

The Logistics as a key element in the strategic operations of an Operating System: a case study in the CASACON Company – Angola

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Abstract — The secret of business success is no longer in single transaction of the good or service, but in the strategic issues surrounding the deal. In this sense, the logistics activity went on to occupy a prominent place in enterprises, is not just another management tool, is one of the essential elements for the success of companies, in particular to commercials. Thus, for this study, we have started from a situation-problem on the importance of logistics in the operation of a commercial enterprise operations, taking into account the study in CASACON trading company, located in Luanda-Angola. Therefore, the claim is exactly analyze the impact of logistics on the operations of commercial enterprises, seeking subsidies in a company in the Angolan market, the CASACON, as a way to understand the practical importance that this activity has on a daily basis. It was found that the logistics of CASACON covers the entire supply chain, from the acquisition of products (suppliers) to its deliver to consumers. The inference was possible due to the application of a qualitative analysis, exploratory approach through field study and application of semi- structured interview with those responsible for the company's operations. Of the various elements questioned, logistics occupied a prominent place in the responses and activities performed within the company. It is possible to show that commercial companies, such as CASACON, have the logistics as a differentiator and strategically important to the success of your operations system, therefore, logistics is a determining factor in the CASACON system.

Index Terms— logistics, strategy, operations, System CASACON.

I. INTRODUCTION

When starting a business, there is a huge degree of uncertainty; the concern if the business will prosper is also great. The struggle to meet deadlines, provide products under acceptable conditions, gather and make available information on the activities carried out are the ingredients just to mess with the minds of strategists. With that, the institution is constantly encouraged to undertake actions that must increase their competitiveness or at least be able to attract and

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retain client. In order to take these factors catalyzed and contribute this study, therefore, it is possible to show that the secret of business success is no longer in single transaction, but strategic business issues. In this line of ideas, logistics plays a leading role, and is regarded as [1] the process of strategically managing acquisition, movement and storage of materials and finished products, as well as the related cash flows so as to maximize the present and future profitability by reducing costs. To understand how this phenomenon affects the functioning of the system of production/operations of commercial enterprises was the questioning that has guided this study, based on an analysis of case study in the company CASACON-Luanda-Angola. However, presented as main objective to analyze and understand logistics as one of the essential elements in the operation of a system of strategic operations. The achievement of this objective will lead the study on accepting the premise raised that commercial companies, such as CASACON, have the logistics as a differential and strategically important for the success of your operation system. However, it should be noted that the company under study had its origin in Luanda in 2003 and has since proposed to achieve its mission which is to sell products and services with affordable prices and good quality always thinking about customer satisfaction and the vision to be the best in the cities where it operates, in the mind and heart of consumers (Customers). Therefore, qualitative research, descriptive and exploratory approach the comprehensive case study to get to the considerations presented here. In short, the logistics brings benefits for the company and for the consumer, but there needs to be greater integration for this success is solid and will endure.

Problem: The significant advance of technological devices become simpler the process of exchange of data and information between people and institutions. With that, the companies were required to follow the standards and achieve its margin of survival.

This breakthrough stands out the logistics, which went from a military strategy for a strategic alternative to achieve competitive advantage before competitors. Thus, this study seeks to understand, through a practical example, that logistics is one of the essential elements for the functioning of the system of a company's operations, taking into consideration the case of CASACON trading company, located in Luanda-Angola. It is necessary to understand if logistics is essence or simple alternative in commercial enterprises.

Goal: Analyze and understand logistics as one of the essential elements in the operation of a system of strategic operations, basing himself on the case study of CASACON

trading company, Luanda-Angola.

Basic premise: Commercial companies, such as CASACON, have the logistics as a differential and strategically important for the success of its operation system.

Justification and relevance of the study: The literature [2], [3], [4], [5], [6] said that the operations management is the primary function of any organization. Whether it is big or small, in manufacturing or services, whether or not for profit. The production function/operations is responsible for make feasible the reason for being of the organization that is the supply and sale of goods or the provision of a service. The other company functions exist mainly to support the function of production/operations.

Because of its importance and impact, is obviously pertinent to address how this function should work strategically to achieve the objectives of the organization.

