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## INDUSTRIAL BUYING BEHAVIOUR IN WOOD PROCESSING INDUSTRY IN POLAND - A CASE STUDY

### 1. INTRODUCTION

This paper constitutes an attempt to apply the concept of the Box Model of industrial buying behaviour to analyse the buying behaviour of a Polish state-owned enterprise in the furniture industry. The presentation aims at analysis of different buy classes, the role of the buying centre in each class and factors influencing them in the selected enterprise. The study also focuses on basic differences in this company's buying behaviour as compared to the pattern of organizational buying behaviour in market economies and its previous behaviour in the period prior to the introduction of the economic reform.

The paper is based on empirical research carried out with the help of a series of deep interviews conducted during face-to-face meetings with the top and middle-level management and production executives in one of the Polish furniture enterprises in the years 1987-1988. The company is one of the biggest producers manufacturing a wide variety of home and office furniture in Łódź voivodship. Its yearly turnover amounts to 4 bill. zlotys, what accounts for the share of 3% in the furniture industry (there are approximately 50 furniture producers on the domestic market). The company has 12 production units located in Łódź and the environs and employs altogether approx. 1800 employees.

In the marketing literature there have been elaborated various models characterizing the organizational buying behaviour on in-

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dustrial market (e.g. Johnston W. J., 1981; Sheth J., 1973 and Webster F. E., Wind Y., 1972). They generally differ by key factors and their importance. In the case of our study, the analysis is carried out according to the concept of the Box Model proposed by O. Nielsen (Nielsen O., 1986). The choice of this model results basically from its highly integrated and perspicuous character - the box encapsulates all the relevant elements and factors of the organizational buying process.

O. Nielsen distinguishes 3 types of buy classes: straight rebuy, modified rebuy and new buy; 4 decision levels within each class and 4 key factors influencing the general buying pattern and the specific buying situation. According to the author, the principal cause of the different buying behaviour subscribed to the three classes may be viewed as the perceived uncertainty/risk in connection with the purchases, and consequently as a function of the accumulated experience (Nielsen O., 1986). The buy classes vary by time duration and the internal decision taking process which is divided into several steps or levels from the budget (general buying decision), through the concrete buying and selection decisions to the technical buying decision. Consequently, the composition and role of the buying centre differ also in each class. The main factors influencing the buying behaviour are: environmental, organizational, social and individual factors (Nielsen O., 1986, p. 7 and 17). Due to this division, straight rebuy constitutes the most simple decision and the new buy the most complex and sophisticated one. Even if this division can be criticized or considered debatable, it can play the role of a useful tool analysing the industrial buying behaviour in the short and long run.

In the case of the conducted study there were taken into consideration all the same elements of the organizational buying behaviour as distinguished in the Box Model. Similarly to this model, the buy classes were chosen the principal criterion of analysis. We have also assumed, that due to the significant differences in the organization and operation of the centrally planned and market economies, including the current management system of Polish economy, strong monopolization of our market structure and shortages of products, the role of particular elements of the applied model may vary a lot in the case of our companies.

## 2. STRAIGHT REBUY

Straight rebuy refers to a situation when a buyer continues to purchase the same goods from the same supplier. The conducted studies revealed that straight rebuy still constitutes the dominant form of buy classes in the analyzed enterprise - it is also one of the basic forms of buy classes for other producers in the furniture industry as well as in other branches.

Consequently, there were posed two questions. It was interesting to find out whether there exist, and if yes, what are the main differences in straight rebuy in market-oriented and centrally planned economies and to determine the basic factors responsible for the prevailing application of straight rebuy by the analyzed enterprise.

