



THE ANALYSIS OF OPPORTUNITIES OF INTRODUCTION AND DEVELOPMENT OF KEY ACCOUNT MANAGEMENT SYSTEM IN LATVIAN COMPANIES

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Abstract

In the article, the authors consider the essence of key account management system, analyze its role in the development of companies in B2B market. The authors emphasize the role of client needs-oriented thinking and action as one of the most significant factors of competitiveness, highlighting the recognition of several client aspects by a company. The authors actualize the role of client satisfaction in B2B market and its evaluation possibilities, taking into account attitude and attention development factor, therefore setting the task of dividing clients in categories and their classification necessity, depending on clients' contribution to the achievement of company's performance results. The authors highlight the mentioned aspects in the context of clients' attraction strategies as client value improvement and the source of company value. The growing importance of key account management as client servicing conception is actualized in the article; its main objective – to provide a long-term cooperation and mutual and successful market development is emphasized. In the context of the conception contents the authors describe its development, advantages and opportunities for the companies as well as the correlation between the conception achievements and partners' cooperation relations. The role of key account management strategy in the company and client relations is highlighted; the main objectives and tools to implement them are emphasized. In relation with the present development stage regularities, the authors point to various internal and external aspects that influence key account management process. Several problems of objective and subjective nature, related to key account management introduction in the company, are revealed. In the context of key account management system, the authors ground its importance in Latvia nowadays. In order to evaluate the opportunities of introduction and development of key account management system in Latvian companies as well as the problems related to this process, the authors have interrogated 409 marketing specialists of Latvian companies. Based on clients' parameters, the authors have composed their importance rating for successful company operation in B2B market, evaluated client information necessity and grounded the strategic importance of information in B2B and B2C market that corresponds to basic principles of marketing. The authors have made conclusions on the role the analysis of each client contribution to the company's total net revenues and emphasize the parameters as the base for decision taking in the companies that develop/plan to introduce key account management system. As the result, the authors have determined the conditions of efficient introduction and development of key account management system and developed according proposals to Latvian companies.

KEYWORDS: marketing, globalization, satisfaction, key account management, business-to-business market.

Introduction

Today, in the conditions of globalization, market satiety, the increase of consumer power, the client becomes increasingly more definitive in manufacturer's and client's interrelations, therefore an efficient satisfaction of client's demands becomes increasingly significant in achieving business success. The companies are looking for opportunities to create competitive advantages.

One of the opportunities to create a competitive advantage is key account management process. Nowadays key account management enables to concentrate on serving only several most significant accounts that would also provide a long-term close cooperation with the clients and good profit opportunities to the company as well as would enable both the service provider and its key accounts to reduce costs. As the result of key account management, mutually advantageous, dependent (loyal) and long-term relations are achieved that prevent from deceiving a cooperation partner, pursuing one's own business interests and benefits.

The aim of the article is to provide theoretic grounds of the essence of accounts management system and to investigate the opinions of specialists on the opportunities of development of this system in corporate marketing in Latvia.

The tasks of the article:

- To evaluate the role of sale process object management;
- To evaluate the essence of accounts management system and its stages;
- To evaluate the opinions of Latvian companies' specialists on the role of process introduction and possible problems.

Research methods: abstractive analysis of literature, interrogation.

Research object: key account management system.

Research subjects: key account management system introduction and development in Latvian companies.

Hypothesis: key account management system introduction and development in Latvian companies is impeded by lack of knowledge about the principles of key account management system and client research methods.

The Role of Sale Process Object Management and its Actualities

In today's economy world the main definitive dimensions are client needs oriented thinking and actions. One should remember that from sale viewpoint the client is in the centre of production process. To be able to understand its client, a company should be aware of several client aspects, such as accounting aspect, legal aspect, branch aspect, relation potential, time aspect, network model, partnership and sale aspect. When evaluating the client's potential, it should make its comprehensive analysis and coordinate potential cooperation.

Both in B2B and B2C market sectors client's satisfaction is considered to be a factor of company success. However, in B2B market client's satisfaction should be specially emphasized and it is evaluated in measurable parameters, based on classification of clients or division in categories, using strongly defined criterion. In practice the necessity of the aforementioned actions is explained by the fact that the company is unable to maintain equal attitude and attention to all its clients. The reasons are the following:

- 1) Sale function capacities are insufficient to serve all clients with equal intensity.
- 2) Clients' purchase activity does not justify the company's contributed efforts in the attitude to the client.
- 3) The clients have different requirements.
- 4) It is impossible to satisfy all demands equally well.
- 5) The care about regular clients and attracting new clients should be balanced.

