbību, kurā izmantotas tīmekļa vietnes internetā, vai kā to definē Ekonomiskās sadarbības un attīstības organizācija: "Visa uzņēmējdarbība, kas sastopama tīklā, un izmanto pārraides kontroles protokolu /interneta protokolu (TCP/IP) <sup>7</sup>". Autoru vairākums, kas izpēta šo tēmu, rod kopsaucēju, ka elektroniskā komercija - tas ir ātrums, savienojuma pieejamība, maiņa ar precēm, pakalpojumiem un informāciju ar Interneta tīkla palīdzību.

Pēc Latvijas Interneta asociācijas pētījuma datiem, kopējie ienākumi no interneta pakalpojumu sniegšanas Latvijā ik gadu vidēji pieaug par 40%. Interneta lietotāju skaits Latvijā pastāvīgi aug un jau pārsniedz pusmiljonu. Diemžēl progresīvās izmaiņas pagaidām neskar visu valsts teritoriju. Latvijas reģionu attīstība nav sabalansēta, starp tiem eksistē lielas sociālekonomiskas atšķirības. Latvija kļūst par mono centrisku valsti. Reģionu izlīdzināšanai uzdevuma realizācijai tika izvirzīta sociālekonomiskas programmas *e-Latvia* projektu izpilde.

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<sup>7</sup> SMEs and electronic commerce. Paris: OECD, 1998.

Elektroniskās komercijas modeļus var klasificēt pēc tādiem kritērijiem kā preces reprezentēšanas veids (elektroniska uzņēmuma reprezentēšana, elektroniskais katalogs, elektroniskais veikals, elektroniska izsole, elektroniska birža u. c.) un pēc patērētāju veida (B2B modelis (business - to - business) paredz pilnībā automatizētu uzņēmumu mijiedarbību un B2C modelis (business - to - consumer) tiek izmantots, kad uzņēmums savas preces un/vai pakalpojumus pārdod tieši gala patērētājam). B2C sistēmas vērtība pieaug aptuveni lineāri lietotāju skaitam, bet starpuzņēmumu tirdzniecībā B2B tā pieaug kā lietotāju skaita pieauguma kvadrāts.

Starp B2B un B2C elektroniskās tirdzniecības modeļiem pastāv būtiska atšķirība. Atšķirībā no B2C, izmantojot B2B modeli tiek īstenotas darbības ar plašu kontrahentu spektru (piegādātāji utt.). Tas nozīmē, ka jebkuram uzņēmuma apakšdarbuzņēmējam ir iespēja izskatīt esošās uzņēmuma vajadzības atbilstošajām precēm vai pakalpojumiem un nekavējoties reaģēt uz noformēto pieprasījumu. Tādējādi, var plānot piegādi, noteikt termiņus un piegādes veidus, izrakstīt rēķinu utt., turklāt ideālā variantā visus datus jāievada konkrētā uzņēmuma resursu vadības sistēmā. Elektroniskās komercijas ieviešana atbilstoši B2C modelim tiek saprasta kā komerciālu darbību ieviešana (iepirkums, pārdošana, apmaksa utt.), izmantojot internetu, tai pašā laikā elektroniskā komercija atbilstoši B2B modelim ietver plašāku tehnoloģisko risinājumu spektru. Kā norāda dažādu autoru pētījumi, tūrisma un atpūtas uzņēmējdarbība ir daudz tradicionālāka un noturīgāka B2C (uzņēmums - patērētājs) formā, tai pašā laikā augstāko tehnoloģiju organizācijas galvenokārt izmanto B2B modeli (uzņēmums - uzņēmums). Prasmīga atšķirīgu modeļu kombinācijas izmantošana tuvākajā nākotnē kļūs par svarīgu faktoru elektroniskā biznesa konkurētspējas nodrošināšanai.

Kā atzīmē eksperti, noturīgi faktori, kas nosaka uzņēmumu iespēju un elektroniskās komercijas izmantošanas nepieciešamību, ir datoru izmantošanas kompetence, kultūras erudīcija, uzņēmuma lielums un veida izvēle nonāksšanai pie gala patērētāja caur starpniekiem, tiešās pārdošanas ceļā vai biznesa attiecību formā.