The study has revealed that similarly to market economies, decisions made within this purchasing form are also of a routine character. On the other hand, the basic differences as well as the reason for the widespread application of this rebuy result from the influence of several exogenous factors, mainly the highly monopolized market structure and still existing high centralization of distribution of products. Both of them cause, that the buyer-company is usually forced to apply this form of rebuy due to lack of any choice of suppliers on the domestic market (straight rebuy is thus usually not of a volunteer character). As regards the market structure, there exist primarily exclusive producers, narrowly specialized in the manufacturing of particular means of production for furniture industry, e.g. in production of glues, varnishes and other materials and chemicals and of machinery and equipment, like wood-turning lathes. The research has also proved lack of any necessary demonopolization process in production for the last few years. There has been no increase in the number of such producers what further hinders the possibility for selecting the suppliers and emerging of competition on this market. There has been observed only some tendency to introduce more marketing orientation in these companies.

The other factor influencing the application of straight rebuy in the selected enterprise is the maintenance of administrative distribution. It comprises most of the purchased by it means of production - only a part of straight rebuy is effected in this company according to horizontal links with the

existing suppliers. This situation stems from both, the slow changes in the management system of the economy (there is preserved, to a large extent, the previous centralized management system in the industrial market) and the remaining deep shortages of supplies.

The respondents have stated, that at present, the company's only alternative to select the suppliers on these markets, in the short run, could be imports, but these activities are hampered by mainly financial constraints (lack of hard currency). In the long run, bigger freedom in choosing the suppliers and the buy class would depend on changes of market structure - its demonopolization and diversification, including facilitation and simplification of trade exchange with foreign partners.

## 2.1. FORMS AND SCOPE OF ADMINISTRATIVE DISTRIBUTION

The study has revealed broad application of non-price criteria of allocation of production means in the furniture market. Similarly to the previous period and other industries there have been maintained two basic forms of administrative distribution:

- rationing and
- compulsory mediation.

The scope of rationing remains still very broad but of course it periodically varies according to market situation. Generally it encompasses the distribution of both basic raw materials and manufactured and semi-manufactured products, e.g. planks, glues, varnishes, etc. and machinery and equipment for the furniture and metal industries produced mainly by the exclusive state and co-operative producers and from imports. Most of the above mentioned products are sold solely through centralized distribution (100% rationing) - the lists of such products are published every year. Rationing was relinquished only in cases where there are many domestic producers of the same product and when the market is relatively saturated. An example here may be the production of furniture-covering textiles, rationing was suppressed on this market 3 years ago.

The study has revealed minor changes in the forms of organization of centralized distribution of products purchased by the analyzed enterprise. Raw materials and semi-manufactured products remain to be purchased mainly through the mediation of ex-

clusive compulsory middlemen subordinated to the Ministry of Industry (formerly to branch ministries). The buyer-company has to submit its orders and buys the products through these enterprises. These organizations were established in the beginning of the 80s and despite many postulates for their suppression, their position and functions have remained stable. The examples of the basic compulsory middlemen in the case of the analyzed enterprise are:

PLYTOZBYT - the exclusive compulsory middleman distributing planks;

POLIFARB - distributing paints and varnishes and Wood Supplying Centre in Warsaw.

It should be underlined, that such distribution of resources and other supplies is in contradiction with the assumptions and directions of the economic reform and that it brings significant disadvantages to the selected and other buyer-companies. Compulsory mediation enhances market monopolization and enforces the dependence of buyers on suppliers. The director has also stressed, that compulsory middlemen often act as important members - deciders or gatekeepers of the company's buying centre, although they are outside the enterprise - the concept of the buying centre in Polish enterprises is much broader than in market economies. This form of distribution also hampers direct contacts and effective flow of information between enterprises and their necessary quick adaptation to the market.

On the other hand, machinery and equipment in the selected enterprise are ordered and purchased directly from producers. Previously, when there was the Association of Furniture Producers, the buyer-company was obliged to inform it about its purchases by sending it a copy of its order.

## 2.2. CHARACTERISTICS OF THE COMPANY'S BEHAVIOUR

Due to small changes in the external conditions in which the furniture producers operate on the market, particularly the market structure and market situation in the period 1980-1988, there are maintained many forms of enterprises behaviour typical for the command-type management system of economy. There exist as well several differences.