The task of dividing the clients in categories is to make a distinction between the basic content and to range them by interest in separate groups: important and unimportant. The clients should be evaluated and classified, taking into account their contribution to the achievement of company's performance results. The clients are ranged by priorities, according to which the resources for visiting the clients and other servicing measures will be distributed and organized. It is possible to outline the following most important advantages of dividing the clients in categories:

- Reasoned and controlled distribution of company's resources between interested parties, clients, and client groups (target groups);
- The enhancement of performance efficiency and a grounded approach to sales costs;
- Organization of target group, based on the reports on the results of cooperation with the consumers;
- A more efficient approach to clients' demands consideration;
- A higher level of independence in servicing the clients;
- More advanced actions in the market and less regulation actions that provide an advantage over the competitors;

- More time for real accounts;
- Continuous staff training process (Vinkelman, 2006).

The dividing of clients in categories is closely related to clients' attraction strategies that enhance the client value that in turn is a source of company value. The authors emphasize that the client value increases under the effect of relations and develops in several levels.

Therefore, strategic and operative planning, dividing of clients in categories and client value determining strategy determine the main directions of clients servicing, where the following dominating target dimensions could be outlined: the attraction of new clients; the use of potential; relations development; the enhance of efficiency/costs reduction; and the improvement of contacts with sales partners.

In the recent years the types of communication with the clients, as well as clients servicing and servicing strategies have experienced considerable changes, therefore changes take place in various clients' attraction aspects. A new type of thinking and new marketing methods appeared.

As the result, the authors conclude that in classic transaction sale the seller's interest is focused on one separate sale action, without further prospects of business relations. On the contrary, in developed market relations successful transaction is based on establishing personal contact between the seller and the buyer. It is an important, but not sufficient condition to provide the client's satisfaction in long-term relations. Therefore, client's satisfaction is a result of successful relations.

Despite the strategies of building relations between the companies and their clients, developed in theory and approbated in practice, based on clients' needs, a dedicated dividing of clients in categories as well as value conception are increasingly more valued in key account management (KAM) that can be classified as a special clients servicing conception. Key account management means a dedicated, high quality servicing, executed by the sales manager of several most significant strategically important accounts. The main objective of such servicing is to provide a long-term cooperation and a common successful market tapping.

Key Account Management development and Essence

Key accounts are defined as B2B market clients or buyers that are of strategic importance for the supplier company that provide bigger profits to the company or have a potential to provide it in future, or strategically important clients of the company. The golden rule is that key accounts should not be numerous. Therefore in client management it is important to satisfy the clients profitably whether they are big or small ones.

Key account management (KAM) originates from client-oriented marketing business-to-business (B2B) markets. The conception suggests considerable advantages and opportunities to stimulate and to get service package that is adjusted to meet their specific needs. Therefore, it is necessary to determine the appropriate approach and to integrate it as a process in complicated organization.

Key account management responsibilities are determined by the recipients of this approach – the key accounts that, as the authors already mentioned, are of strategic importance. An important task to set up is to define what is strategically important for the trade company. The achievements depend on statistical importance, given to the client, as well as the suppliers. The client's will and ability to cooperate is also influenced by the supplier's ability to satisfy consumer's needs.

Client relation management is very important for the company. Key accounts are those clients at company's disposal that provide or have a potential to provide major part of profit or those clients that are of strategic importance. It is important for business to develop relations with these clients and to retain them.

Key account management includes a special treatment of key accounts that is not applied for other clients. Special servicing could include preferential approach, for example, related to pricing, products and services offered, adjustment and providing information (Jobber, Lancaster, 2006).

Therefore key account management is one of 4 components of client relations management. The other components are client value analysis, client portfolio analysis, and relations lifecycle.

In competitive environment, the ability to manage key accounts is a part of business success. The objective of key account management is to create key accounts' loyalty by offering them a product/service portfolio that is adjusted to meet their individual needs. In turn, establishing relations is the major objective of key account management. Besides the mentioned processes, key account management integrates the contact between all persons, involved in the process (buyer and supplier). Further out, getting mutual benefits for all persons involved is emphasized. As the needs of a separate client are in the focus of attention of key account management, the goods and service offered are adjusted to meet their needs.

Therefore, it can be concluded that a significant aspect is the exchange of all relevant information as well as openness between all persons, involved in the processes, therefore key account management is a strategic business approach in order to provide long-term and sustainable company development by using beneficial partnership with strategically important accounts. This is one of the best ways to provide repeatable and extra purchases.

profits both for the sellers and the buyers. Key account management is used by trade companies that are aimed at forming a total of loyal key accounts by offering them a long-term product and/or

The advantages of key account management:

- ✓ Understanding of each client and ability to forecast the client's needs;
- ✓ The assessment of company's potential;
- ✓ The assessment of risk sources, relevant costs and profits;
- ✓ The development of appropriate strategy for each client;
- ✓ The development of better implementation processes;
- ✓ The supervision of actions and improvement of results.

Despite the expressed argument to ground the role of key account management, in the authors' opinion, in order to acknowledge the role of this strategy in the company and client relations fully, it is necessary to accent major objectives and their implementation tools. Therefore, key account management objectives are:

- To maximize sale speed, it improves the use of sale resources, the role of understanding and features of client management;
- To increase the average transaction amount, achieved with each client; at the same time the drop of prices decreases by developing specific processes for clients forming and management;
- To improve clients' loyalty and retaining of clients that in turn reduces total costs from sales amount.