Par svarīgu momentu darbā kļuva interneta veikalu darbības efektivitātes izvērtējuma teorētisku principu izpēte. Pazīmēm par praktiskiem panākumiem informāciju tehnoloģiju izmantošanai ir šādi fakti:

- potenciālais klients saņem tik pat vai pat vairāk informācijas par uzņēmumu, apmeklējot tā vietni, kā varētu saņemt tiekoties personīgi;
- interneta resursu audits, kas attiecas uz projekta izmaksām, ir salīdzināms ar specifisku (aprēķināti uz noteiktu kontingentu) off-line masu informācijas līdzekļu auditu, kas attiecināms uz vidējo reklāmu kampaņas vērtību šajos masu informācijas līdzekļos;

- aug pasūtījumu daudzums, kas saņemti caur internetu, tai skaitā arī tie, kurus kompānija nesaņemtu iepriekš (piemēram, no citām pilsētām un valstīm);
- aug partneru un klientu daudzums, kas dod priekšroku informācijas apmaiņai caur internetu;
- aug uzņēmuma reaģēšanas ātrums uz apkārtējas vides izmaiņām;
- uzlabojas pieņemamo lēmumu kvalitāte (vai, vismaz, aug pārlicība to pareizumu);
- katrs uzņēmuma līdzstrādnieks skaidri apzinās: kādēļ uzņēmumam ir nepieciešami interneta resursi un spējīgs sniegt savu artavu tā atbalstā;
- katrs uzņēmuma līdzstrādnieks saprot: kādēļ viņam personīgi, kā uzņēmuma darbiniekam, ir nepieciešams šis projekts;
- jebkāda projekta posmā var noteikt tā kapitalizāciju.

Visvienkāršāk novērtēt tāda interneta veikala efektivitāti, kuram nav citu pārdošanu mehānismu kā tikai izmantojot internetu. Tad atliek vien salīdzināt izmaksas un pārdošanas apjomu. Jauktās online un off-line pārdošanu sistēmas gadījumā interneta veikala efektivitātes izvērtējumam jāizmanto plašākus izvērtējuma kritērijus. Pārdošanas izvērtējums šajā gadījumā neko nedos, jo uz doto brīdi pircējs Latvijā dod priekšroku pirkumiem tradicionālos veidos, nevis iepērkoties interneta veikalos, cēloņi tam var būt šādi:

**6.** zema vietnes ērtība

**7.** apmeklētājiem trūkst pieredzes darbā ar elektroniskajiem veikaliem, to mehānismu un ieguvuma neizpratne

**8.** nav iespējas precīzi "aptaustīt" un personīgi komunicēta ar pārdevēju. Tieši tādēļ interneta pārdošanā līderi ir uzņēmumi, kas tirgo grāmatas, mūziku un filmas.

**9.** uzticības trūkums elektroniskajiem maksājuma līdzekļiem

**10.** kontroles trūkums pār precīzi no pasūtījuma brīža līdz saņemšanai

Ja pastāv alternatīva elektroniskajam veikalam, pēc dažādiem novērtējumiem, 50 % līdz 90 % pašu valsts vietņu apmeklētāji izmanto tieši alternatīvo variantu, dodot priekšroku personiski iet veikalā vai zvanīt pa telefonu, aplūkojot interneta veikalus tikai kā informācijas avotu. Viens no galvenajiem šķēršļiem lietotājiem ar pieeju internetam veikt pirkumus reālā laika režīmā ir nedrošība par pērkamās preces kvalitāti. Šo cēloni minēja trešā daļa aptaujāto lietotāju. Nopietns šķērslis ir arī darījuma nedrošība. Šai ziņā situācija Latvijā nedaudz atšķiras no pasaules vidējiem rādītājiem: ja valstīs, kuras aptvēr pētījums, visumā aptuveni 30 % lietotāju ar pieeju internetam izvairījās veikt pirkumus internetā tāpēc, ka nevēlas atstāt savas kredītkartes numuru, tad Latvijā tādi bija tikai 13 %. Trešā daļa lietotāju paziņoja, ka viņiem ir vieglāk un interesantāk iepirkties parastā veikalā.