#### A. Similarities in the Company's Behaviour to the Previous Period

The research has revealed that the enterprise faces many identical difficulties like in the previous period. First of all, the fact that it has to purchase many products through administrative distribution doesn't mean that its needs concerning supplies are totally secured. Similarly to other buyer-companies it generally receives approximately 70-80% of the amount of the ordered goods, what leads to preservation of the former typical pattern of companies behaviour - overestimation of orders. Such behaviour is of course justified from the micro point of view, but is also hampers effective planning of distribution and limits accurate flows of information on the macro scale.

The next, still existing factor hampering effective execution of straight rebuy is the long time of waiting for fulfilment of orders and the frequently appearing lack of promptness and solidity of supplies. Alike to the previous period the buyer-enterprise often receives products of inferior quality and with big delays, what limits the continuity of production and accomplishment of plans. Additionally, in the case of machinery and equipment it is quite common, that these orders are fulfilled within a long period of time - approx. 3-6 years (e.g. in the case of wood-turning lathes it is approx. 5-6 years). Due to the narrow assortment of products and their often time-worn technology the buyer-company has also small possibilities of choosing the necessary types of products.

The study has revealed that the enterprise also has difficulties in obtaining quick supplies of other machinery and equipment from the metal industry and spare parts. The reason why it has to wait long for such machines, which are also centrally distributed results to a large extent from the fact, that they are predominantly distributed among members of the branch Association of the Metal Industry, and the furniture companies don't belong there. This situation is the more difficult that there is a high degree of deterioration of the technical equipment - of approximately 73% in the analyzed company.

In order to mitigate the difficulties the company is often forced to apply:

- compulsory substitution and/or
- compulsory adaptation of assortments of products to ava-

ilable industrial products (e.g. narrowing of assortments, including elimination of more interesting and profitable patterns) or

- changes of production structure.

All these activities lead mainly to product-quality deterioration. On the other hand they may also lead to application of other buy classes. The other patterns of this company's behaviour typical also for the previous period are:

- utilization of motivating the supplier and administrative distribution system through informal ties (this form of contact is widely applied);

- attempts to exert influence on the Centre, e.g. through utilization of its bargaining power and

- application of make decision in cases of small repairs when spare parts are unavailable.

The research has also revealed that enterprises producing good-quality and modern products can take bigger advantage of informal ties (they often offer the possibility to purchase their final products by the suppliers). The efficiency of these ties depends also, to a large extent, on individual factors mainly the personal capabilities of the top managers and other members of the buying group.

#### B. Differences in the Company's Behaviour with the Previous Period

The basic difference in the company's behaviour is that nowadays it is individually planning its production structure and purchases of supplies - previously the enterprise was participating in the planning process, but the final plan was imposed on it by the Centre. At present, the purchases of production means in the company are effected according to the elaborated plans: the assortment plan pertaining to raw materials and manufactured and semi-manufactured products and the investment plan. There are elaborated as well long-term plans, e.g. currently till 1990, they are periodically verified and supplemented.

The plans are worked out by the enterprises' buying centre comprising its top and middle-level management and production executives. For example, in the case of the investment plan it is worked out by a team including: the president and the vice-president of the company responsible for technical problems, produc-

tion manager, investment manager, chief technologist, chief of a small R&D section, chief mechanic and production specialist. The team considers both the individual proposals and suggestions coming from the top managers determining the enterprise's strategy and lower managers and other employees. The top managers and the production manager play the role of deciders, while the other members influence the decisions. It should be stressed that similarly to the previous period the influence of designers on the company's decisions is very minor. The buying centre takes mainly the general (budget), concrete and selection decisions, while the technical buying decisions are usually carried out by the company's buying division.

The other considerable difference in the realization of straight rebuy in the selected enterprise as well as in other buyer-companies pertains to financing of purchases (these changes are typical also for other buy classes). In the previous period the settlement of accounts with the supplier was effected only in zlotys. The introduction of self-financing of companies and gradual application of hard budget constraints in the economy, including self-financing of imports by enterprises, have lead to a new pattern of their behaviour. During the last few years, there emerged a new practice of partial financing of purchases of products on the domestic market, including centrally distributed goods in hard currency.

