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# BUILDING PARTNERSHIPS WITH SUPPLIERS AS A NEW TREND IN MANAGEMENT

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## ABSTRACT

The main objective of the paper is to show the importance of building partnerships with suppliers, and then present the results of their own tests verifying the following hypothesis: Most of the furniture industry companies in Lower Silesia takes into account the partnerships relation with suppliers in their formulated business strategy. The present studies were carried out using CATI method and they included a research samples consisting of 110 enterprises of Lower Silesia. Enterprises were selected for testing using a special purpose method, and the selection of companies was based on the factors such as: regional differences, Lower Silesia region is divided into cities and villages, basic products and the activity period, size of employment, organizational and legal form, basic profile of activity. An interview with companies' managers was based on an anonymous survey questionnaire. A time range of research took into account 2 phases: phase I – an exploratory phase: February – May 2013 and phase II – the essential phase: the period up to early 2014.

The Studies have confirmed the formulated hypothesis. Most of the companies of the furniture industry have developed an overall strategy in the form of official or unofficial document. They are characterized by a high degree of diversity, both in terms of accepted legal form, number of employees, year of establishment, business profile and range of operation. They see the impact of relationships with suppliers for the modernization of the products in the context of improving their quality. For theoretical contributions can be considered deepening and ordering problems in the field of building partnerships with suppliers in terms of the overall business strategy formulation. The results of the study should help companies in building partnerships with suppliers appropriately using the proposed roadman; conducting quantitative and qualitative research, to assess the impact of the company's overall strategy for relationships with suppliers.

## KEY WORDS

**partner relationships, suppliers, trends in management, company strategy**

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## INTRODUCTION

Two conditions inspired and led to considerations on building partnerships with suppliers as a new trend in management: first of them is a lack of broader discussion on this subject, and the second one is a desire to draw attention to the fact that companies' cooperation within the framework of mutual relations affect their ability to implement strategy, as well as to

adapt to change and innovation. It is a challenge to boost the development of modern enterprises. This is confirmed by B. R. Kuc (Kuc, 2012), stating that „...cooperation, which aims to ensure the organization's survival and development applies not only to the interior, but also to exterior partners”. Therefore, the key problem is a deeply thought-out mutual partner relationship in collaboration. It

should be properly managed in order to enable companies the continuous development, including the use of emerging opportunities and chances to obtain a competitive advantage.

Enterprises operating in today's economic reality, in order to obtain a competitive advantage, should have the ability to respond quickly to changes occurring on the markets in which they operate (Zrałek, 2007). Such phenomena, as growing demands of providers, dynamic globalization of markets, growing competition, activities of movements for consumers or for environment, lead to the situation that companies, which have a vision of their own development, try to find new ideas that could constitute their motor activity and that would allow to successfully compete in permanently changing environment. An answer to these expectations is to focus on building partnerships with suppliers in line with the objectives of the enterprise.

The partnerships with suppliers, due to the current reality of the businesses (Lambert et al., 1996) operation can be a kind of antidote to uncertainty and turbulence seen in a globalized external environment. In this context, they can be used as a basic factor of competitive advantage. As a result, business development policy concerning relations with suppliers is not any money wasting in enigmatic and unintentional initiatives nor a fad or difficulty of doing business, but the long-term strategy of forming partnerships. The close trade relations are not possible without the commitment of both sides. Important in the formation of relationships with suppliers is the knowledge of the conditions for the development of relations with customers (Sudoł et al., 2000). Understanding the factors shaping the behaviour of participants in relationships appears to be essential for an effective development of partnerships between companies. This underlines the need for supplier relationship management, which aims to simplify and increase the efficiency of these relations. Supplier relationship management is often linked with automation of ordering procedures and settlement of orders, quality assessment of suppliers and exchanging information with them (Odlanicka-Poczobut, 2006). It is a set of IT applications to enable companies a more comprehensive insight into data about suppliers and operations implemented by them (Odlanicka-Poczobut, 2007).

The article discusses the problem and searches for answers to the question whether the furniture companies of Lower Silesia comply with the formulated strategy of relationships with suppliers?

This was the research question of the article. In relation with the assumed problem one formulated the following research hypothesis: H: Most of the companies of the furniture industry of Lower Silesia comply with the formulated strategy of relationships with suppliers.