Eksperti izceļ šādus faktoros, kuri var pazemināt interneta veikala uzņēmējdarbības rezultātus:

zema veikala ērtība. Par to var liecināt apmeklētāju jautājumi forumos vai tehniskā atbalsta dienestā par to, kā izdarīt pirkumu. Pats vienkāršākais veids kā paaugstināt ērtību – apkalpojošās izmantošanas testēšana, kad izstrādātāji lūdz par interneta veikalu neinformētu cilvēku veikt pirkumu, bet paši novēro, neiejaucoties

informācijas neesamība par dotā interneta veikala priekšrocību

pasūtījumu neesamība. Termiņš no produkta apskates un pirkuma veikšanu var būt dažāds - no vienas dienas līdz dažiem mēnešiem. Tādēļ ir iemesls rēķināties ne tikai ar pirkumu daudzumu, bet arī ar papildinājumiem izvēlētajam un atkārtotiem apmeklējumiem.

Tādējādi, pirmajā darba daļā iegūtās teorētiskās zināšanas ļāva izveidot bāzi praktiskajai pētījuma daļai.

Praktiskajā darba daļā tika aplūkoti pasaules grāmatu tirdzniecības tirgus aktuālās tendences. Pasaules grāmatu tirdzniecībā novērojamas divas pretējas un savstarpēji papildinošas tendences, kuras ir mērķētas uz to, lai nepastarpināti sniegtu pircējam maksimālu grāmatu izvēli. Pirmais variants - tiešas piekļūšanas paplašinājums milzīgam asortimenta uz tirdzniecības laukumu paplašināšanas un ļoti lielu veikalu servisa pilnveidošanas, kā arī ļoti šaura specializācijas rēķina.

Pamatojoties uz vispasaules grāmatu veikalu pieredzi, grāmatu izplatītāji visā pasaulē servisa uzlabojumam piedāvā lasītājiem informatīva un komunikatīva veida pakalpojumus. Informatīvie pakalpojumi ir saistīti ar interneta tīkla attīstību, ar kopēju un profesionālu periodisko izdevumu izmantošanu, reklāmu uz televīziju. Un šādi pakalpojumi ir pieprasīti diezgan plašs. Online veikali piedāvā individuālus pakalpojumus, kas nav pieejami tradicionālai grāmatu tirdzniecībai - iespēja iepazīties ar profesionālām recenzijām par grāmatu un ar citu pircēju atsauksmēm; informācija par to, kādus izdevumus vēl iegādājušies pircēji, Kuri iegādājušies konkrēto grāmatu; individuālu rekomendāciju izsniegšana, ņemot vērā iepriekšējos pirkumus; personīgu "pakotņu" komplektēšana ar vērā ņemamu atlaidi; iespēja iegādāties jaunumus otrreizējai lasīšanai, kas ir divreiz vai trīsreiz lētāk (ne mazsvarīgs faktors ar augstajām pirmizdevumu cenām). Lielākais elektroniskais interneta grāmatu veikals interneta tīmeklī ir Amazon.com un tajā ir atrisināta būtiskāka grāmatu tirdzniecības internetā problēma – tagad izdevumus, kurus var iegādāties Amazon.com, var "pāršķirstīt". Veikala saitē ir papildu pakalpojums "Ieskaties grāmatā" (Look Inside the Book). Sadaļā tiek publicēti fragmenti no grāmatām (daži desmiti lapaspušu no dažādām nodaļām), vāka kopskats (skats no priekšpusē un no aizmugures) un iekšējo vāku atvērumi (kur parasti tiek iespiesta autora fotogrāfija, īsā biogrāfija, citu grāmatu reklāmas un atsauksmes par tām presē). Šis pakalpojums tika ieviests "kā atbilde uz daudzajiem veikala apmeklētāju lūgumiem".

No otras puses, vispasaules pieredze rāda, ka daudz pieprasītāki ir komunikāciju pakalpojumi, visupirms, telefoniskas un mutiskas izziņas, kā arī rādītāju sistēma, ceļvežu utt. Aptaujas norāda, ka vairāk kā 50 % pircēju dod priekšroku uzzināt par grāmatām veikalā. Viņiem grāmatu veikala apmeklējums – ir viens no brīvā laika pavadīšanas veidiem. Tādēļ pārdevēja - konsultanta lomai pakalpojuma sniegšanā, t. i. komunikācijas saiknes uzturēšana ar pircējiem, “draudzīga mijiedarbība”, ir prioritāra nozīme.

