

Andrzej Szromnik, Dominika Woźny,
Rolf Spannagel, Uwe Christian Täger

Trade in Central Europe

Cash and Carry Wholesale Trade in Poland

The transition from planned economy to market economy in Central Europe's trading sector has produced an overall change in company structures and distribution systems. In comparison to other economic sectors, the commercial sector has stimulated more competition and has as a result played a pioneering role in transforming the Central European economy. Marketing and distribution have acquired significantly greater weight.

This study shows how wholesalers and especially innovative forms of wholesale have come to play this pioneering role. Poland serves as a test case for the general changes in Central Europe for two reasons. First, changes in Polish cash and carry wholesale have taken place relatively fast. It is therefore at a more advanced development stage than its neighbours. Second, its development is exemplary, because Poland and the other Central European countries used to have similar market structures. Developments in

Andrzej Szromnik (1948), Prof. Dr., Academy of Economics, Cracow

Dominika Woźny (1975), School of Banking and Management in Cracow

Rolf Spannagel (1945), Dipl.-Kfm., FfH-Institut für Markt und Wirtschaftsforschung GmbH, Berlin

Uwe Christian Täger (1943), Dr., Dipl.-Kfm., ifo Institut, Munich

This article is the abstract of the study "Struktury i funkcje handlu hurtowego typu 'Cash and Carry' w Polsce", forthcoming in autumn 2005.

OSTEUROPA 2005, *Sketches of Europe*, S. 312–335

this field in other Central European countries will resemble or even replicate the Polish case.

Our underlying model has been taken from studies of cash and carry wholesalers in other countries, particularly in Germany. Developments in those countries can be divided into five phases, each one characterised by different changes in the market structure and functional demands. However, the German development lasting from the early 1950s until the beginning of the 1990s will repeat itself in the Central and Eastern European countries much faster and in a condensed way, as the Polish case demonstrates. In fact, due to the different performance and development of the trading sector in the transition countries in comparison to the situation in Germany, it will skip phase one or two partly or entirely.

Five development phases of German cash and carry wholesale

Phase I: Beginning of 1950s

- Forerunners of the cash and carry concept were specialised consumer goods departments of delivering wholesalers
- Focus on perishable food and semi-luxury
- Target group primary food retailer with specialised or core assortment of goods

Phase II: Middle of the 1960s

- Widening and diversification of assortment of fresh products
- Growing importance of price as a factor in sales policy
- Major expansion efforts in the sector of non-food products, goods for investment and equipment

Phase III: Beginning of the 1970s

- Increase of professional expertise in the fresh food and non-food sector
- Development of customer services for professional customers
- Enhancements in decision taking and organisational models for cash and carry wholesale concept

Phase IV: Beginning of the 1980s

- Retailers as customer group considerably declined in importance
- Other customer groups such as caterers and hotels as well as other service companies gained in significance
- Increased demand of equipment for business operation of smaller enterprises

Phase V: Beginning of the 1990s

- Expansion of the strategy concept as general supplier to commercial customers
- High degree of specialisation in some product areas, for example in food
- Most important target group: small and medium-size enterprises from all business areas as well as other customers from the private and public sector

Source: METRO Group, ifo Institut and FfH-Institut (2005)

Distribution in Poland today

Major areas of the distribution of consumer-durable and consumer goods in Poland are characterised by national peculiarities, which arise from the cultural and historical development of consumption and purchasing habits and from the national characteristics of the “management and control” of smaller and larger trade companies. A major aim of this survey is to analyse the special individual and overall economic functions and effects of the cash and carry wholesaler as a business type in the Polish merchandise distribution process and to evaluate its position within the current competitive environment in distribution.