Traditionally, commercial organizations or even provide services face problems in the conceptualization of your supply chain, since sequencing of production is not the same as a manufacture.

Therefore, we must analyze what factor determines your success and is able to satisfy the needs and demands of consumers. In this way, logistics, part in advantage as one of the strategic factors that enables the achievement of organizational objectives.

Therefore, it is inevitable to analyze the impact of logistics in a commercial enterprise, whether integrated or not.

However, it is not possible to analyze the impact of logistics as a strategic element of success in a system of operations of a commercial enterprise without, however, observe the operation of a commercial enterprise and how it sets its productive steps. Therefore, the success of the CASACON attention on the Angolan market. Therefore, to analyze this phenomenon is important, both for the company itself, both for the market and other commercial enterprises.

So, the logistics is placed as one of the essential elements for the success of commercial companies and, above all, in the definition of the strategies of the operations system that ensures the Providence of the items needed to meet the reason of being of the company, even more, in a growing and potentially competitive market such as Angola.

II. LITERATURE REVIEW

Currently, an organization, or strictly, a company with no system of production / operations is unimaginable. The literature already toasted organizations with various researches on production systems, authors such as [2], [3], [4], [5], [6] have valuable contributions on this topic. For these authors, the system of production/operations is the functional chain of all actions and actors to achieve a goal (production of goods or services) previously defined and that benefits all stakeholders. This system consists of inputs (ie, resources that enter the manufacturing process), processing agents and output (result of the transformation process).

Thus, it should be noted that this process involves suppliers (of raw materials, necessary materials and services to achieve the planned target), the company that runs the transformation process (in this study is the CASACON), distributors or wholesalers (which take the product to their warehouses and then be sold to the final consumer). In the

case of CASACON and other commercial enterprises, the service is direct to the final consumer, as it does not make changes to the products is a retailer (retailer) - sells directly to the end consumer. However, the figure below illustrates how the production system of a company.

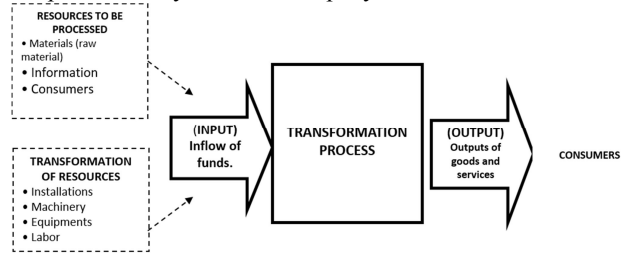


Figure 1.1 - Representation of a Production System

Source: Adapted from [5].

However, the above representation is usually related to the types of production system, according to [5] and [2] are summarized as follows:

❖ System production/manufacturing operations:

- A. Continuous production processes;
- B. Mass production processes;
- C. Production processes in batch or batches;
- D. Design of production processes;
- E. Jobbing processes;
- F. Lean production.

❖ Production system/service operations:

- A. Mass Service
- B. Stores services
- C. Professional Services

There has been a priori to this classification, the company adopts CASACON production system/service operations.

However, one cannot speak of production system / service operations without, however, addressing the logistics. In this aspect, [7] and [8] deal with logistics as the process of planning, implementing and monitoring the efficient, effective flow of goods, services and information from the point of origin to the consumer, in order to meet customer requirements. Therefore, the logistics always seeks to reduce the distances and the time to satisfy the wants and needs of consumers.

This pursuit, made the logistics concept evolved enough, and a time to this part, already discussing the integrated logistics. That is, the process management that integrates all supply chain authors and all variables of the service process. Accordingly, [9] present a scheme of integrated logistics, showing all connections and possible relationships. Therefore, they have the thread of the process from the processing of the application, that is, from the moment the consumer calls the service and the necessary information required; this request is handled within the network of company premises with all its partners (suppliers and distributors) and, sequentially, it is the analysis of the company's ability to meet this request, through the inventory. The answer of this action will be automatically linked to the internal process of handling or request service. Therefore, if the application proceeds, transport or the satisfaction of the request of the need expressed by the consumer is scheduled. It is, however, an arduous process that requires systemic integration, from the supply to the request of satisfaction.