ASV, saskaņā ar Point of Purchase Advertising Institute (POPAI) pētījumiem, vairāk kā 64% lēmumu par pirkumiem nepastarpināti pieņem pārdošanas vietās. Eiropas veikalos šis rādītājs variē no 40 līdz 50%, Krievijā – 35,2%. Viens no jaunākajiem pētījumiem grāmatu tirdzniecībā atklāja, ka viena no galvenajām prasībām grāmatu veikalam no pircēju puses ir “asortimenta plašums”. Šeit arī rodams izskaidrojums daudzu grāmatu tirgotāju centieniem realizēt tieši asortimenta stratēģiju. Tieši asortimenta stratēģijas realizācija ļauj runāt par to, ka specializētajiem interneta grāmatu veikaliem ir liela nākotne.

Latvijā ir ļoti interesants grāmatu tirgus. Pēc ekspertu aprēķiniem, Latvijas grāmatu tirgus sastāda no 12 miljoniem dolāru līdz 12 miljoniem latu gadā. Latvijā uz iedzīvotāju ir trīs reizēs vairāk izdevniecību nekā Vācijā, un ir trīs reizēs mazāk grāmatu veikalu. Pastāv divas spilgti izteiktas tendences:

**3) Grāmatu veikali pietiekami viegli iedalāmi “krievu” un “latviešu”.** Latvijas grāmatu izdevēji nevar aptvert visu grāmatu spektru, kas tiek izdotas Krievijā un Rietumos. Bez tam, ja ir nelielas auditorijas, un tātad arī ar nelielu tirāžu, grāmatas pašizmaksa (kur ietverta tipogrāfija, honorāri autoriem un tulkiem un utt.) Latvijas izdevniecībām sanāk vairākas reizes augstāka nekā Krievijā. Tādēļ sanāk, ka krieviski lasošie ir daudz izdevīgākā stāvoklī.

**4) Cita tendence – ir tas, ka Latvijas lasītājs (abās valodās) pamatā ieguvis padomju izglītību.** Latvijā bieži vien nav populāri autori, kam ir lieli panākumi Rietumos.

Latvijas grāmatu tirgū ir visi grāmatu tirdzniecības formātu veidi:

- ❑ Grāmatu (specializētais) universālveikals (līdz 300 m<sup>2</sup>) ar 5 - 10 tūkstošu nosaukumu asortimentu;
- ❑ Grāmatu lielveikals (1000 – 2000 m<sup>2</sup>)
- ❑ Grāmatu veikali tīklā
- ❑ Grāmatu kioski, tirgi
- ❑ Grāmatu interneta veikali
- ❑ Grāmatu tirdzniecība pēc kataloga;
- ❑ Grāmatu sekcijas tirdzniecības galerijās (hipermārketi) u. c.

Latvijas grāmatu uzņēmumus var iedalīt vairākās kategorijās: uzņēmumi, kas specializējas uz mācību literatūru visās valsts valodās, uzņēmumi, kas nodarbojas ar krievu grāmatu vairumtirdzniecību, kā arī ar mazumtirdzniecību Rīgā un Latvijas reģionos, uzņēmumi, kas izplata grāmatas latviešu valodā un svešvalodās un nedaudz krievu valodā, uzņēmumi, kas specializējas mazumtirdzniecībā ar grāmatām krievu valodā, uzņēmumi, kuriem ir skaidra specializācija pa grāmatu asortimentu.

Līderis Latvijā, vadoties pēc tematikas, ir daiļliteratūra, lietišķā literatūra (par ekonomiku, tiesībām, mārketingu, menedžmentu, grāmatvedību) un mācību literatūra skolām. Pārdošanu reitingos pirmo vietu ieņem grāmatas cietos standartformāta vākos 84x108/32, kas skaidrojams ar izdevēju priekšrocībām orientējoties uz šādu formātu. Netiek apmierināts pieprasījums atsevišķās pozīcijām, kurās ietilpst zinātniskā, mācību un izziņas literatūra. Īpaši tas novērojams šaurām specializācijām un disciplīnām, pēc atsevišķiem priekšmetiem, grāmatas, kurām ir neliela tirāžās, kas arī nosaka to augsto mazumtirdzniecības cenu. Pietrūkst grāmatu par aktuālu mūsdienīgu tematiku daiļliteratūrā. Visbiežāk tas ir saistīts ar nepietiekama autoru skaitu un diezgan zemiem autora honorāriem. Bez tam, situācijā ar diezgan lielu skaitu tulkotās literatūras izdevumu, mūsdienu literārais process, izņemot pārdesmit vai pārsimts attīstīto valstu lasītāko autoru, vēl aizvien ir vāji pārstāvēts.