This situation provokes serious problems for the examined enterprise, as well as for other, mainly small exporters to Western countries (the exports of the analyzed enterprise accounts for approximately 6% of their total turnover). The company has to pay partly in foreign currency for supplies of products both involving and not involving imported raw materials - the producers again take advantage of their monopolistic or dominant position on the market.

Due to producers requirements, the products are delivered to the buyer subject to his prior payment of foreign currency to producers account (at least  $\frac{1}{3}$  of the demanded foreign currency payment and not later than 2 weeks before the delivery of products). This situation is aggravated by the regulation of the Minister of Finance leaving at the companies' command only 25% of the amount of the obtained by them currencies. The remaining 75% has to be sold to the Polish Central Bank. According to the interviews, the 25% constitutes a small amount and is not suf-



ficient to cover even the imports of the necessary raw materials. It should be stressed, that due to the hard financial situation in Poland, enterprises have encountered many difficulties in utilization of their foreign currency revenues for the last few years.

The other significant difference are the increased difficulties in obtaining quick, processed and reliable information between companies. Up till now, there hasn't been created an effective system of information adapted to the changing economic conditions - this pertains both to the role and problem related types of information. According to the respondents, there is also observed a decreasing role and utilization of political organizations in solving problems with suppliers. These organizations were usually playing an important or even predominant role in the buying centre as deciders or strong influencers.

### 3. MODIFIED REBUY

Modified rebuy refers to situations when the company decides to buy the same products from new suppliers. On the domestic market this rebuy pertains to a situation when there are several often competing producers and the buyer-company can take selection decisions and choose the supplier. This rebuy may also refer to purchasing from foreign companies, but due to financial problems it is not very common.

The analyzed enterprise applies modified rebuy mainly in purchasing furniture-covering textiles and various furnishings, like fixtures, knobs, etc. There exist many producers on these markets, both state and co-operative as well as private manufacturers, e.g. craftsmen. Many small artisan's enterprises appeared on this field during the last few years.

The selected enterprise has total freedom in negotiating and concluding contracts with their suppliers. The contacts between the buyer and the seller-companies are often initiated during fairs and special seasonal meeting of suppliers and buyers. Due to the different market situation, in the case of this rebuy, the suppliers usually submit their offers to the buyer-company - the situation is thus reverse than is straight rebuy.

According to interviews, there can be observed an increasing role of the company's buying division concerning straight rebuy

decisions. The executives of this division play quite an important role as influencers of both the concrete buying and selection decisions - their proposals are usually accepted by the buying centre.

The basic criteria in choosing the suppliers are:

- particular product specifications, like high quality of products and competitive prices and other terms of contract e.g. high quality of textiles and their design) and
- general qualifications of the supplier including satisfactory prior contacts with this enterprise, e.g. his responsibility and solidity and prompt execution of commitments.

The respondents have stressed, that private enterprises are often more solid and accurate than the state and co-operative ones. This causes, that the relations with private suppliers are often stable - at present the enterprise has 5 private suppliers. On the other hand, due to low quality of products and delays in deliveries, from socialized producers, they are frequently changed. Similarly to straight rebuy, these socialized companies also demand partial payments in foreign currency.

The research has revealed, that the selected company is sometimes compelled to assist its suppliers, mainly the small private producers. The main form here is assistance in arranging supplies of some raw materials and other products for the co-operating supplier, necessary for his production.

#### 4. NEW BUY DECISIONS

This type of decision comprises mainly purchases of new machinery or materials necessary for a new production. It appears when a company is planning some new investment or modernization of the existing production facilities and pertains mainly to purchases from foreign suppliers.

The research has revealed sharp decrease in the application of new buy and changes in its structure as compared with the 70s resulting mainly from the already described financial constraints. In the 70s the new buy decisions were taken very often and concerned mostly the complex buying of whole furniture factories under licences of suppliers. At present, these decisions are taken less frequently, even if they are badly needed. In the analyzed enterprise they usually take the form of leasing agreements. Due

to lack of foreign currency, this enterprise aims mostly at step-by-step modernization and purchases mainly the most necessary means of production. The single values of these contracts are rather low.

