

KOKKUVÕTE

Käesolev lõputöö keskendus tarnijate monitooringu protsessi väljatöötamisele ja erinevate soorituste analüüsimisele Kintar Trading OÜ näitel. Lõputöö eesmärgiks oli töötada välja ja testida tarnijate regulaarse monitooringu protsessi, hinnates Kintar Trading OÜ-sse saadetud kinnaste tarneid neljalt suurimalt tarnijalt 2020 aasta jooksul kolme hindamiskriteeriumi järgi, milleks on vigade määr, hind ja tarne ajaline kindlus ning anda tarnijatele adekvaatset tagasisidet.

Autor viis läbi kaks intervjuud kahe Kintar Tradingu töötajaga, tarneahela juhi ning müügiesindajaga, mille tulemusel sai teada rohkem ettevõtte käekäigu ning toimimise kohta, kuidas käib tarnijate valik ja seejärel koolitamine, kuidas toimib edaspidiselt valitud tarnijate kaubale tehtav kvaliteedikontroll, mis on kas näidistena või suure konteinertellimusena saabunud ning millised on peamised takistused tarnetes ning vead tellimustes ja kuidas nendega Kintaris toime tulla. Intervjuud olid põimitud mitme peatüki sisse ühtse jutuna.

Kintari nelja tarnija ostutellimuste dokumentide põhjal koostas autor ettevõttele tarnijate regulaarse monitooringu protsessi. Selle jaoks koostas autor mitu erinevat tabelit, mille põhjal analüüsida ning vajalikke järeldusi teha. Esimesteks tabeliteks olid valitud nelja tarnija pingeread kolme Kintarile tähtsaima hindamiskriteeriumi põhjal: hind, vigade määr ehk kvaliteeditunnus ning tarne ajaline kindlus, mille tulemusel sai teada millist tarnijat kindla kindamudeli puhul eelistada. Teised tabelid olid kokkuvõtted ostutellimustest, kus nimetatud mudelid sees olid ning tõi välja kui suur hulk nendest tellimustest olid kauba saabumisel kõrvalekalletega ehk vigadega kvaliteedis. Kolmandateks olid tabelites välja toodud tellimuste vigade kommentaarid, mille autor kirjutas välja iga tarnija ostutellimuste lehtedelt ettevõtte dokumendikaustadest. See uus protsess aitab ettevõttel tarnijaid paremini jälgida ning edastada neile adekvaatset tagasisidet, kus koondub kokku kogu tarnijaga seotud info, tellimuste info, kauba kvaliteedikontroll ning põhjalik info edasise arengu kohta, mida ja kuidas võiks asju paremini teha Kintari vaatepunktist ning kas tarnija on omaltpoolt sellega ka päri.

Tarnijate edasine monitoorimine eeldab kindlasti autori välja töötatud protsessi edasi arendamist ettevõttes ka edaspidi. Tuginedes enda uuringutabelite tulemustele soovib autor ettevõttele etapanekutena peamiselt kahte asja. Edasises tegevuses protsessi toimimiseks tuleks saata tarnijatele veel põhjalikumad tagasisided, et tarnijad saaks täpselt aru, millised on ettevõtte tingimused ning kuidas neile vastu tulla. Tagasisidest peaks tulema välja täpsed vead ning nende parendusettepanekud. Soovitatav oleks teha ettevõtte poolt tarnijale nõudmised kvaliteedikontrolli kohta, mida võiks läbi viia juba tarnija tehases kohapeal. Teisena soovib autor jagada tellimusmahte erinevate tarnijate vahel nii, et eelistatum tarnija saaks suurema protsendi ning vähem eelistatum oleks kas alternatiivne variant või valikuvariantide hulgast üldse välja jäetud. Veel soovib autor ettevõttel arendada vanade tarnijatega suhteid ning kui enam tõesti hakkama ei saa ning kauba kvaliteet selle all ka kannatab, siis proovima vanem tarnija uue vastu välja vahetada isegi kui sellega seonduvad n-ö „uue suhte loomise” kulud.

SUMMARY

DEVELOPMENT OF A SUPPLIER MONITORING PROCESS AND PILOT TEST ON THE EXAMPLE OF KINTAR TRADING OÜ, AN IMPORTER OF OCCUPATIONAL SAFETY EQUIPMENT

Marleen Pärn

For import companies the continuous monitoring, evaluation and analysis of suppliers is very important in their daily work in order to achieve the most effective cooperation and the end customer to be satisfied with the ordered products.

The problem statement for the thesis was that Kintar Trading OÜ does not have a regular monitoring process of the most important suppliers, which would allow to consciously manage the order volumes of managers in the multiple-purchase system and provide development-oriented feedback to the supplier.

The aim of the thesis was to develop and test the regular monitoring process of suppliers, evaluating the deliveries of gloves sent to Kintar Trading OÜ from the four largest suppliers during 2020 according to three evaluation criteria, which are error rate, price and delivery timeliness, and provide adequate feedback to suppliers.

Research questions:

- 1) How is the initial evaluation of the new Kintar supplier (criteria + process), the trial phase and the supplier training carried out?
- 2) What conclusions can be drawn from the 2020 performance monitoring of the sampled suppliers for feedback to suppliers?
- 3) What are the most common delivery barriers and order errors?

The author used both qualitative as well as quantitative methods for the thesis.

Qualitative method: Interviews with two representatives of Kintar Trading OÜ, supply chain manager and sales representative.

Quantitative method: analysis of company databases.

Based on the purchase order documents of Kintar's four suppliers, the author prepared a regular supplier monitoring process for the company. To this end, the author compiled several different tables on the basis of which to analyze and draw the necessary conclusions. The rankings of the four suppliers were selected as the first tables on the basis of the three most important evaluation criteria for Kintar: price, error rate or quality indicator, and time security of delivery, which resulted in knowing which supplier to prefer for a particular glove model. The other tables were summaries of the purchase orders in which these models were included and showed how many of these orders were with quality defects when the goods arrived. Thirdly, the tables included comments on order errors, which information was from each supplier's purchase order folders. This new process helps the company to better monitor suppliers and provide them with adequate feedback, which brings together all supplier-related information, order information, product quality control and in-depth information on what and how things could be done better from Kintar's point of view.

Further monitoring of suppliers definitely requires further development of the process in the company. Based on the results of research tables, the author suggests two things. In order for the process to work further, even more in-depth feedback should be sent to suppliers so that they can understand exactly what the company's requirements are and how to respond to them. The feedback should indicate the exact errors and suggestions for their improvement. It would be advisable for the company to make requirements to the supplier for quality control, which could already be carried out on site at the supplier's factory. Second, it would be optimal to split order volumes between different suppliers so that the more preferred supplier would receive a higher percentage and the less preferred would be either an alternative or excluded from the options altogether.