From an early stage, Polish trade was caught up in the processes of deregulation and liberalisation during the economy’s transformation. A major impetus for restructuring came at the beginning of the 1990s from the extensive direct investments by international trade groups in major cities. In rural areas, on the other hand, where there were far fewer structural innovations and less competitive impetus, the modernisation process took place at a much slower pace.¹

Merchandise distribution in Poland changed dramatically.² Formerly state-controlled, cooperative-type trade was privatised and deregulated, which also meant that the focus on supply gave way to greater responsiveness to demand signals. Trading companies expanded their limited product range to include a wide variety of goods and services and replaced the classical form of small corner shops and customer service with modern, large-scale shops and businesses such as supermarkets and hypermarkets. Management structures changed as well. While companies used to be managed primarily by their owners, trade now takes place in

the form of retail and wholesale chains. At the same time, mergers and acquisitions have forged individual companies into vertically integrated and cooperative trading systems, effectively switching the sector from small-scale to large-scale trading. Finally, the highly personal style of business transactions has been supplanted by an emphasis on technology, presentation and promotion.

Polish merchandise distribution has not yet stopped changing.³ Increased competition has also led to higher efficiency standards among trade companies. While there has been great progress in the modernisation of the retail sector, consumer-goods wholesalers in Poland still have a long way to go.

The history of merchandise distribution over the last 50 years shows that a new type of commercial enterprise always meets with obstacles but also high acceptance among various types of market operators. The merchandise and services offered by the innovative form of enterprise compete with that of other trade companies and threaten to take away a significant portion of customers and thus worsen the market positions of old companies. Nevertheless, the merchandise and services offered by this new business type must represent enough added value for the customer that the costs of changing the source of supply are compensated for by higher earnings.⁴

New innovative types of business in commerce frequently conflict with existing regulations in merchandise distribution.⁵ Large-area retail businesses, internet mail-order companies for pharmaceutical products and discount enterprises are frequently able to establish their innovative services on the market only after an intensive and protracted confrontation with state regulations and institutions. This situation can be explained by the fact that great weight is given in many economies to the political aim of

protecting certain groups of market operators against new competitors.

Small trade companies still predominate

Despite the penetration of actively competing systems in the wholesale and retail sectors and specialist traders or distribution systems of domestic and foreign consumer-good manufacturers, small and owner-managed enterprises predominate in Polish merchandise distribution. Around 95 percent of the 1.2 million companies in the wholesale and retail sectors in Poland are small and medium-size enterprises. In rural areas especially, the many small shops represent an important basis for the supply of consumers with goods for their everyday requirements. Generally, a large number of family members help out in these companies.

There are around 35.000 wholesale companies, 85 percent of which have a small-enterprise business structure. The majority of these companies are also involved in agency transactions, a function attributed in the trade statistics to the wholesale sector. Many smaller wholesale companies have only a limited range of goods and the storage and delivery function on behalf of a manufacturer on regional and local markets.

New competitive profiles

Greater competition, particularly in the distribution of food, has forced all companies to constantly adapt their competitive profile to market changes but also to the changed political conditions of the state. The relevant procurement and sales markets are the focal point of such activities, although other markets, e.g. the labour market for skilled workers, the financial markets and the transport

and service markets are of equally great importance for the use of trade-specific forms of transport and other services. For regional wholesale companies to survive, they must tailor their offerings in goods and services to the specific expectations of their business customers. The early adaptation of the merchandise on offer to the challenges of sales and marketing and market expectations can also help preserve and add to the number of small-enterprise customers. The majority of Polish consumers still appreciate the convenience of smaller sales outlets, close to where they live or work. These remain popular shopping locations, even if they do not always satisfy the efficiency requirements of a modern business operation.⁶

Over the last few years in particular, forms of cooperation have developed between small trade companies and their suppliers in the wholesale sector and the industry that are primarily aimed at reducing logistics costs and assuring the fast availability of goods. Many smaller commercial customers have taken on isolated wholesaling functions to strengthen their market position. This concerns mainly the functions of transport and goods picking.⁷

Cash and carry wholesale trade

Various relevant agencies and organisations have defined cash and carry wholesale trade. *Eurostat*, the Statistical Office of the European Communities, published the following definition in 1993:

Cash and Carry is a form of trade in which goods are sold from a wholesale warehouse operated either on a self-service basis, or on the basis of samples (with the customer selecting from specimen

articles using a manual or computerized ordering system but not serving himself) or a combination of the two. Customers (retailers, professional users, caterers, institutional buyers, etc.) settle the invoice on the spot and in cash, and carry the goods away themselves.⁸

