

THE COEXISTENCE OF THE FORMS OF HETEROGENEOUS ACTIVITY IN IMM

Corina-Ana Borcosi¹, Mirabela-Lavinia Borcos²

¹ "Constantin Brancusi" University of Tg-Jiu, Geneva Street, Nr. 2, Gorj, corina_ana@hotmail.com

² Consiliul National al Intreprinderilor Private Mici si Mijlocii din Romania, Bucuresti, sondaje@cniipmmro.ro

ABSTRACT. The small and intermediate companies are economic and social entities in which they are produced goods and services destined to the market for satisfying the needs of the clients and obtaining profit. Even if, initially, at the making of an IMM it exists a single principal activity object, the desire to be competitive, to last on a market which is in a continuous transformation has generated also the appearance of other activities which the firm does, this coexisting in the same firm. The joint of these diverse activities at the level of IMM isn't easy to do, this paper work containing the presentation of the specific and the ways of combining in an entity.

СЪВМЕСТНО СЪЩЕСТВУВАНЕ НА РАЗЛИЧНИ ВИДОВЕ ДЕЙНОСТИ В МСП

Корина-Ана Боркоз¹, Мирабела-Лавиния Боркоз²

¹ Университет "Константин Бранкуш", Търгу Жиу, ул. Женева № 2, Гордж, corina_ana@hotmail.com

² Национален съвет на частните предприемачи в Румъния, Букурещ, sondaje@cniipmmro.ro

РЕЗЮМЕ. Малките и средни предприятия са икономически и социални единици, в които се произвеждат стоки и услуги, предназначени за пазара с цел удовлетворяване на нуждите на клиенти и получаване на печалба. Дори, когато при създаването на МСП то развива само една единствена дейност, в последствие желанието за конкурентноспособност и позиции на пазара, което означава непрекъснато трансформиране, генерира създаването и на други дейности за фирмата, които съществуват едновременно. Обединяването на тези дейности не е лесно на ниво МСП. Настоящият доклад представя специфичните пътища за комбиниране на дейностите в едно предприятие.

1. Introduction

The IMM-s thro the nature of their structure which is less complex than that of the big companies, have a bigger adapting capacity to the always changing needs of the market. This adaptation presumes the realization to a lot of distinct activities, harmonizing continuously the resources and the structure of the company with the new types of activities introduced. Distinct activities which can coexist swimmingly at the level of a single IMM can be: production activities render services, unrepeatitive activities and innovation activities.

2. Production activities

The classic structures of the IMM-s were conceived for the production of material goods. The splitting of the production in phases is considered the key of the concept of structure. Every phase of the goods production is defined as the exploded view assembly of the capacities, behaviors and technical means of which specific allows obtaining the effect of experience.

Initially the effect of experience is accredited to the learning of the work which has to be made due to repetition, reducing the time of execution and of the rerun. Later we distinguish more factors of internal experience:

- the learning, which concept it bends over the production systems and conceiving products;

- innovation, which allows the more easy development of the production, more cheeps, allowing the growth of the product quality.

To these internal factors are joining some external ones like the series effect. The longer the series are, it is manifested the interest of purchasing some automatic means. These generate the reducing of the production costs and of those annexes of working the tools, with stops for changing the fabrication.

Earning experience leads to standardization and leveling the product. If the bid overcomes the demand they are no problems, because the demand is the main engine of the market. In this context until where we can go? How can coexist the big and the small series? These are questions which the companies' debate more and more often. A lot of time the fabrication of long and short series was considered incompatible, due to the difference of the means of realization, rigid in one case and flexible in other.

To be able to profit fully of the advantages of the big series production there has to be right forecasts. Small series allow a higher incertitude. It's difficult the coexistence of a large series production and a small one in the same firm, because it generates technical contradictions, the type of the equipment, and the degree and nature of automation.

It exists and some structural contradictions, the specialization degree and the coordination way, because the big series is more mechanist, in contradistinction to the small series, more organic. We meet even cultural contradictions, because the big series needs a higher conformity and strict exercise of the hierarchy and doesn't admit improvisations. In change the short series need a higher freedom of action.

The time of execution distinguishes big series from the small ones thro the horizon, allocating and delays. The differences between the companies with mass production and the ones with low series production have the tendency to be stopped. Small series allow a different attention and a prompt answer is the demand of the clients. Big series generate the reducing of the production costs and the accessibility of the product of a large number of consumers. To be competitive the companies have to accumulate advantageously the two situations.