## 1. THE IMPORTANCE OF PARTNERSHIPS WITH SUPPLIERS

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Building relationships with suppliers on a partnership basis is a decision of each company. The functioning of enterprises in conditions of uncertainty and problems of turbulent market environment fosters to establish the global partnerships – they become an important factor in building a competitive advantage on the market, and long-term partnership is one of the strategies of doing business and an important contribution to the development of appropriate relationships with suppliers.

The close trade relations do not require the involvement of both sides. Extremely important in formulating relationships with suppliers is the knowledge of the conditions for the development of relations with customers. Understanding the factors shaping the behavior of participants in relation seems by all means important for the effective development of partnership between them. The main criteria for selection of partners are (Humphreys et al., 2001):

- quality – measures of quality, ISO, continuous improvement programs, elimination of defects,
- cost – total cost, proactive elimination of waste,
- skills of management and compatibility of organizational cultures,
- logistics – geographical location, level of customer service,
- design possibilities – involvement in product development, compliance with the specification,
- investment plans – liquidity and investment stability,
- communication – used IT systems and telecommunications (Internet),
- ability to solve problems – relevance and flexibility in identifying and neutralizing problems and conflicts, analysis of customer satisfaction and value added,
- experience and efficiency of employees – training and workshops,
- packaging – process analysis of the impact of packaging on the environment, logistics processes and customer satisfaction,
- production capacity – compliance with current

and forecasted needs.

The partnership is a mature form of relationship, cooperation with others. It is the foundation of modern forms of organization, because today it is believed that amongst many of the characteristics of partnership, a high level of confidence is its potential. According to J. C. Anderson and J. A. Narus, the partnership between the customer and the supplier is based on mutual recognition and understanding that the success of each of the companies involved in relationships depend, partially, on the other, since the companies consistently take concerted action towards a common satisfying the target market.

Pure relations of cooperation include a process in which, over time, companies, recipients and suppliers create a strong, extensive social, economic, commercial and technical ties. In such conceived partnership, a joint strategic objective is to reduce overall costs and to increase the value which is a participation of businesses being involved in these relationship (Tyszkiewicz, 2012).

On the other hand, the concept of „partnership” is defined in the official description of the EFQM European Excellence Model. According to the EFQM Excellence Model (EFQM, 2010) „partnership” is for both parties a relationship that helps to develop and deliver added value. For partnership with suppliers one considers such work relationship between the recipient and the provider, which is built on mutual trust and provides added value not only to both partners, but also to end customers.

Autors Bennett and Jayes (Bennett & Jayes, 1998) devoted their work to building relationships and partnerships. According to them, a team of cooperating entities, partners in the project – made up of investors, contractors, professionals and advisors – builds its partnerships on the basis of: strategy, membership, justice, integration, comparison, procedures and feedback. In contrast, R. M. Kanter (Kanter, 1994) discusses the principles of forming relationships based on partnership, which include: individual involvement, interdependence, investment, information, coordination, institutionalization and trust.

Building a permanent and effective relationship between recipient and supplier often require a mutual commitment and mutual contacts between a number of employees from different departments, such as: marketing, production, quality control, logistics and finance. Such persons (called part-time marketers) execute double duties – implementation of operational objectives arising from the core business and

establishing, maintaining and developing relationships with customers.

A supplier, who gives the buyer the ability to communicate with the various competent people from his company, increases level of trust, in the opinion of a recipient's, and he is positively perceived. In order to attain a trusted status and dignified cooperation, a seller must have the appropriate skills to coordinate the activities carried out by the staff of the various departments involved in solving problems of a recipient.

Since the effectiveness of long-term cooperation between the parties depends largely on an efficient system of communication, one observes an increasing role of electronic information exchange systems. They allow for continuous interactive contact between a supplier and a customer. Thanks to on-line systems, it is possible to: direct acquisition of information about the partner, place orders and make payments, negotiate terms and conditions of delivery, submit complaints and provide guarantees. In turn, the development of electronic commerce reduces costs of reaching a partner and of a customer service (Gummesson, 1991).

Partner is a supplier, who in the long term cooperates with the recipient, and the relationship is mutually beneficial (Krupski, 2008). Each individual „partnership” is a combination of different options; in any partnership, there are five main dimensions: target, subject, time, place and method (Osborn, 2007). It should be emphasized that the objective answers the question: what aims the partnership? It requires the determination of whether the partnership is based on a strategic approach or project. In turn, the subject responds to the question: who is involved in the partnership and who are the main partners? It specifies a structure of their relationship in the partnership. Time allows to answer the question: what are the stages and timing of the development of partnership process? It allows to determine the scope in which relationships and activities change with the passage of time. While the place answers the question: what is the spatial dimension of partnership? The method, on the other hand, points the mechanisms for implementing the partnership (Ellinger et al., 2000).