Similarly to other buy classes, the new buy decisions are taken by the buying centre comprising the top and middle-level management and production executives, but in this case the role of particular members and the applied methods are partially different. The main role is played by the company's vice-president responsible for production, he is the chairman of the group and possesses the crucial and decisive power. This results from the fact that he is personally responsible for the buying decisions. All the other members of the team, like the investment manager or the chief technologist present only their opinions and play the role of consultants or influencers, frequently with a very limited influencing power. The team is often using a brain storming method. It should be underlined, that despite the need for an increased influence of marketing executives and designers on these decisions, their role is stronger than in the case of other buy classes, it is still not sufficient enough.

The interviews have revealed that the buying process in the selected enterprise englobes the following steps and levels:

1. Identification of the need for a new machine (general buying decision).

2. Search for a foreign partner who could finance the lease-operation. It is usually a former foreign buyer of the company's furniture or a new buyer interested in establishing some form of cooperation with it.

3. Negotiation of the technical aspects of the lease - agreement with the selected partner. Due to the financial difficulties of the company, the foreign buyer of its furniture usually has to provide it with some financial resources enabling the purchase of his machinery, which is needed for the fulfilment of his production order.

4. Application of a particular form of buying pattern. Similarly to the other buy classes, the company can select and apply a particular pattern of buying behaviour. They depend on the concrete buyer-seller situation. The research has revealed, that the analyzed enterprise is applying 3 basic types of buying patterns distinguished according to the form of its decision taking. They comprise the company's independent decisions and decisions

influenced by the Polish and foreign partners. Due to the currently negotiated form of cooperation, there may appear a new, additional form of this company's buying pattern in the future. This division is presented in Figure 1.

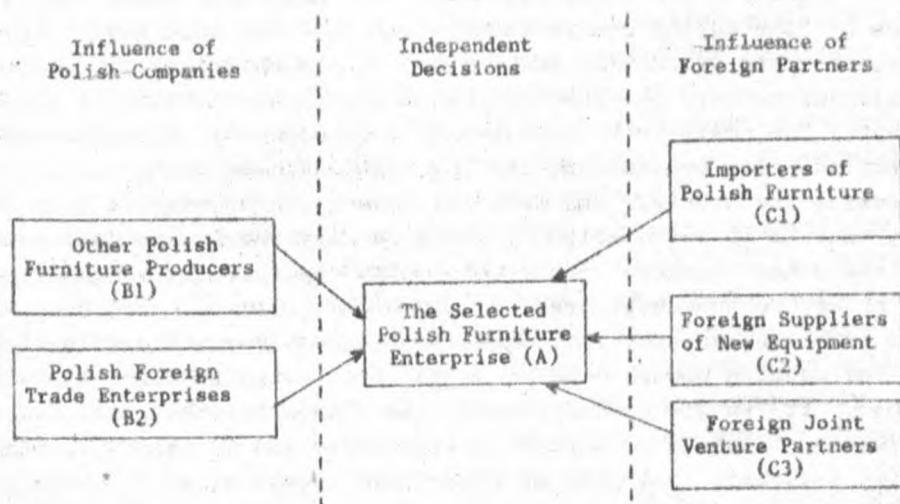


Fig. 1. Possible Poles of Influence of New Buy Decisions

#### A. Independent Decisions of the Selected Enterprise

This pattern of decision taking refers usually to a situation when the vice-president of the enterprise takes the new buy decision personally, because he knows the foreign producer and or really wants to receive a particular type of machine (selection decision). In this case, the foreign producer supplying the company with the necessary machinery often plays an important role of an influencer. The manager takes into account the information he receives from the foreign supplier. He usually knows the new machinery or equipment from some fair or exhibition or from printed information sent to him. Informal contacts with the foreign producer also play an important role in this situation.

#### B. Decisions Influenced By Polish Companies

The research has revealed that the new buy decisions are often influenced by some Polish enterprises particularly by other

Polish furniture producers or the Polish foreign trade enterprises.