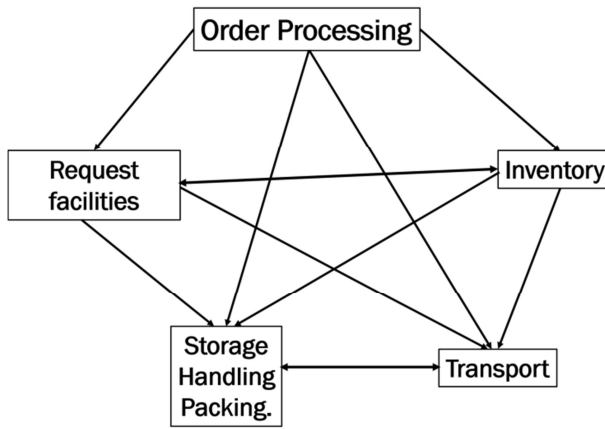


Figure 2: Integrated Logistics
Source: Adapted from [9].

In this line of ideas, [10], discuss the integrated logistics definitions evolved to include:

- ❖ The integration of internal functions such as physical distribution, marketing and manufacturing;
- ❖ The growing cooperation between logistics areas of different links in the supply chain;
- ❖ Consideration of the entire world as a potential source of customers, knowledge, technology and raw materials.

Thus, the structure of the physical distribution includes the identification of displacement to which the products will be submitted and dispenses the definition of each product distribution channels for the company. However, [11] make no distinction between distribution channel and marketing channel, "the marketing channel can be seen as a set of interdependent organizations involved in the process of making a product or service available for use or consumption" [11].

Therefore, it is noticeable that logistics is a strategic issue. Thus, [12] explains that technically the strategy is "the business we are in; trends that occur; Heuristic decisions of the first order; competitive niche; and characteristics of portfolio" [12]. This business needs to be planned and conducted in the best possible way to achieve the set targets. In this sense, [13] states that "Strategy is the overall program to achieve the objectives of an organization and therefore to carry out their mission." The word "program" implies an active, conscious and rational role played by people able to formulate and monitor the implementation of the organizational tasks that lead to CASACON to success.

III. METHODOLOGICAL PROCEDURES

In this study, in addition to the choice of a qualitative approach, it was decided to exploratory research through case study in CASACON company, in which the secondary data were obtained from literature and primary data through semi-structured interviews and follow-up activity in the company in about 60 days. Exploratory studies are conducted when you want to gain familiarity with the phenomenon under study, or to define problems that are still not clear, as well as create new hypotheses to be tested in subsequent studies. The use of this approach is justified because [14] the existence of a few previous studies to the research problem in

question, aiming to look for patterns, ideas or hypotheses, through case studies, observation, historical analysis, interviews and monitoring.

Thus, [15] and [16] say that the case study is focused research strategy in understanding the current dynamics within a scenario, can involve a single event or multiple cases and, in addition, differentiated levels analysis.

Therefore, secondary data were collected through literature, was collecting academic papers and dissertations / theses, as well as material published in magazines and newspapers on the subject, materials obtained on the company website, or provided directly by it, based artifacts in documentaries and advertising materials.

To collect the primary data, we opted for the semi-structured interview, combined with survey, [17], because it believes that it has the advantage of the possibility to reduce the interview time, not allowing digression to matters that do not contribute for the study. Thus, in approximately 60 days, the survey was conducted in CASACON company in Talatona, Luanda.

However, if used in research to the analysis of secondary and primary data, the content analysis technique, as defined by [18] is carried out in three stages: pre-analysis, material exploration and treatment the results through inference and interpretation. This means that the "processing result" may be divided into two phases: the inference, and interpretation. Inference in content analysis is guided by several points of attention, which are the elements of communication. To [18], the message can clearly convey their content and, often, not being necessary to read the message within the message, that is, looking for the real meaning. For the interpretation of data in the content analysis, we need to go back carefully to theoretical frameworks, relevant research, as they provide the foundation and significant perspectives for the study. The relationship between the data and the theoretical foundation is to give meaning to interpretation and will make the completion of the study has a credible application and potentially important for understanding the logistics strategic impact on the production system/a trading company operations, in particular the CASACON.