Partnership with suppliers based on mutual trust can provide a response to the economic crisis. In such conditions, partners support the development of innovative products and processes, attract and retain the best employees, reduce the risk of legal problems, improve the company's image among customers and

the community, and finally, provide a higher quality of life (Hitchcock, 2007).

It seems that one must also have regard to the following factors determining the importance of partnerships with suppliers: a clear trend noted worldwide, especially in large organizations, is to focus on strategic business areas such as marketing, quality management, sales (other business areas they are moved to places that provide lower costs and higher profits), (Bhattacharya & Bulton, 2000). This trend ensures a steady increase of the supply in the total value of final products. Also, the share of material costs in total costs of the company is constantly increasing. For example, R. Maslen and D. Milne (Maslen & Milne, 1999) justify that material costs affect about 60% on the total costs of British organizations, thus approximately 25% are management costs and the remaining 15% generate labor costs (Maslen & Milne, 1999).

## 2. RESEARCH METHODS

For study there were selected 450 enterprises of the furniture industry of Lower Silesia. Responses were received from 130 enterprises, of which 110 surveys were analyzed in a quantitative and qualitative way. Due to the incomplete answers, the author rejected 20 questionnaires. In obtained group of replies, received pointer responsiveness were on the level of 24.4%.

Tab. 1. Number of employees in the surveyed companies

CATEGORY AND NUMBER OF EMPLOYEES	THE NUMBER OF THE SURVEYED COMPANIES	SHARE OF THE TOTAL NUMBER OF SURVEYED ENTERPRISES [%]
Micro enterprises (1-9 employees)	78	70,9
Small (10-49 employees)	21	19,1
Medium (50 to 250 employees)	9	8,2
Large: 250 and more	2	1,8
The total number of surveyed companies	110	100

Enterprises to research have been selected by gel method, taking into account the following criteria: year of establishment, number of employees, its organizational and legal form, business profile, basic products and range of their operation. It was decided to purposeful sampling method (Kuc, 2012), because this method belongs to the group of subjective selection methods (non-random). This kind of selection allows for a significant reduction of the cost and duration of the study (Sudoł et al., 2000).

The research revealed a picture of the way of taking

into account the relationship with suppliers in relation to the formulation of company strategies of the furniture industry in Lower Silesia. Conducted considerations allowed the author to formulate a hypothesis: Most of the furniture industry companies in Lower Silesia takes into account the partnerships relation with suppliers in their formulated business strategy.

## 3. RESEARCH RESULTS

The partnership relations are a kind of mixture of competition and cooperation. Therefore, all forms of partnership are manifestations of competition with other entities, which in consequences leads to competition with partners or a partner. The group of surveyed entities is primarily differentiated by the number of employees. The analyzed companies were classified into the following groups: micro enterprises, which employ 1-9 workers, small enterprises: 10-49, medium: 50-249 and large ones employing 250 people or more (Tab. 1).

In order to verify the correctness of the research hypothesis, there were analyzed the answers to the following questions:

1. Whether the surveyed companies have developed own strategy and in which form?
2. Whether the form of specified corporate strategy takes into account the relationship with suppliers?
3. What is the relationship between the form of

specifying the relationship with suppliers in the strategy of the company and the size of such company?

4. What is the relationship between the form of specifying the relationships with suppliers in the strategy of the company and organizational-legal form of the company?
5. What is the relationship between the form of specifying the relationship with suppliers in the strategy of the company and the activity range of the company?

6. What is the relationship between the form specifying the relationships with suppliers in the business strategy and the kind of realized strategy?

Analyzing the company's strategy (question 1), it is clear that the majority of respondents have developed such a strategy: 34.5% of respondents (38 out of 110) answered that the company has developed

and function by intuitive intentions of their owners. In a small companies the most common response was that „the strategy is in mind of the owner of the company”. Such approach provides a low level of knowledge about the tools of strategic planning, planning purposes, what makes impossible thinking and acting in terms of the strategic and operating

Tab. 2. The forms of specifying the strategies in the surveyed enterprises

FORMS OF SPECIFYING THE OVERALL STRATEGY OF THE COMPANY	THE NUMBER OF THE SURVEYED COMPANIES	SHARE OF THE TOTAL NUMBER OF SURVEYED ENTERPRISES [%]
The strategy in the form of an official document	38	34,5
Informal strategy	31	28,2
Strategy is currently being developed	17	15,4
It is planned to develop a strategy in the future	6	4,7
No strategy	18	16,2
Total	110	100

a written strategy as an official document, and 28.2% of the respondents (31) said that the company has a strategy, but informal one (Tab. 2) as the written rules of the long-term programming business. In contrast, 20.1% of respondents admitted that their company is in the process of preparation of such a strategy or just planning to develop it in the future.