The definitions elaborated in Germany by a committee of trade experts at the Institute of Trade Research at Cologne University in 1995 can be seen as a result of empirical trade research and trade practice. As an independent form of enterprise, the cash and carry wholesaler is defined as follows:

The cash and carry organisation (also referred to as the cash and carry wholesaler or self-service wholesaler) is a wholesale form of business. Based on the principle of self-service, it offers a wide assortment of foods, semi-luxury foods and tobacco as well as consumer-durable and consumer goods. The purchaser must pay in cash, assemble the goods (goods picking) and take care of their transport.⁹

The Commission of the European Communities said:

There are significant differences between “classical” sales at the wholesale stage and the cash and carry wholesaler: These differences are based in particular on the fact that customers of the cash and carry wholesaler arrange the transport of the goods themselves and pay the goods in cash and not on credit.¹⁰

The various definitions share the following elements. First, cash and carry sellers perform a function at the wholesale stage, i.e. they sell to commercial customers. Second, customers choose and transport the goods themselves and, third, pay at the time of purchase. Fourth, wholesalers only accept and grant access to business customers. Each customer must therefore authenticate her professional status by producing some form of business ID.

These features of the cash and carry wholesaler have become established over the last few years in both trade research and practice as well as competition law decisions and legal precedence. They have become a permanent element of the definition of this special type of merchandise distribution.

Cash and carry wholesale trade in the Polish distribution system

The current situation of merchandise distribution in Poland is marked by a phase of consolidation at the wholesale and retail stages. Competition in the retail trade is intensive among large and leading companies with their large-scale forms of distribution and will increase as a consequence of the penetration of discount systems. This will trigger processes of concentration and cooperation between the trade companies that will also affect the performance of various types of wholesale trade in consumer goods. The conditions for an efficient economic structure can only be created by means of cooperation and concentration. They are the basic requirements of economies of scale and scope at all market levels.

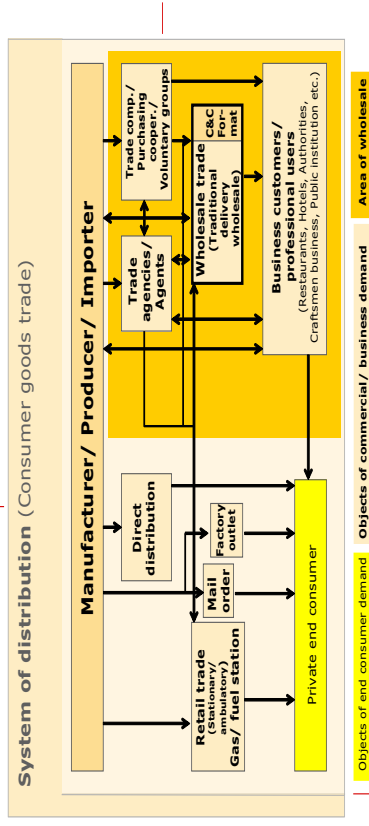
In comparison to other types of business, the cash and carry wholesaler was able to satisfy the needs of smaller

customers to a greater extent. Smaller companies can cover their business requirements, in some cases for very diverse products for resale and the maintenance and improvement of their business operations from this type of business in a comprehensive manner and in one shopping trip. Competing companies in the specialised wholesale trade can offer merchandise only from a single industry (such as beverages or tobacco) and their delivery services are limited to fixed routes (figure 1).

Cash and carry wholesale trade plays a major role in the wholesale trade, because its short distribution chain allows it to supply small and medium-size enterprises. Every type of supply chain has its economic rationale, provided that the chain members provide services that are remunerated by the market and provided that these members are not simply additional levels that merely make the service more expensive.

The cash and carry wholesaler, with its wide range of goods and services, has become an accepted source of supply for medium-sized in Poland. There are currently more than 40 larger and smaller companies in the cash and carry wholesale trade in Poland, the majority of which are located in urban areas.

Fig. 1 Position of the cash and carry wholesale trade in the system of Polish merchandise distribution



Source: ifo Institut für Wirtschaftsforschung, Munich 2005.