Pamatojoties uz grāmatu tirgus analīzi Latvijā, var izcelt sekojošās tā attīstības tendences:

- 1) Grāmatu tirgus sadalīšana pēc lasītāju valodas piederības
- 2) Literāro prečzīmju tirdzniecība veicas labāk nekā nezināmu autoru grāmatu vai grāmatu no nezināmām izdevniecībām tirdzniecība
- 3) Latvijas izdevniecības pārgājušas uz tematiskās plānošanas sistēmu un izglītošanu par cenām, vadoties pēc katra izdevuma ienesīguma;
- 4) Latvijas izdevniecības savieno personīgo tīklu un izplatīšanas caur neatkarīgiem vairumtirdzniecības uzņēmumiem, tā kā personīgais tīkls ļauj attīstīt pārdošanu un izsekot to, liels mazumtirdzniecību tīkls – tiek veikti liela mēroga mārketinga pasākumi, bet neatkarīgs veikals palīdz akcentēt pircēja uzmanību uz noteiktām grāmatām
- 5) Vidējās cenas turpmāks pieaugums grāmatām nepieciešams tirgus attīstībai
- 6) Grāmatu tirgus kļūva diferencētāks un piedāvā literatūru visam prasību spektram – sākot ar pašiem pieticīgākajiem līdz izsmalcinātiem;
- 7) Ar jaunā likuma par NDS ieviešanu, izdevniecības un grāmatu tirdzniecība saņēma atvieglotu attīstības režīmu, t. i. daudzām grāmatām NDS likme ir 0 %, bet grāmatu tirdzniecība tiek aplikta ar NDS likmi 5 %;
- 8) Zema iedzīvotāju maksātspēja, īpaši Latvijas reģionos, ierobežo tirgus attīstību

9)Pāreja uz ļoti augstu asortimenta grāmatu tirdzniecības organizācijas formu papildu kapitāla trūkuma dēļ

10)Lasīšanas struktūra pēdējos gados nemainīgi evolucionē pragmatiskās lasīšanas virzienā. Tieši tādēļ turpina pieaugt mācību un izglītojošās literatūras izdošana un pieprasījums, ieskaitot darījumu literatūru, kas saistīts ar pieaugošajām tendencēm uz iedzīvotāju izglītības līmeņa paaugstināšanos un tirgus prasībām pēc profesionāli kvalificētiem kadriem.

Maģistru darbā ir izanalizēta uzņēmuma konkurentu darbība, ar uzsvāru uz mārketinga paņēmieniem pircēju uzmanības piesaistīšanai un pastāvīgu klientu noturēšanai. Visi lielie grāmatu tirdzniecības tīkli izmanto šādu mārketinga un reklāmas gaitu:

- ❑ Visos lielākajos periodikas izdevumu tiek izvietotas jauno grāmatu anotācijas ar norādēm, kas šo grāmatu izsludinājis
- ❑ Portālā [www.delfi.lv](http://www.delfi.lv) grāmatu uzņēmums Polaris katru izvieto plašu anotāciju par vienu grāmatu, šīs informācijas apakšējā daļā tiek norādīta cena un kur var šo grāmatu iegādāties. Janus šim mērķim izmanto portālu [www.tvnet.lv](http://www.tvnet.lv), kur grāmatu var nopirkt tieši no portāla caur interneta veikalu.
- ❑ Žurnālos tiek publicēti pārdotāko grāmatu un jaunumu topi (piemēram, žurnālā Люблю tiek publicēts pārdotāko Polaris grāmatu tops, bet Janus šajā pašā izdevumā publicē pārdotāko bērnu grāmatu topu).
- ❑ Piedalīšanās ikgadējā grāmatu gadatirgū Ķīpsalā.
- ❑ Visos veikalos darbojas programmas pastāvīgiem klientiem.
- ❑ Tikšanās ar autoriem un jaunu grāmatu prezentācijas.