With the response included variant of „no strategy” means, that in such companies has not been developed yet any strategy till now. It provides important information about the degree of popularity the form of strategy as a document in furniture companies from the province of Lower Silesia.

strategy language. The owners of these entities resign from building the strategy and focusing only on operational activities.

In the study micro enterprises dominate. It is worth to notify that these companies are applying for EU funds and for that, the strategy is necessary as an official document.

The relationships with suppliers in the developed strategy was analyzed taking into account the verification of the hypothesis. The data in table 3 show the distribution of the answers to this question (question 3). In 39.1% of the surveyed companies, the strategy in the form of an official document includes

Tab. 3. Forms of taking into account relationships with suppliers in the strategy of the surveyed enterprises

FORMS CLARIFYING RELATIONSHIPS WITH SUPPLIERS	THE NUMBER OF THE SURVEYED COMPANIES	SHARE [%] OF THE TOTAL NUMBER OF SURVEYED ENTERPRISES
Official document	43	39,1
Unofficial document	35	31,8
Not taken into account	32	29,1
Total	110	100

From the data of table 2 comes out that 16.2% of surveyed furniture companies (18) has not developed yet a formal strategy while complacent with their position on the competitive supported market. These observations suggest that CEOs of those companies are struggling to develop a clear and fine-tuning strategy. The distribution of answers confirms data from other studies and literature, that small enterprises in their operation are guided by a short-term perspective (Leszczyńska, 2007). Therefore, these companies do not have a formalized strategy

relationships with suppliers. In 31.8% of companies the relationships with suppliers were taken into account, but they are not clarified in an official document, and 29.1% of the companies does not take into account relations strategy with suppliers. These data allow to conclude that the majority of surveyed companies (70.9%) take into account the relationship with suppliers.

Comparing the data on the form of the strategy in the surveyed enterprises (Tab. 2) with data relating to taking into account the relationships with suppliers

Tab. 4. Forms of taking into account relationships with suppliers by the size of enterprise

FORMS CLARIFYING RELATIONSHIPS WITH SUPPLIERS	THE SIZE OF THE COMPANY					
	MICRO	SMAL	MEDIUM	LARGE	THE NUMBER OF THE SURVEYED COMPANIES	SHARE OF THE TOTAL NUMBER OF SURVEYED ENTERPRISES [%]
Official document	30	12	8	2	43	39,1
Unofficial document	21	4	1	0	35	31,8
Not taken into account	27	5	0	0	32	29,1
The total number of surveyed companies	78	21	9	2	110	100
Share of the total number of enterprises [%]	70,9	19,1	8,2	1,8	100	

in the strategy of the surveyed enterprises (Tab. 3), it was noted an increase in the number of companies in which the relationships with suppliers are contained in their general strategy: from 38 to 43 in official document, and from 31 to 35 in unofficial document. This strategy shows the way in which the company currently uses available resources to meet the changes occurring in the environment, while pursuing their own goals. The relationship between the form of specifying the relationships with suppliers in business strategy like: the size of the company, organizational-legal form and a range of activities, as well as the kind of realized strategy and position of the company at the market, was highlighted in empirical studies. These elements affect the forms of taking into account the relationship with suppliers, thus a deeper

verification of given hypothesis is possible.

Table 4 shows the form of relations with suppliers by the size of enterprise, which is measured by the number of employees (question 4). Analyzing these relations, it is noted that the smaller number of employees, the more relationships with suppliers are included in the official document. This conclusion is confirmed by the data of table 4.

Among the surveyed companies micro enterprises dominate (78), and 30 of them takes into account the relationships with suppliers, which are included in an official document, and 21 companies does not use such a document. It should be noted, however, that among the surveyed enterprises medium and large ones have the relationships with the suppliers included in the strategy as an official document.