Polish cash and carry wholesale enterprises are generally distinguished by the same features at the international level. They sell exclusively to business customers and accept as a business customer only companies that have a trade permit or other form of statutory or fiscal verification. They also hold available a wide assortment of foods, semi-luxury foods and tobacco as well as consumer and consumer-durable and also industrial goods for business requirements (processing) and for resale, and they let their customers assume the goods-picking and logistics functions, which implies the immediate payment at the time of purchase of the goods. The high degree of acceptance of these new wholesale business types among small enterprises is primarily due to their longer opening hours and their wide and in-depth range of foods and non-food articles.

Modern distribution structures are characterised by a customer-oriented mixture of functions. Although the market forces of free and open economies diminish the weight of traditional small and medium-size enterprises, they also stimulate the entrepreneurial spirit and organisational forces of service-oriented and efficient market participants. Modern, global open market systems require a consistent division of functions between economic sectors and fields of competence. This is the only way to provide the basis for competitiveness and efficiency.

Product range

The merchandise and service profile of each type of business in wholesale trade is characterised by the demands of the most important customers. The products offered by cash and carry wholesalers are aimed primarily at smaller commercial customers who use the goods themselves for business reasons, process them or resell them. Owing to the broad customer structure, the cash and carry wholesaler has

a wide range of consumer and consumer-durable goods and, in particular, food and semi-luxury foods and tobacco in different packaging sizes (fig. 1). The typical assortment of a cash and carry wholesaler comprises around 15,000 articles in the food area and around 20,000 consumer goods and consumer-durables. Moreover, equipment goods are increasingly included in the range in order to provide smaller companies with shop-fitting or business equipment solutions.

Customers

Cash and carry wholesalers' commercial customers include not only companies from the retail trade, crafts and catering but also companies from the service sector, accommodation enterprises, small shops, petrol stations and large-scale consumers such as homes, associations and schools. Moreover, customers of the cash and carry markets also include companies from all other economic sectors – from industrial companies as far as institutional customers and members of the freelance professions such as physicians, lawyers and architects (fig. 2). According to surveys conducted among customers of cash and carry wholesale companies in Poland, the trading sector dominates as the main customer and accounts for around 35 percent of all registered companies in the commercial sector.

Cash and carry wholesale trade is for many smaller customers the only affordable way of supply. In many cases, there is no corresponding delivery wholesaler in their industry or regional market that is equally capable of satisfying the whole requirements for resale and for the own business operations of small enterprises. Over the past years, cash and carry wholesalers have expanded their selection of regional and local products. This strategy is intended to better accommodate the needs of smaller retailers and catering enterprises in the relevant market.

In many sectors of the Polish economy, small and medium-size companies play an important – if not vital – role as regards competition and employment policy (e.g. in trade, agriculture, catering). In order to improve the efficiency of these strongly person-oriented companies, they must receive a cost-effective, flexible and efficient supply of goods. Even if a cash and carry wholesaler, in spite of its comprehensive product range, cannot be an adequate source for all products required by smaller companies, its service profile nevertheless corresponds to a high degree, with the recognised great flexibility of the range on offer, to the requirements of a cost-effective basic supply to smaller business units in particular.

This development is in line with the global development of cash and carry trade. The increasing concentration in the distribution of consumer goods in almost all western European countries has led to a situation where traditional wholesalers primarily serve larger companies in the retail and other sectors. Small enterprises were assigned only secondary importance in the sales and marketing strategies of the majority of wholesale companies. Some companies in the wholesale trade for consumer goods have exploited this niche to develop special types of businesses or services for small-enterprise customers. Major reasons for their success were the development of specific merchandise management, billing and sales systems that take account of the needs of smaller enterprises. Factors like cost-effectiveness, greater flexibility and the simple organisation of procurement play a major role in the judgement of the companies affected. The cash and carry wholesale model has meanwhile established itself worldwide as an accepted and clearly positioned intermediary system for both industry and commercial customers (in particular small and medium-size enterprises).