#### B1. Influence of Other Polish Producers

This type of buy pattern is quite common in the analyzed enterprise. It pertains to a situation when the vice-president of the company chooses a certain foreign supplier of new equipment, because this type of machinery was formerly imported by some other Polish furniture producer and has proved successful (selection decision). It is thus a typical problem-related information search based upon recorded experiences about similar purchases, facilitating strongly the reduction of risk aversion connected with this type of decision - the other user is the main source of information in this new buy.

The company's buying centre comprises in this case also the president or production manager from the other Polish furniture company, who plays the role of an influencer. One should stress, that in Poland production managers often visit other companies from the same branch and exchange their views and experiences concerning the purchases of equipment, particularly of new buys. There is no competition between them in the sense of market economy. The enterprises are competing for the scarce financial resources and supply, but they fully exchange their information in this field.

#### B2. Influence of Polish Foreign Trade Enterprise

The interviews have revealed, that the company's decisions are also made under the influence of Polish foreign trade enterprises which are responsible for negotiations and imports of the new machinery. For some new buy decisions, the Polish foreign trade organization not only plays the role of an influencer, but also of a decider. In such cases the Polish foreign trade intermediaries also have to be included into the company's buying centre. There can be distinguished here 2 typical situations.

In the first case the buying decision is based primarily on price criterion. This situation is very common in the economics of shortage, where price often constitutes the decisive factor in the selection of suppliers. This leads sometimes to a conflict between the price criterion imposed by the foreign trade enterprise (intermediary) and the quality or the specific technical



criteria suggested by the user (the selected producer) and a conflict with the intermediary - this organization sometimes forces the alteration of the foreign supplier selected by the enterprise.

The other situation occurs when the choice of the supplier is based principally on both the informal and formal already established links between the foreign trade organization's representative and a foreign supplier of a particular type of machinery. In this case, the foreign trade executives exert a significant, personal influence on the company's selection decisions, thus depriving of them the analyzed company to a large extent. Their choice depends mainly on their experience and the intermediaries policy.

### C. Decisions Influenced By Foreign Partners

The analysis has proved that some new buy decisions in the selected enterprise are significantly influenced by foreign partners, both importers of the company's furniture and suppliers of new equipment. There may appear as well an influence of the foreign partners of the negotiated at present joint-venture.

#### C1. Influence of a Foreign Importer of Polish Furniture

The enterprise is taking some new buy decisions influenced by foreign importers of its furniture. In this case, the foreign buyer indicates to the Polish manufacturer a concrete producer of machinery abroad necessary for the agreed type of production. This situation happens quite often and results basically from the foreign importers policy, i.e. when he considers that the supply of a particular type of new equipment is necessary for the execution of his orders and can improve the product quality. Due to lack of sufficient hard currency resources in the analyzed enterprise, the foreign buyer often partly finances the new buy. In fact, in these cases, he gains an important position in the company's buying centre and strongly influences or even makes the selection decision (he plays the role of an influencer or an influencer and partly a decider). The selection decision is generally based on the combination of technical and informal criteria - an example here may be the long-term agreement with the Swedish company IKEA.

## C2. Influence of a Foreign Supplier of New Equipment

It was found that foreign producers or suppliers of machinery and equipment often play a significant role in influencing the buying decision of the selected enterprise. This is achieved mainly through invitations of deciders of the company, usually the president and the production manager to specialized fairs and exhibitions and provision of technical catalogues and other information materials on the newest technology. The personal contacts during such fairs are of crucial importance. The president taking part in international fairs has revealed, that the promotional strategy of a supplier can influence the attitude of the decider even several years later and creates a strongly positive image of this supplier. He gave an example of a contact with an Italian supplier which resulted in a purchase of a very modern computer-steering technology a few months after some fair. He has also stated, that if he only could, he would immediately buy many other machines during this and other fairs, but it was impossible due to the financial difficulties. Because of the financial constraints, the offers presented by foreign suppliers are usually rejected. It should be stressed that these buyer-seller contacts contribute a lot to increasing the new-technology transfer into our economy.