Tab. 5. Forms of taking into account relationships with suppliers in the strategy of the surveyed enterprises according to its organizational and legal forms

FORMS OF CLARIFYING RELATIONSHIPS WITH SUPPLIERS	ORGANIZATIONAL AND LEGAL FORM								
	JOINT-STOCK COMPANY	IMITED LIABILITY COMPANY	GENERAL PARTNERSHIP	PARTNERSHIP	ENTRY INTO THE BUSINESS REGISTER	A COMPANY WITH FOREIGN CAPITAL	ANOTHER ORGANIZAL AND LEGAL FORM	THE NUMBER OF ENTERPRISES	PARTICIPATION [%]
Official document	1	8	1	4	29	0	0	43	39,1
Unofficial document	0	4	4	3	24	0	0	35	31,8
Not taken into account	0	1	3	2	26	0	0	32	29,1
The total number of surveyed companies	1	13	8	9	79	0	0	110	100
Share of the total number of enterprises [%]	0,9	11,8	7,3	8,2	71,8	0	0	100	

Tab. 6. Forms of taking into account relationships with suppliers in the strategy of the surveyed enterprises by activity

FORMS OF CLARIFYING THE RELATIONSHIPS WITH SUPPLIERS	THE RANGE OF COMPANIES ACTIVITY					
	LOCAL MARKET	REGIONAL MARKET	NATIONWIDE MARKET	INTERNATIONAL MARKET	THE NUMBER OF ENTERPRISES	PARTICIPATION [%]
In the form of an official document	13	10	9	11	43	39,1
Not in the form of an official document	14	15	2	4	35	31,8
Not taken into account	16	8	6	2	32	29,1
The total number of surveyed companies	43	33	17	17	110	100
Participation in total number of enterprises [%]	39,2	30	15,4	15,4	100	

The relationships with suppliers in the developed strategy is determinate by organizational and legal form the company (question 4). It is observed a growing tendency to place at the Entry in the register of economic activity, the business strategy as an official document. In this organizational and legal form 79 of the 110 surveyed companies presented relationships with suppliers as: an official document – 29 companies, unofficial document – 24 and 26 does not include relationships with suppliers (Tab. 5).

Entry in the register of economic activity prevails among the surveyed companies, and the research shows that more and more companies recognize the need to plan the future business, taking into account the relationships with suppliers in an official document.

market, in most cases recognize the relationship with suppliers in their strategy (11 companies in an official document and 4 at informal), local businesses make it in equal parts (13 in an official document, 14 in unofficial), while in companies operating regionally (10 official document, 15 unofficial) and at the national market dominate informal practice (9 in official document, 2 in unofficial). This may be proved by the fact, that companies operating in international markets, for which competitors are primarily foreign companies, are more aware of the importance of having the overall strategy confirmed at an official document. The strategies allow them to innovative reconcile many contradictions. These companies while acting on a very competitive, fast-growing markets, are exposed to new rivals.

Tab. 7. Forms of clarifying the relationships with suppliers in the surveyed enterprises according to the kind of realized strategy

FORMS CLARIFYING THE RELATIONS HIPS WITH SUPPLIERS	THE TYPE OF REALIZED GENERAL CORPORATE STRATEGY				
	STRATEGY OF COST'S LEADERSHIP	DIFFERENTIATION STRATEGY	CONCENTRATION STRATEGY	THE NUMBER OF ENTERPRISES	PARTICIPATION [%]
An official document	21	19	3	43	39,1
A nonofficial document	6	24	5	35	31,8
Not taken into account	8	15	9	32	29,1
The total number of surveyed companies	35	58	17	110	100
Participation in total number of enterprises [%]	31,8	52,8	15,4	100	

The scope of enterprises activity have impact on clarification the relationships with suppliers (question 6). In this issue, a trend is noticed. The data in table 6 show that companies operating in the international

The respondents answering the question of the scope of activities, marked the several answers (which is due to possibility of multiple answers), but preparing summary table, the answer includes the

Tab. 8. The effect of relationships with suppliers for the modernization of the products of surveyed enterprises

THE EFFECT OF THE RELATIONSHIPS WITH SUPPLIERS	THE NUMBER OF SURVEYED COMPANIES	SHARE OF THE TOTAL NUMBER OF SURVEYED ENTERPRISES [%]
Increase the quality of products	49	44,5
Streamline the distribution methods	31	28,2
Decrease the price	26	23,6
Improve the methods of promotion	23	20,9
Achieve a leading position in terms of quality	25	22,7
Allow you to make the product / service more innovative	28	25,5
They enable to find a new niche in market	10	9,1
Implement environmentally friendly solutions	5	4,5
Bring favorable service guarantee	15	13,6

widest range. For example, for companies that have indicated local, regional and national range, a reliable was the nationwide range.