Demand of business customers	Products Demanded	Main Customer Groups
→	Food and semi-luxury foods and tobacco for business purposes	Retail trade, canteen, hotel and catering
→	Office supplies and items of furniture	Service sectors, commerce, crafts
→	Operating equipment for production / business processes (such as work clothes)	Retail trade, canteen, hotel and catering
→	Smaller items of equipment (like tools)	Crafts, agriculture
→	Shop-fittings and business equipment (office furniture)	Commerce, industry, crafts
→	Equipment items for investment purposes (small machines)	Industry, crafts, public institutions
→	Consumer and consumer-durable goods for resale	Commerce, crafts

Competitors

Cash and carry wholesalers' main competitors are specialised wholesalers of fruit and vegetables, fresh and cooked meats, beverages, tobacco and other special products as well as the assortment-delivering wholesaler, wholesale markets and the various distribution and delivery forms in industry. Competition between cash and carry wholesalers and retail trade exists only to a very limited extent. In the past, there was the hypothesis that the retail trade is deprived of considerable sales because commercial customers cover their own private requirements in the cash and carry wholesaler and because private individuals can obtain an access permit to the cash and carry and cover a major part of their personal requirements there. This is false and does not stand up to empirical and methodical examination.¹¹

Cash and carry stores and hypermarkets are fundamentally different as regards their mission and function. Treating them as if they were the same ignores the fact that their customer groups are completely different and that there are structural differences in the requirements for each as regards markets and investments.

Almost all customers of the cash and carry wholesale trade use various purchasing sources and suppliers to cover their business needs. Companies are normally interested in having several suppliers in order to be flexible in terms of scope of service, competitiveness and price. For special products and products with a high standard of technical service and degree of maintenance in particular, the suppliers used are frequently manufacturers or specialist wholesalers. The cash and carry wholesale trade will, on the other hand, be the preferred supply source for those products which exhibit a high degree of standardisation

and which are normally purchased as part of routine procurement processes.

The modern forms of retail trade (like consumer-specialist markets as well as self-service department stores) cannot compete with cash and carry wholesalers as sources of supply. This assertion is based on the assumption that the goods offered by these forms of merchandise distribution in the food and non-food retail trade do not meet the business needs of smaller companies in terms of the products and their compilation. When purchasing for commercial requirements and needs, the price of the relevant products is – in general – noticeably lower in the cash and carry market than in retail trade.

In order to preserve their present position in the supply activities of small enterprises, cash and carry wholesale companies have to develop their systems with a view to offering Polish customers the greatest possible range of goods for their business or industrial needs. Other forms of wholesale enterprises will develop similar systems of cash and carry.

Suppliers

To preserve the necessary attractiveness of the merchandise assortment and, therefore, the performance profile of the cash and carry system, cash and carry wholesale companies rely on a large number of domestic and foreign suppliers of consumer goods and consumer durables and increasingly also investment goods. The majority of Polish cash and carry wholesale companies are subsidiaries or affiliates of international retailers. The relevant national companies are granted a high degree of competitive and negotiating autonomy to enable them to comply with national requirements and statutory framework conditions.

Characteristics	Large-area retail businesses	Wholesalers (esp. cash and carry)
Customer group	Consumers, private households	Commercial customers and bulk consumers
Product range	Goods for private use	Goods for company's commercial use
Presentation of goods	According to combined requirements	Focus on organic assortments and the requirements for self-selection of goods
Visiting frequency per customer	Several times a week	Depending on the requirements of the commercial customer
Ø sales per customer	Low sums / household requirements	Commercial requirements
Competitors	Specialist shops, mail order	Specialist and assortment wholesalers, distribution system of the manufacturer
Advertising	Printed and electronic media for everyone	In catalogues / direct mailing only to commercial customer group
Packaging units	Almost solely units for private consumption / single or unit packaging	Multi-packs, bulk containers, also single units
Location	Easily accessible locations, shopping centres	Industrial areas
Tax accounting	Not relevant for consumers	Possibility of receiving documents relevant for tax purposes or to "monitor" performance values

Despite their national orientation, the procurement activities of Polish cash and carry wholesale companies are integrated into the central procurement and supply activities of their trading groups. This results in economies of scale with the relevant advantages for the efficiency of the national units. Nevertheless, the autonomy of design and assortment lies with the relevant company managers of the Polish national companies.