IV. RESULTS AND DISCUSSION

The company CASACON

The company today is clamada as a successful example took its first steps in the domestic market in 2003. Since then, the CASACON brought to Angola a differentiated concept of self-service, and innovating their business practices, coupled with the variety of best products in the world market.

However, birth was already a reality, and the mission of the company reached another step in 2005 with the expansion of business and facilities, occupying an area of 1500 m² show room in order to provide greater comfort and good services. From this moment, the CASACON began to adopt the functional organization of its operations, dividing the activities in sectors, and increasing the Mix of marketable products, and of course, the number of suppliers. Currently, the company's assortment exceeds six thousand items (types of products) to meet the needs and wants of their consumers.

Therefore, the company's products range from basic materials and finishes for construction, do-it-yourself, furniture in general and tailored, and electronics to decor.

It appears that to meet the modern and demanding consumer, CASACON no effort in improving every day, empowering employees to achieve excellence and quality of care and services, to the full satisfaction of its customers and employees.

System activities of CASACON operations

The main activity is the marketing of goods. The sale is physical and online. To support its activities the company has domestic and foreign suppliers and establish an annual contract relationship with them. This relationship are defined periods of stock replacement of CASACON company. However, some periods are predetermined for some products, those that have high turnover, that is output, their periods are weekly and fortnightly. Those products that have a reasonable output, not so fast and not so slow, have monthly replacement. Products that have little out its replacement can be semi-annual.

In the interview conducted, officials reported that a review of the shelves is made daily, as well as aftermarket products in them.

Moreover, the forms of payment that CASACON adopts are great assets for success and are shown in the following table.

Form of Payment	Online	Presential	Observation
In view (money)	No	Yes	Practiced only in physical stores of the company.
visa credit card	Yes	Yes	Online confirmation up to 24 hours and attendance is automatic.
Transfer/bank deposit	Yes	No	Only online mode, with verification 1 to 3 working days.
MULTICAIXA card	Rare	Yes	Through TPA (Automatic Payment Terminal) and card code.
PayPall	Yes	No	You need to register in Paypal.

Table 1 - Corporate Payment methods CASACON
Source: research data.

Nonetheless, the payment process already includes the forms of delivery of products purchased from the company, either online or physically, leaving the customer free to choose the best method for delivery. The CASACON performs delivery throughout the country, except in northern Cabinda province. So that delivery is made by the company's responsibility, it is necessary for the consumer to make this option and follow the procedures indicated by the company and, ultimately, pay for the service. However, the purchases exceeding AKZ 30,000.00 in Luanda province are exempt from payment, that is, the shipping is free. Anyway, delivery times vary between 3-7 business days. In the capital, Luanda, three days, as well as in the province of Bengo.

Logistics in the CASACON operations system

The processing activities CASACON daily requires efficient and effective planning, good organization, supervision in the tasks and a control that allows to correct the flaws in the process. Of course, do not just write a wonderful plan without that, there is practicality. There plan

into concrete actions.

Throughout the study, and, above all, the interviewing process conducted and observations made in the operationalization of the daily tasks of CASACON, it became clear that logistics is the most relevant element of the company's operations system. All activities would not have the sense that they have to CASACON careless planning and execution of logistics.

Therefore, set the inputs, materials and raw materials which entered the operational process to satisfy the consumer, the customer service and delivering the solution at the same would not have value if the logistics failed. The consumer would not pay for a service that does not bring you benefits.

Thus, it appears that, for online process, CASACON has a differentiated logistic treatment, informing the consumer of the formalities of the process until the purchased product can come to your home. Despite the difficulties of finding a residence in Luanda, the company found a way to lessen the impact of the physical distance between buyer and seller, as well as the time it takes the customer to receive the goods after finalizing the payment on the site. It offers services that enable the customer to receive confirmation of your order by email after purchase and also the possibility of monitoring the delivery of purchased goods [19].

However, physical buying process is straightforward and simple. However, the consumer has the option of delivery at your residence (paying for the service or exceeding AKZ 30,000, to be free) or in person takes the products purchased.