About the structure of the IMM-s, we notice two major changes. A global and transversal organization examines permanently the product under all aspects: style, technical, realization method, to count the threats and opportunities of every aspect. The study departments and methods are reorganized to create area managers. The business managers consider the fully realization of an assembly. The responsibilities agents are associates in a department becoming the animators of a competence network.

Adapting to the client exigency brings new elements of variation and tension. For example, it is necessary the shorting of the delay thro the separation of the demand from the process of delivering, witch drives to the shorting of the series lanced in fabrication. The simple optimization of the internal functioning isn't possible any more. The chain of values has to be rethought and conceiving products has to be made in the idea of minimization of the lanced costs and those generated by changes in fabrications. The optimization can't be realized on the entirety chain of value, but must searched the optimizations on phases. what it is lost now must recover from the existent connexion between products. This could be realized internal, if the guy and the diversity of product allow this thing, or appealing at the tradesmans of big series. This evolutions was made remarked in more compartments: textiles (Benetton), automobiles, furniture (IKEA) etc.

It is a very important evolution because rehabilitate in discussion the integrated conception of factory organize for the optimizations of entirety chane of values. This phenomenon is happening in the organized factories in that manner so is realizing the concentration on the important phases (design, assembling, commercialization post-sell services) on a part or the involving a entirety of partners which occupy the studies of chane values realizing important series on the other hand.

The success of this type of restructuring depends by the capacity of integration in a common perspective by the dynamics of market, more independent than in situation of hierarchic coordination.

3. Activities of prestation services

The service is defined like a prestation with immaterial character to a client. The service place the client to a particular position of coproducer. Alain Dumont says: „, the services have

like finality the transformation of human competence , by an sick motif in a healthy on , by an ignorant in one educated [...] the world of services is the kingdom of those who know what they doing , which creating a binder between humans”.

The service can't be stopped because is realized and consumed concomitantly. If so immaterial the service offer must be materialized. That materialization is more necessary with so is speaking about by a service with an impalpable and powerful content. Neither factory can't defalcate to the delivery activities of services that occupying a place more or less preponderant.

The service can be associated with a physic product. It can be incorporate to one or many products having a complementary function in the satisfaction of a need (satisfacting the needs of displacement by an assembly compose by putting at finance, the assurance).

Because of immateriality the facilitation of accessing to services is an element induced for its activity. The location a strategically variable fundamental in this area.

The growing participation of the client has a preponderant function in the obtain satisfaction. Whatever will be the complexity of processes needed for realizing the service, the client satisfaction depends by the contact between front-office and the direct relation with the client. The client participation can be settling from conception to the commercialization of the service and could have a direct consequence to the cost and to his profitableness. If the administrate on in front-office made or not call to an interpersonal relation, the client involving offers to the information and communication an essential function.

The human dimension has a direct function to the client satisfaction. She represents another variable agent of offer. The aptness of the employs from front-office (commercial, institutional, technical) fluctuate in function of the nature of relation with the clients them level of complexity not being always compatible with the level of subaltern employs.

The impossibility aculation of services made more difficult taking serious the variation of demanding and adaptation to the clients demand. Plus this correspondence demand-offert has a directly function to the client satisfaction. The possibility of equalize the frequency demand by tariffs it is one of few instruments, available but without universal application.

The quality of services is a delicate problem. The client has a global perception and limited to the components of the service. His global satisfaction could be decreased by the weaklinessof a component also if it is marginal. Because of relative perceptions, the thinking of clients it isn't homogenous depending by the accounts with the services producer and by aleatorys elements which don't depends necessary by the delivery conditions.

The adaptation of structures centered on products at commitment of services performance isn't spontaneous. The services administration implicates a reflection departing by the client, by his expectances, by the type and his grade of implication. A central structure of production tends to accentuate the fabrication of its products. If we wish the

disposition of the client in the center of structure, we have three operations with key function in organizations: marketing, the transaction of human resources and communication.

The services administration made difficult pedimental division of works. Pedimental because the executors must understand the concept of service at who they must contribute for being performant. Horizontal because must evitated the strengthening of adaptation capacities immediate by reason of distributing compartments.

The services administration needs more tacit understanding, the contact agents with clients must be teachable with an important capacity of initiative. The services administration and bureaucracy isn't compatible, with exception of situation when the client is in an absolute and dependent position.

One of the services administration target is to adapt to the individual kind of which client and each situation. The avalanche of services in majority of the factories isn't strange by the priority accorded to the client and by the symbolic switching of hierarchic pyramid.

The characteristic of activities conduct to the modifications of the classic model of structure of procedure, norms, necessary standards for them who works directly with the client and also those for the back-office. The appreciate of necessity of the requirement of derogation must be most frequently quick, just instantaneous, in consequently, the treatment of the exceptions have not to be complete on hierarchical line.