Around 80 percent of the suppliers to the cash and carry wholesale trade in Poland are national companies. Contact to major international suppliers of bulk goods is arranged through special central procurement systems of the international retailers.

Other local impacts of modern cash and carry wholesale trade

A survey of modern cash and carry stores operated in Poland also showed that they brought economic advantages to cities and regions. In general, the set-up of a modern cash and carry store brings a substantial investment to the distributive infrastructure in the region, also for the benefit of local service companies. Cash and carry systems are fully transparent for local authorities. All goods sold by a modern cash and carry store are billed officially with an invoice. Also, know-how is transferred to local employees and external business partners by way of training in modern marketing techniques, IT systems and management of large-scale distribution.

Furthermore, cash and carry wholesalers contribute a great deal to improving the efficiency of smaller businesses in their respective market niches. The assortment of goods and services of the cash and carry wholesalers is strongly oriented with regard to the business demands of smaller

businesses; the sales and offers of smaller businesses are mainly subject to regional and local conditions and requirements. For instance, cash and carry wholesalers in the Warsaw and Cracow region have tailored their broad assortment of food and semi-luxury food, especially in the field of beverages, according to the quite different needs of the numerous small enterprises in the hotel and restaurant industry. This assortment-conception has attracted nearly every small or medium sized restaurant, pub, caterer, etc. in the Warsaw and Cracow region as a customer of cash and carry wholesalers. Besides the wide and deep range of products, long opening hours, the cost-effective supply and the price transparency play a most important role for the commitment of smaller business units to cash and carry wholesalers.

Cash and carry wholesalers are highly attractive as employers for many Polish people. The wide range of jobs with the possibility to work either in the morning or the evening hours complies with the wishes and ideas of many women in Poland, who are looking for flexibility in part-time employment. Especially younger Polish professionals are very interested in an employment with modern trade companies, which practice modern methods and approaches in management. Cash and carry wholesalers often recruit junior staff for their management from graduates from universities or high-schools in their neighbourhood. Those graduates are acquainted with the regional and local characteristics of the demand for and the supply with consumer goods, especially food and semi-luxury food.

Modernisation through cash and carry wholesale trade

Numerous trading companies have left the market during the transformation of merchandise distribution in Poland. This development has led to a situation where only a limited number of suppliers are available at the wholesale stage to supply small enterprises. Because of the low volume of sales per customer, there tends to be a lack of interest in supplying these customers.

The cash and carry wholesaler, which is operated primarily by international trading groups, has filled a market position in Polish merchandise distribution aimed at the cost-effective and flexible supply to small and medium-size enterprises. Greater competitive pressure has led to a situation where structures and process and goods and services offered are being re-examined throughout the wholesale sector and repositioned in accordance with the requirements.

Wholesale trade thus performs classic functions for the economy with regard to ranges of goods on offer, space, time, quantity and quality. These are expressed in the form of basic technical operations, in marketing and organisational activities. These services are of major importance for suppliers on the production side but also for customers. Cash and carry wholesale has also stimulated structural changes in the Polish retail sector as small retailers had to reposition themselves in order to survive. Small retail shops had to make their offers more attractive to customers. Traditional wholesale proved to be not the best possible source for them as the small retailer needs a large number of them as well as intermediaries and producers to purchase the assortment. This is time consuming and expensive. Also, wholesalers especially in the food business changed from

the former unit-calculation to a cost-plus calculation resulting in high transport costs and order surcharges for small orders. As the size of the retailer determines its needs, the diversification of the assortment of small retailers resulted in an even lower demand per article.

Other advantages of the cash and carry system for small retailers are: "just-in-time" purchase of goods, the possibility of paying in cash instead of being forced to finance the purchase through debt as with traditional wholesalers and no minimum quantity of purchase and guarantee for credit required (as traditional wholesalers often demand).