But the logistics process of CASACON is not just of this, it is therefore wider. The company adopted the concept of integrated or logistics business logistics which is the area that manages to provide the best level of profitability in distribution services to consumers, through planning, organization and effective control for the handling and storage activities to facilitate the product stream [19], [7], [8].

By consequent, the logistics business corresponds to the physical supply over the logistics of production / operation physical distribution more. This means that the logistics of CASACON includes the entire supply chain, from the purchase of products (the suppliers) to deliver food to consumers, which can later be supplemented with post purchase service.

Therefore, it is apparent that treatment dedicated to logistics issues generates many benefits for the CASACON company and commercial companies in general, such as:

- ❖ Internal integration and external sync - how CASACON is organized and has its tasks, materials and equipment is already an indication that seeks to achieve its mission, its objectives and meet the Angolan consumer. [8] has emphasized that the organization and integration of the internal components are a necessary condition to enable companies to achieve operational excellence with low cost. Furthermore, the external integration applies, namely, to form integrated internally activities come into contact with the chain partners. The above authors claim that external integration eliminates duplication of efforts, reduce costs,

accelerate learning and customize services. The management system used by the company is already a mediator of this process. Integrating today is synonymous with the production process of leverage towards business success.

- ❖ Success with the consumer - means CASACON can use both logistics key variables: time and place. That is, the company provides the product purchased by the consumer at the place and time requested by him. [19] emphasizes that even stating that a company loses its value when it puts the product at the customer's fingertips at the time and place required by this. On the other, gains value by providing a product at the right time, it creates the customer a single value. Satisfaction it is huge when the company honor with their commitments.
- ❖ Deadlines and forms of delivery □ the company is all important, but if the product is not in perfect condition at the right time and at the right time can mean the end of the relationship between the consumer and the CASACON, therefore, the company leaves clear your home delivery policy. Customer service should be evident here, and at least effective.
- ❖ Information System and customer support - this process to generate customer value and loyalty to the client. Both online and physically, the company provides enough information and customer support, including post purchase assistance. It is understood that this action generates added value to the consumer. For [1] the value is generated when the perceptions of benefits in a transaction outweigh the total cost of ownership, therefore, it means that the perceptions of intangible benefits are above the tangible value of monetary transaction made.
- ❖ Competitive advantage – the CASACON managed to win their place in the market and be a reference. The consumer knows the value of the company and its difference with the competition. This conquered differential is an asset to the company and reason to work more for the customer appreciation. Stressing [19] "a source of competitive advantage is found, first, the ability of the company to differentiate itself from its competitors to the customer's eyes, and secondly, by at low cost operating capacity and therefore a profit higher", it shows the success of CASACON, which, despite being in a market that year after year increases competitiveness and competition, it can win customers and these can identify the company's edge over the others. So be the preference is the best choice for a company.

V. CONCLUSION

The search for competitive advantage is a reality for all companies that are in an open economy, so the CASACON has worked to have attributes that make the consumer has no doubt when choosing their services. In this regard, the company early found that logistics is an essential element to

satisfy the desires of consumers.

So, the study found that the system CASACON operations is efficient and has a logistics apparatus that allows you to fully meet your demand and secure their financial return. Since 2003, its marketing proposal has earned the affection of consumers. Thus, the overall objective was pleased to be applied to defined methodology and at the same time, when analyzing the data collected in the company through interviews, observation and documents now received from the entity. Therefore, it is understood that logistics is important for the company and translates into control of delivery times, greater availability of products in stores, delivery at the appropriate time or given greater placing the order (either online or physically). Therefore, we accept the premise raised that commercial companies like CASACON have logistics as differential and strategically important to the success of your operations system because logistics is a key factor in the CASACON operations system.

In short, this factor brings benefits to the company and the consumer, but there needs to be greater integration for this success is continuous and lasts increasingly.

Finally, consider that this study is not terminal and other methodological processes can be applied to fully analyze commercial companies or even CASACON involving more employees of the company and include the consumer (to ascertain its real satisfaction); as well as carry out benchmarking to compare the practical progress of CASACON in the competition.

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