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# BUSINESS POLICY AND DISTRIBUTION

The enterprise as an economic system can only be interpreted with its environment and connections; the basic principle of its activity is that it takes up materials, energy, labour force and information from the environment and in the form of products or services it emits those also to the environment. This algorithm of functioning urges each enterprise to adapt itself to the environment, or rather to have an effect on the environment. So among the aims of the enterprise — in different forms and compositions — one can always find those which are focused both on the quick and effective following of changing environmental influences, and on inducing changes in the environment. These aims are called, depending on their directions, adaptive and impressive aims.

With the adaptive aims the enterprise wants to define its relation to the environment; wants to follow quickly and flexibly with conception and plan figures the dynamic changes of the environment, because the strategic aims of the enterprise, e.g., survival, growth, technical development and competitiveness are realizable only with developing capacity for adaptation to the changes. The aims set for the enterprise activity are changing dynamically, and the same is observed concerning the requirements and demands of the national economy, the proprietary claims of society, and last but not least requirements of market partners (suppliers and buyers). The development and market activities became more complicated, and before long they set more difficult duties for the management than the control of well mechanized or automatic production organizations.

In the impressive aims, activity of the enterprise and its willingness to promote its good image are formulated. The enterprise must con-

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tinuously exert an influence on its environment. It is true, that the socialist enterprise adapts itself to an environment strongly influenced by the state's economic policy, in spite of the fact that this environment cannot be regarded as a given thing from the viewpoint of socialist enterprises, because they are themselves also factors of change when forming and reforming their external and internal relations. The aims of the enterprise constitute a definite dynamic system; among the elements of the system there exists a multilateral relationship, which secures the coherency and hierarchical structure of aims.

The freedom of decision-making and sphere of activity expressed in the set of objectives of the enterprise create such an attitude, which makes possible and promotes the dynamic adaptation to the environment, the winning of environment over to the enterprise aims and the solving of inner problems. Passing over to problems of the enterprise policy, first of all, I should like to note, that this idea can be approached from different sides, in different ways. The above analysis shows that, at first, I define the enterprise policy as a concrete expression of the enterprise set of objectives and the enterprise attitude compatible to it.

We can differentiate five sub-spheres of the enterprise policy, which are as follows:

1. Production policy,
2. Sales policy,
3. Finance policy,
4. Income and social policy,
5. Development policy.

When looking at the above mentioned division with which I have tried to define the sub-spheres of the enterprise policy, we can find no sub-sphere which might be called „business policy". As it appears to me it concerns something else, business policy is not a separate sub-sphere of the enterprise policy. If we should like to approach the concept and the role of business policy, we have to go to another dimension, and to change the horizontally connected sub-spheres for some kind of vertical, integrated connection.

The concept of business policy can be deduced from the concept of enterprise policy, and knowing this we can say that business policy is nothing else but a comprehensive system of decisions made in different sub-spheres of enterprise policy in connection with the long-range business (commercial) aims of the enterprise. So the thing is that among the enterprise policy ideas we can find some which concern the commercial connections, market attitudes, product development concepts, etc. of the enterprise. These ideas can be found in all subspheres of the enterprise policy, naturally with different weight and importance, but



jointly forming a business attitude of the enterprise. These elements have to build up a system the same way as the already mentioned sub-spheres. But this system is to be approached in another dimension, because we are speaking about a vertical system, which is combined with the enterprise policy, the basic task of which is to integrate the aims and tools concerning the business attitudes found in any sub-sphere of the enterprise policy. We can formulate the problem as a requirement of double coordination:

- the sub-spheres of the enterprise policy have to be coordinated to each other, and to the whole enterprise concept,

- the elements of the same goals and purposes existing in the horizontally connected sub-spheres have to be coordinated to each other and to the enterprise concept as a whole.

This later task can be fulfilled — from the viewpoint of business attitudes and aims — by the enterprise business policy. In this way we have roughly defined the aim and function of the enterprise business policy in the functioning of the enterprise. Further on we have to discuss the field of business policy. I think, that it is suitable to start from the enterprise marketing elements and to form the following sub-spheres:

- acquisition policy,
- product and service policy,
- price policy,
- promotion policy,
- distribution policy.

My statement that distribution policy is an independent field of business policy may produce a controversy. Somebody may put forward arguments concerning the size of the country, the relatively monopolistic position of whole-salers and trade enterprises in production goods, and also the relatively overconcentrated production capacity on the scale of the country. But we have to acknowledge that production and consumption are moving away from each other in space and we have to think at same time about the fact, that although transporting activities are to be considered as value increasing activities, as additional activities to production (as Marx states it in „The Capital”/II. vol.), inspite of the fact that optimizing the time and cost of theirs is a more and more increasing task. We deal with such activities, which secure the realization of goods' value, but do not increase it, what is more sometimes their being of value limits circulation (e.g., spoiling).

I think, that a short definition is required before going on. We can accept Ostrofsky's opinion: „Distribution is the transfer of the product or process to the ultimate operators or consumers; this may include

and it means that the state gives important support for the development to enterprises, and so the firms „exploit” it with coordinating their aims to the aims of the national economy.

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#### POLITYKA PRZEDSIĘBIORSTW A DYSTRYBUCJA

Wychodząc z analizy polityki przedsiębiorstwa autor definiuje ją ostatecznie jako konkretny wyraz systemu celów, które przedsiębiorstwo zamierza osiągnąć, wyróżniając kilka tzw. subsfer polityki przedsiębiorstwa wliczając w nie również polityki marketingowe.

W dalszej części artykułu autor omawia problemy związane z formowaniem polityki dystrybucji w przedsiębiorstwach oraz sposobami jej realizacji, wiążąc te kwestie z podejmowaniem określonych decyzji marketingowych.