The expansion of motorisation has enabled many a small retailer to take advantage of the "everything under one roof" offer. Also, in many cases, there were no effective wholesale structures in place capable of offering a wide assortment of non-food or new products. Traditional wholesalers could not satisfy the needs of small retailers as rational orders acquisition and cost-effective delivery was not possible.

Meanwhile, high direct investment by international trade companies in Polish merchandise distribution have led to an intensive modernisation process in Polish retailing and wholesaling. Even if large-scale and modern business types have acquired greater importance in retailing, around 80 percent of the 1.2 million trading companies are still small enterprises. Almost every sector of the Polish economy is dominated by small enterprises where personal aspects play a very important role. However, many of them lack adequate business equipment and shop-fittings and are therefore unable to compete effectively.

In order to facilitate resale and to meet business needs, the goods procured by companies – especially small and very small enterprises – must be quickly available, easily purchased in one trip and highly flexible with regard to shop-

ping hours. Wholesalers also must be highly cost-efficient, because their customers assume the functions of goods selecting and logistics, offer high price transparency and price performance in the range of merchandise on offer, and provide necessary legal and tax information.

The cash and carry wholesaler is a vital element in the trends towards more qualified merchandise distribution and the preservation of small enterprise units in all economic sectors. The business concept of the cash and carry wholesaler takes advantage of technical and presentation features employed by large-scale retail enterprises, but its function, structure and market impact in the relevant area is fundamentally different since it targets exclusively business customers.

Conclusion

Cash and carry wholesale has engendered important changes in Poland. It has stimulated competition and thus made the adoption of new business models inevitable. It has also been the source of much foreign direct investment, bringing much-needed capital to the Polish distribution economy. Interestingly, its development has occurred at a much faster pace than in Germany. Skipping early development stages, the sector is already concentrating on small and medium-size enterprises by catering to their special needs. Given the similarity of their markets, it can be predicted that the development of cash and carry wholesale trade elsewhere in Central Europe will follow a similar trajectory.

-
- ¹ A. Szromnik, "Dilemmas der strukturellen Veränderungen im Binnenhandel in Polen um die Jahrhundertwende"; *Narodohospodářsky Obzor*, Nr. 1, 2001.
- ² Szromnik, Dilemmas, pp. 51–53.
- ³ B. Kucharska, "Kierunki rozwoju sieci handlowej w Polsce", *Handel Wewnętrzny*, Nr. 2, 2003, pp. 27–32.
- ⁴ L.W. Stern, A.J. El-Ansary, A.T. Coughlan, *Kanály marketingowe*, (Warsaw 2002), pp. 144–147.
- ⁵ Cf. also Dirk Pilat, "Regulation and Performance in the Distribution Sector", Economic Department Working Papers No. 180, Organization for Economic Co-operation and Development / GD (97) 145, p. 29 ff.
- ⁶ B. Stomińska, "Kierunki przemian w organizacji dystrybucji artykułów konsumpcyjnych na krajowym rynku", in A. Czubała (ed.), *Dystrybucja w marketingowych strategiach przedsiębiorstw* (Cracow 2002), pp. 131–141.
- ⁷ J. Szumilak, "Zróżnicowanie cen detalicznych w kanałach dystrybucji towarów FMCG-na przykładzie krakowskiej sieci handlowej", *Handel Wewnętrzny*, Nr. 1, 2003.
- ⁸ <<http://forum.europa.eu.int/irc/dsis/bmethods/info/data/new/coded/en/g1000254.htm>>.
- ⁹ Cf. Institut für Handelsforschung an der Universität zu Köln, *Katalog E, Begriffsdefinitionen der Handels- und Absatzwirtschaft* (Cologne 1995), p. 37.
- ¹⁰ Case No. IV/M.1063 METRO/MAKRO, <http://europa.eu.int/comm/competition/merger/cases/decisions/m1063_de.pdf>, p. 5.
- ¹¹ Between 1990 and 2000, numerous analyses were made for German cash and carry wholesale of the share of purchased goods not related to a customer's business. Individual checking of more than 150,000 invoices showed that the amount of invoices that could not be claimed as an expense in the customer's tax declaration added up to merely 2.18–2.5 percent of total turnover of the cash and carry stores analysed.