## C3. Influence of Joint-Venture Partners

Creation of joint-venture companies with foreign partners constitutes an effective solution for many Polish producers for promoting exports and financing their new buy decisions and other types of purchases abroad. Up till now the analyzed enterprise hasn't had any joint-venture agreements with foreign companies, but it is considering the establishment of such a partnership at present. In such a situation it may become rather common, that the foreign partner who would also be the buyer of the company's furniture will possess a strong influencing power and will even play the role of a decider in some new buy decisions, because he will participate in the determination of the new product strategy (especially product quality strategy) of this partnership. His strong position will also stem from his capital share in the joint-venture. If the foreign partner is not a production expert he will probably give up some decisions to the participants of the company's buying centre.

## 5. CONCLUSIONS

1. The industrial buying behaviour of Polish furniture producers is also very complex and diversified, but it differs from market oriented economies. The differences result basically from different exogenous factors influencing companies buying behaviour including mainly the deep shortages of production means and the still existing extensive centralization of their distribution and the highly monopolized market structure.

2. The research has revealed that at present straight rebuy constitutes the predominant form of buy classes. This results not from the company's preferences, but it is forced out by the above mentioned factors and the lack of sufficient foreign currency resources in the company that could enable the substitution of these buying decisions by imports or a new buy abroad. These factors are as well responsible for the small application of modified rebuy - on the domestic market it takes place in cases of relative market saturation and multiplicity of suppliers. The research has also confirmed that in economics of shortage every supplier, even a small enterprise possesses a stronger market position than the buyer, an example here is the obligation for buyers to pay partly in foreign currency to even very small suppliers on the domestic market.

3. The current decrease in the application of new buy of machinery and equipment from abroad results basically from financial constraints. Due to the difficult financial situation, the Polish enterprises are willing to accept mainly the leasing type of co-operation with foreign suppliers. The financial and technical criteria predominate the selection and other buying decisions.

4. The concept of the buying centre is much broader in the case of Polish companies than in market economies. The main role in the company's buying centre is played by the managing directors (the president and vice-president) and the production manager and other mainly technically oriented executives, but in many cases their decisions are strongly influenced or even dependent on the decisions of members outside the company. This refers both to purchases on the domestic market (e.g. influence of obligatory middlemen or other central organizations or institutions) and from foreign importers of the company's furniture or foreign suppliers. There is a need for increasing the role of marketing

executives and designers in taking the industrial buying decisions and particularly the new buy decisions.

5. The analysis has revealed significant importance of personal, informal contacts between the seller and the buyer in the buying decision process.

6. There is a need for establishing an effective system of information enabling the enterprises to receive quick and highly processed information of both the role and problem related types.

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#### PODEJMOWANIE DECYZJI ZAKUPU NA RYNKU ŚRODKÓW PRODUKCJI - NA PRZYKŁADZIE PRODUCENTA MEBLI

Artykuł stanowi próbę zastosowania koncepcji "Box Model" dla analizy procesu podejmowania decyzji zakupu na rynku środków produkcji na przykładzie polskiego przedsiębiorstwa państwowego produkującego meble. Celem jest przeprowadzenie analizy poszczególnych klas zakupu i roli centrum zakupu w każdej klasie, jak i czynników je warunkujących w wybranym przedsiębiorstwie. Analizę tę przeprowadzono w oparciu o własne badania empiryczne.

Badania wykazały istotne oddziaływanie wielu czynników egzogenicznych na postępowanie przedsiębiorstwa przy zakupie środków produkcji w gospodarce centralnie planowanej. Wysoki stopień monopolizacji struktur rynku i szeroki za-

kres administracyjnej dystrybucji przyczyniły się do dominacji najbardziej standardowej klasy zakupu typu "straight rebuy" i ograniczonego różnicowania form zakupu na rynku krajowym. Trudna sytuacja finansowa przedsiębiorstwa jest, z kolei, jednym z podstawowych czynników ograniczających import i zastosowanie nowych klas zakupu w kontaktach z zagranicą.