Darbā tika veikta interneta veikala darbības analīze, ņemot vērā tā lomu kopējā uzņēmuma struktūrā. Pamatojoties uz veikto analīzi tika izdarīti šādi secinājumi:

- a. Esošā preču sadales shēma analizētajā elektroniskajā veikalā ir ļoti masīva. Kā rezultātā no tā cieš atlikuma atjaunināšanas operativitāte interneta veikala vietnē. Atlikuma atjaunināšana interneta veikala vietnē notiek bez atlikuma kustības uzskaites, t.i. tiek atjaunināta visa datu bāze, nevis atlikuma dinamika. Tas noved pie tā, ka faili ar atlikumu noliktavā tiek ilgi ģenerēti, tiem ir lieli izmēri un tie ar kļūdām tiek importēti interneta veikalu datu bāzē. Datu apmaiņa off-line režīmā noved pie tā, ka grāmatu, kuras it kā ir noliktavā, vairs nav un otrādi. No tā cieš vietnes informācijas drošība un i-veikala pārdošanas apjoms.
- b. GORA datubāzē esošās uzskaites sistēmas dēļ no katras nodaļas jāizraksta sava pārsūtīšanas pavadzīme, nav iespējams izrakstīt vienu pavadzīmi pasūtījumam. Tāds stāvoklis noved pie kļūdām komplektējot pasūtījumu jau interneta veikalā, jo jāšķiro ienākošās pavadzīmes un jākomplektē no jauna.

- c. Veikala datu bāzē atrodas grāmatas, kuru tirāža jau beigusies un tās vairs netiks izdotas. Tas noved pie datu bāzes nepārtrauktas pieaugšanas hostinga serverī un liela daudzuma iekšējo pasūtījumu, kurus nevar izpildīt un kuru apstrādei tiek patērēts daudz laika. Iepriekšējo pasūtījumu shēmai nav nepieciešama pircēja autorizācija, tāpēc bieži pienākošais pasūtījums netiek izpildīts tāpēc, ka informācija par pasūtītāju ir kļūdaina.
- d. Uz pasūtījuma veidlapas administratīvajā vietnes lapā nav opcijas nosūtīt vēstuli klientam par to, ka viņa pasūtījums ir izpildīts un viņš to var saņemt veikalā. Ja klients izvēlējies noteikumus preces saņemšanai "veikals GORA", preces kustība veikalā notiek bez pavadzīmēm. Klienti bieži atsakās no pirkuma vai pērk pasūtījumu daļēji. Tas noved pie laika zuduma pasūtījumu komplektējot.
- e. Analizējot pieņemtus, izpildītus un atteiktos pasūtījumus, konstatēta šāda likumsakarība – 10 % pasūtījumu netiek izpildīti un kļūst par rezervi pārdošanas apjoma palielināšanai un elektroniskā veikala pārdošanas organizēšanai.
- f. Elektroniskā veikala darbībai ir sezonāls raksturs. Apgrozījuma krišanās novērojama janvārī, problemātisks ir arī novembris, marts un konstatēts, ka cilvēka faktors dotā interneta veikala funkcionēšanā ir limitēts faktors (personāls netiek galā ar pieaugošo pasūtījumu skaitu),

Pēc SWOT analīzes rezultātiem redzams, ka divvalodīgas sabiedrības apstākļos lielākajam krievu grāmatu veikalam un tā sastāvdaļai interneta veikalam, ir visas iespējas kļūt par krievu kultūras balstu Baltijas valstīs.

Darba noslēgumā, balstoties uz veikto tirgus izpēti, patērētāju vēlmēm, interneta veikala darbības analīzi, tika piedāvāta attīstības programma ar B2C un B2B modeļu izmantošanu lielākā krievu grāmatu interneta veikala izveidošanai Baltijas valstīs un tika noteikti kvalitātes un kvantitatātes veikala darbības kontroles rādītāji turpmākajiem 2 gadiem.