The development of outsourcers is achieved frequently through the multiplication of the duty point's independent one from the others. Thus are formed meshes of agents, shops, hotels, restaurants. Depending on nature job and the density customers from one zone, these meshes intend to cover a geographical space more or less dense. Their development is rested on instruments of growth as franchise.

4. No repetitive activities

In an environment in full of scientifically development, with possibility of diversify the bid of products and jobs, the innovation represent the initiatives of enterprise.

The numerousness failures and successes bring into prime even the idea that must be the first in order to obtain from innovation competitive important advantages. Therefore, the enterprise must not only to stand large opened to exterior, responsive to evolution of society but also capable of generate quick new products and jobs and to offers them at the opportune moment.

The Innovation don't is reduced only to the technically or technological content and calls into play an ensemble of complex process organizational, relational and intellectual. This process regards whole productive system in which activities the enterprise.

The enterprise discover in a space of innovate which is built temporally through interactions with and between investigatory, education and industrial institution. At her turn the enterprise

must to create and to develop a new bid, new markets, new contacts with the partners, the customers, the purveyors.

The innovation cause cooperations and decisions who exceeds the frame of the enterprise. In certain schemes, the technique innovation tends to externalize it self with the purpose to enable the enterprise to focus on the market, to theirs customers.

The hierarchical-functional model drives to division of responsibility of the innovation between the development department and research department. Due to the specifically work, constrain whereat they are submissive and the external factors wherewith enter into relationships, the engineers which works to innovate belong to a professional communities that is expanded outside of the frontiers of the enterprise.

Innovation doesn't adjust to the possibilities and rhythms from the functional hierarchical frame where the reiterative activities take place. The cyclical vision of exploitation involve a rapport with time in which times limits can be excided while the innovation needs for his production a much more regular time. The plugging dates represent for innovation fundamental elements in challenge of decisions or arbitraries which cannot be achieved in uncertainty.

In the innovation domain the concept of project found a privileged way of utterance. Organize on projects determine a change of work system and allow the proximity of some jobs whose eclecticism do not allow cooperation in a normal way. It introduces multiple relations and varied agreement between professionals, about replacement of collective and iterative processes, and linear processes produced by horizontal and vertical division of work.

Regardless of organization's maturity, it is necessary to transform the structure on functions in a structure which intercross the functions and the projects of innovation. This transformation is easier for a company with a powerful transversal maturity, in which exists the custom of communication between the personnel. When administrating a continual flux of innovations, this intercross can go till a matricidal structure where the innovation is incorporated to exploitation in a perspective on a medium term corresponding to a life cycle of a gamut of products. This way obliges to identify the new actors, to create a process with union of different functions.

The first difficulty is to accept the projects on functions. On the other side, introducing a global tackling of the optimization which can undermine the optimization on functions, it is consolidate the level of technical constraint instigate at a compromise.

The second difficulty ensues in construction of a multidiscipline but limited team. The third difficulty is to adopt the organization on logical functions of project, designate responsible at level of studies, methods and fabrications for entreties defined while conceiving the project.

Regardless of the meeting with difficulties, the successful union of inconsistent activities from a company contrive at its development.

5. Conclusions

The different activities and the coexistence forms under which they appear, either referring on the product of material goods, services or innovation, they diversified, adapting on the requirements of the society which evolves.

The production of goods, either is a small or large serial, has as a base the client's needs. In the performing services activity the client is seen as a co producer of that service, this relation contribute at the standardization of some difficult services, the relation with the client being a source of performing variation.

The no reiterative activities represent an exception, exceptional commands of goods and services and the manufacture of prototypes. The success of this commands depend on optimization of production capacities available. The achievement of an exceptional command requires changing the structure on functions, which is useful only in the reiterative commands. Sometimes it must be build an operationally structure which intend only to reach the purpose settled: to perform carry out an exceptional command the innovation of a product or service. This new structure is similar to a company whose existence limits itself to a certain goal.

To obtain from an innovation competitive advantages, the company must be perceptive to the changes, sensitive to society, to evolution but also capable to generate products and services which have been offered to the market at the timely moment. In innovation case is also used the projects structure which determine the transformation of the work system and

allow the approach of the professions whose eclecticism doesn't permit the normal cooperation.

The tensions between functions and projects are a source of progress if they have as a result detection of technical and organizational practices objectives, development of knowledge and functions or projects abilities.

The coexistence of the heterogeneous activities forms at the company level about the harmonization of the classical structure on functions with the ones structured on projects is the essence of company's evolution which must be always adapted to the market's requirements.

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