Referring to the acceptance of the hypothesis, it was highlighted the way of clarifying the relationships with suppliers in the context of the kind of strategy in

of the products of surveyed enterprises. As seen in table 8, the largest number of enterprises (49 out of 110, which represents 44.5%) indicates that the relationship with suppliers improve quality, and 28.2% of companies (31) declared that they streamline the distribution methods, while 25.5% believe that

Tab. 9. The effect of changes in the overall strategy for the selection of suppliers

THE SYSTEM OF THE SELECTION OF SUPPLIERS	THE NUMBER OF SURVEYED COMPANIES	SHARE OF THE TOTAL NUMBER OF SURVEYED ENTERPRISES [%]
It has a technical nature and has not changed since the inception of the company, despite the changes in the organizational strategy	51	46,4
Changes of the selection system of suppliers are closely related to changes in the company's organizational strategy; system of selection of suppliers is strictly subordinated to the organizational strategy	29	26,4
The selection of suppliers is strategic and is on equal terms of organizational strategy	25	22,7
The selection of suppliers acts as a priority in relation to the company's organizational strategy	5	4,5
Total	110	100

the development of competitive advantage. Table 7 shows that the strategy of differentiation occurs in more than half of the surveyed furniture companies from the province of Lower Silesia (52.8%). The data show that 19 companies pursue a strategy of differentiation on the basis of an official document, 24 businesses have unofficial document, and 15 entities does have none of them.

As a result, the customer's relations with the supplier have a significant impact on the products upgrading and the market position of the „company-customer“. The study aimed to determine the impact of relationships with suppliers for the modernization

they allow to make the product / service more innovative. In contrast, 23.6% of surveyed companies (26) stated that the relationship with suppliers affect the price reduction, 22.7% believe that they allow to get a leading position in terms of quality, and 13.6% bring favorable conditions for service and warranty.

There is a surprisingly low number of responses recognizing the positive relationships with suppliers as the chance of finding a new niche in market – 9.1%. There are 4.5% opinions, that they allow the implementation of pro-ecological solutions. The study analyzed the impact of changes at the overall strategy for the selection of suppliers (Tab. 9).



Almost half of the surveyed companies (51 of 110) indicated that the system of selection of suppliers is technical in nature and has not changed since the inception of the company, despite the changes in the organization's strategy. 29 companies said that changes in the system of suppliers selection are closely related to the changes in organizational strategy of the company, but the system of selection of suppliers is strictly subordinated to this process. On the other hand 25 companies admitted that the system of suppliers selection is strategic and it is on equal terms of organizational strategy, and 5 companies believe that the system of suppliers selection acts as a priority in relation to organizational strategy.

## CONCLUSIONS

As a result of obtaining the most desirable response, the given hypothesis must be accepted as legitimate in respect of the surveyed furniture companies of Lower Silesia, and the results show that:

- Majority of the surveyed companies have developed an overall strategy in the form of official or unofficial document, and the dominance of the strategy is the strategy of differentiation;
- Relationships with suppliers are taken into account in building an overall strategy, both in the form of official and unofficial document. The analysis of answers given by the company shows how the confidence and awareness of taking into account the relationships with suppliers in the strategy is widespread among them;
- Relationships with suppliers prevail in an official document in enterprises operating on the basis of an entry in the register of business activity and operating in the local market, which are dominated by a strategy of differentiation;
- Relationships with suppliers are recorded in the official document of primarily medium and large companies, even though that studies have shown that in small businesses also can exist such documents. The management in small businesses is occupied by the current business sales and investment, and does not have time or people to develop such relations strategy, and then to enforce them and to draw the consequences. There are companies that have the professional basis, but costs (regarded as unnecessary) are often too high to request such a task from them;
- Enterprises attach the great importance to the quality of performance of the furniture, considering the quality of a strong product page, and presented data also show that most respondents

pointed to weak product promotion in relation to key competitors;

- Enterprises see the impact of relationships with suppliers for the modernization of the products in the context of improving their quality;
- In most of the companies the affect by changes in overall strategy for the selection of suppliers is technical in nature and has not changed since the beginning of the establishment, despite changes in strategy.

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