

subject to identifying of recognized signals. In this way the receiver creates the «receiver's repertoire». Whether the communicating process is going to be efficient depends on the information space, which is called a «mutual repertoire» (green area on the above diagram). The more extended it is, and embracing a greater part of the sender's repertoire and the receiver's repertoire, the more efficient the communicating process is.

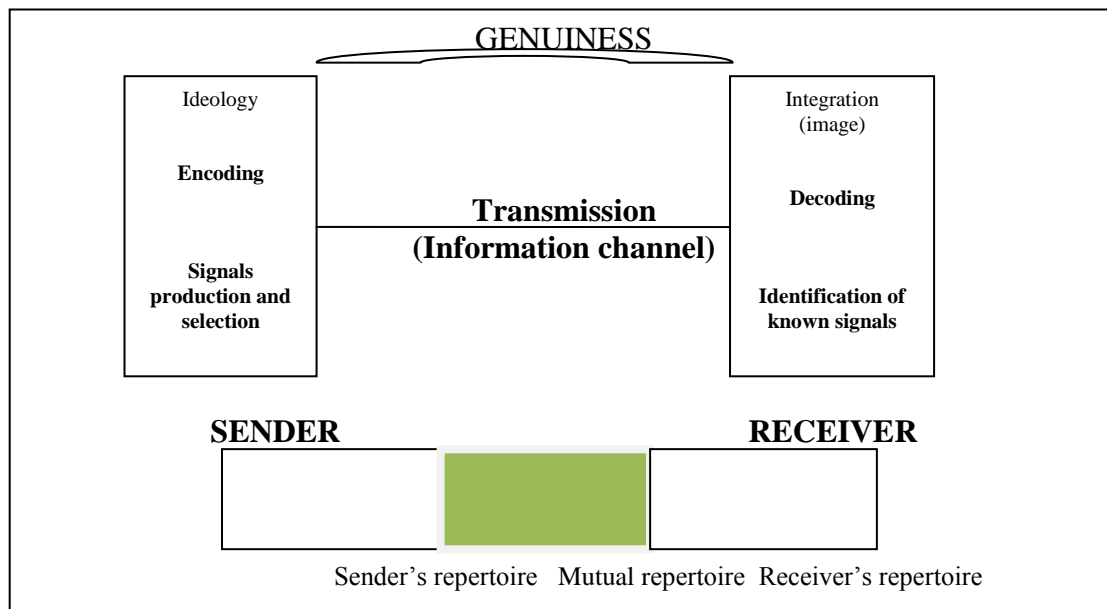


Diagram 1. Communication model according to A. Moles

Source: own work based on the literature, in particular: [2, p. 117].

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KANBAN AS A TOOL TO REGULATE THE FLOW OF MATERIALS BETWEEN PROCESSES

Kanban is one of the essential and fundamental tools to manage and ensure the just-in-time production system, which is the first pillar of Toyota Production System (TPS) – the system which covers the characteristics of production processes and organizational issues with respect to operation, perfectly adapted to the requirements and needs of the modern market.

In its basic form, kanban («label») is a simple and clear communication tool, always in place where it is needed. In most cases, kanban has the form of a small sheet of paper inserted in a plastic pocket [3]. Such a prepared card provides information for a particular operator or any other person involved and responsible for the given process that some parts or products, necessary to carry on work, have been run out of in the given workstation or place. The person receiving the «message» should «replenish» the supplies as soon as possible, in accordance with the information included in the kanban.

The basic feature that distinguishes this solution from the traditional ways of process management is that kanban is the reaction to a specific event or to a situation at the time when it actually occurs, rather than an activity resulting from a drawn up schedule that is planned in advance. This helps to eliminate situations where parts, products or units can be found in individual workstations at the time when the operator is not ready to use them or when it is unnecessary to replenish the required level of supplies. It is all about the fact that various processes «pull» certain parts from preceding processes, giving them a sign with a kanban card that they are ready to implement following activities. The preceding processes do not „push” the effects of their work to the consecutive workstations until they receive information on such demand. The effect of this is the elimination of any unnecessary parts, products or materials which constitute the expense for entrepreneurs, in the situations where they are not physically used at the given moment.

To elaborate more on the above, kanban has four main objectives [2]:

- It prevents overproduction (and excessive movement) of materials between production processes;
- It provides specific production orders for the processes based on the replenishment principles. Kanban achieves that by managing both the time synchronisation for material movement and the quantity of the materials moved;
- It serves the production supervisors as a visual control tool that allows to determine whether the production is ahead or it is delayed according to the implementation schedule. A glance at the place where kanbans are maintained in the system (boxes for collection of kanbans) shows whether the flow of materials and information takes place in a timely synchronized manner, as planned, or whether there are any irregularities;
- It is a tool for continuous improvement. Each kanban represents a container of supplies in the value stream. The reduction of kanbans in the system, planned over time, means a direct reduction of supplies and the corresponding reduction of the flow time from a raw material to a customer.

The just-in-time system uses two types of kanban cards: movement cards (transport kanban) and production cards (production kanban) [1]. A transport kanban is a card on the basis of which a particular batch of parts from the preceding process is pulled and the parts or details indicated on the card are requested. A production kanban informs the operator in the previous process about what quantity of products has been pulled and, consequently, what quantity should be produced again. Additionally, there is another card type used in practice, namely a signal kanban. This card is used in the situations where it is not possible to avoid the production of a

quantity exceeding the demand, for example due to the specifics of a production process.

Kanban is mainly applied in the production area and regardless from the fact whether certain parts, units or details are moved, assembled or produced. The principal purpose that the cards are to serve is the reduction of supplies between individual processes and, consequently, the reduction of engaged capital while maintaining the high quality and steady flexibility in relation to the changes and fluctuations in demand.

References:

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ЗНАЧИМІСТЬ ПРЕЗЕНТАЦІЇ БІЗНЕС-ПЛАНУ ЯК ЕТАПУ СТРАТЕГІЧНОГО РОЗВИТКУ ПІДПРИЄМСТВА

Процес планування є невід'ємним природним елементом управління підприємством, оскільки механізмом регулювання процесів створення і діяльності підприємства передбачена наявність економічно обґрунтованого плану його розвитку, під час розробки якого враховані та узгоджені стратегія розвитку підприємства, його ресурсний потенціал та можливості реалізації запланованого. Бізнес-план – це документ, який містить систему ув'язаних в часі та в просторі та узгоджених з метою і ресурсами заходів і дій, спрямованих на отримання максимального прибутку внаслідок реалізації підприємницького проекту (угоди) [1].

Нові цікаві ідеї з'являються щодня, безліч з них є дуже корисними для нашого сьогодення. Розробки та інновації різного роду щодня займають своє місце на ринку, та перспективна бізнес-ідея має переконати потенційних інвесторів у тому, що підприємницький проект має чітко визначену стратегію успіху та заслуговує на фінансову підтримку. І саме презентація бізнес-плану відіграє важливу роль її права на успіх. Презентація охоплює сім основних положень:

1. Компанія, її продукція й послуги;
2. Опис ринку, споживачів і конкурентів;
3. Маркетингова стратегія;