"Vairumtirdzniecības zonas" izveidošana uz jau esoša interneta veikala bāzes ļaus uzņēmumam Janus: palielināt katras uzņēmuma vairumtirdzniecības noliktavas apgrozījumu, piedāvāt uzņēmumiem-pārdevējiem servisu, kuru piedāvā citi analogiski uzņēmumi, samazināt izdevumus pasūtījumu pieņemšanai no veikaliem tīmeklī, jo uz doto brīdi visi pasūtījumi tiek pieņemti pa faksu, samazināt dažādu noviržu un traucējumu iespējas pasūtījumu pieņemšanas un nosūtīšanas procedūrā, noliktavu darbinieki būs daudz plānveidīgāk izmantos savu darba laiku, jo varēs prognozēt pasūtījumus no klientiem, klienti netiks ierobežoti ar noliktavu darba laiku un varēs veikt pasūtījumu viņiem ērtā laikā, varēs izmantot klientu datu bāzi specializēto piedāvājumu izsūtīšanai, lai iepazīstinātu ar uzņēmuma jaunumiem, dati par iepriekšējo pasūtījumu ļaus noteikt pieprasījumu, nepieciešamo preču partijas apjomu, kas ļaus samazināt izdevumus par preču uzglabāšanu, automatizēt paziņojumu izsūtīšanu uz elektronisko pastu

lietotājiem, kas atstājuši pieprasījumu par informēšanu, ka konkrēta prece ir parādījusies noliktavā vai par pakalpojumiem elektroniskajā katalogā.

Prečzīmes savienības organizācija var atļaut uzņēmuma Janus iegūt sekojošo: kļūt par atbalsta punktu krievu kultūrai Latvijā, ietekmēt un formēt pieprasījumu pēc grāmatām un citām precēm, saņemt nenovērtējamu atgriezeniskās saiknes apjomu no klientiem, paaugstināt pircēju apkalpošanas līmeni, uzlabot principiāli jaunās attiecības ar saviem pircējiem, sniegt iespēju pircējiem vai savienības locekļiem savstarpēji komunicēt, nodibināt ilgnoturīgus sakarus starp pircējiem. Lai izveidotu prečzīmes savienību, uzņēmumā tam ir viss nepieciešamais, lai šis projekts kļūtu veiksmīgs, un tieši: jau izveidojies interneta veikala klientu loks, jau izveidojies off-line pircēju loks, izveidojusies sadarbība ar Latvijas rakstniekiem, interneta veikalam nepieciešamais programmatūras nodrošinājums, kas daļēji piemērots prečzīmes savienības organizācijai, sakari ar visām lielākajām krievu grāmatu izdevniecībām.

Piedāvātās programmas realizācijai nepieciešams piesaistīt papildu investīcijas, kuras tiks izmantotas šādu uzdevumu risināšanai.

Pēc aprēķiniem pirmā gada apgrozījums sastāda **76 766 Ls**. Investīciju tēriņi sastāda **8215 Ls**. Pirmā gada darbības tēriņi sastāda **21263 Ls**. Ar uzņēmumā esošo vadības uzskaites metodiku interneta veikals nesīs peļņu tikai 4. savas pastāvēšanas gadā. Interneta veikala efektivitātes novērtēšanai ar jauktu online un off-line pārdošanas sistēmu ir jāizmanto daudz plašāki izvērtēšanas kritēriji. Tieši kopuma efekts no programmas iestrādes var būt būtiski augstāks par iegūtajiem rādītājiem.

Izvirzīto mērķu izpildes efektivitātes kritēriji var būt divu veidu rādītāji: komerciālie un komunikācijas. Iegūto rezultātu monitoringam var izmantot datus, kurus var iegūt no i-veikala administratīvās lapas datiem un no noliktavas programmas datiem.

Lai izpildītu uzdevumus, kas darbā uzstādīti, tika izmantotas šādas metodes: internets – auditorijas aptauja, konkurentu salīdzinošās analīzes metode, SWOT - analīze. Tika izmantotas modernās tehnoloģijas, daļēji MS Office pakotne un interneta avoti.

Darbs sastāv no 75 lappusēm.

Darbā iekļautas: 20 tabulas, 19 zīmējumi.

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With my signature I`m certifieng that the research is made single-handed, the information sources shown in the work are only used and the electronic copy is convenient to printed version.

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