Therefore the clients should be particularly valuable partners (Johnston, Clark, 2008).

Therefore it can be concluded that key account management can provide the following benefits for the company:

- Sales efficiency enhancement by stimulating/attracting high potential clients and using the company's opportunities;
- The increase of market share and revenues with the existing clients;
- The increase of profitability by developing appropriate products and services and offering them to the consumers; bigger sales volumes.
- Tight business relations with the clients in decision taking process. Better communication and coordination (Jobber, Lancaster, 2006), and, as the result, the improvement of clients retaining opportunities.
- Facilitates marketing and sales resources distribution.
- Lower costs due to optimal production and supply schedule for mutual coordination/cooperation as well as demand forecast (Jobber, Lancaster, 2006).

An analogous conclusion on the benefits of clients from key account management can be made:

- More information on the product;
- A more comprehensive information on services;
- Better understanding of compensation/reimbursement;
- A more comprehensive understanding of product advantages;
- Individual profile improvement opportunity;
- The increase of the number of end users of products/
- Services;
- Provided with resources, and tools.

In the authors' opinion, in order to make a qualitative assessment of the role of key account management introduction, one should start with identifying general problems. Evaluating the regularities of current development stage, the authors note various internal and external aspects that influence key account management process:

- Grown clients' power (influence) – a buyer or client has more opportunities related to suppliers/sellers.
- International dimensions – globalization.
- Speed of changes – in external environment changes happen very fast. Technological, social and other changes influence key account management process.
- Market readiness – in stable markets accent is put on keeping, retaining the clients. It is achieved by focusing on key accounts and their efficient management.
- Process changes – it relates to invoicing and ordering processes, supply or order execution processes etc. The development of information technologies caused considerable changes in processes, related to key account management.

The suppliers/sellers should continuously add value by using exchange process. This value added could be, for example, credit opportunities, advertisement support, reserve form etc.

Overall it can be concluded that according to key accounts conception relations efficiency should be continuously monitored/ controlled in order to prevent problems that could spoil long-term business relations and development.

However, the authors should also emphasize several problems, related to key account management (KAM) introduction in the company. The problems are related to objective and subjective reasons; current development problems, related to crisis overcoming, should also be noted, for example, the decrease of the number of clients, insolvency, competition etc. that ambiguously influences decision processes in client policy. The authors emphasize that in order to prevent the problems, initially the client's opinion on the company as the supplier should be investigated. It is important to make an appropriate market segmentation that is a significant condition of successful key account management, in order to be able to reveal the ways to provide the value added to the client. It is also necessary to have a deep understanding of changes in client's business environment and the forces that impact competition in the specific branch. Value chain, clients' satisfaction assessment, the analysis of key accounts profit potential, contact card and opportunities analysis can be used.

In order to create successfully future development opportunities in current economic crisis situation, the authors have conducted a research in order to reveal the understanding of the essence and role of client relations management system in Latvian companies.

Research of Latvian companies

In March – April 2011 a research of marketing specialists of Latvian companies was conducted under the authors' guidance in order to evaluate key account management system introduction and development opportunities in Latvian companies as well as the problems, related to this process. To make a selection, the quota method was used. The quotation was carried out on the base of company's size, the term of company's operation in Latvian market and sphere of activity. A total of 409 marketing specialists of Latvian companies were interrogated. Based on the methodology of Elizabeth Noel, with probability 0.954 we can affirm that the selection is representative. The dependence of selection scope on the general multitude, based on Noel's methodology, is shown in Table 1.

Table 1. Dependence of Selection Scope on the General Multitude (Noel, 1993).

Volume of general multitude	500	1,000	2,000	3,000	4,000	5,000	10,000	100,000	∞
Selection scope	222	286	333	350	360	370	385	398	400

As we can see in the table, a selection scope of 222 respondents is sufficient for the general multitude of 500 units etc. If we have an endless general multitude

then a selection scope of 400 respondents would be sufficient. Therefore we can conclude that after the volume of general multitude achieves a certain level, its

further increase does not have any significant impact on the increase of the selection scope.

As the result of the interrogation, it was revealed that nearly all Latvian companies acknowledge the necessity of complex approach to the investigation of different clients; parameters in B2B market. based on the results of the interrogation, a significance rating for successful company operation in B2B market was composed:

1. The level of client's satisfaction with company's goods/services – 9.3 of 10 scores;
2. Client's market share – 9.1;
3. Client's financial state – 8.9;
4. Client's development perspectives – 8.3;
5. Client's image in the market – 7.2;
6. The share of each client in company's total net revenues – 7.1;
7. Client's marketing communications – 5.8.

The composed rating shows that Latvian companies highly value the necessity of information on the clients. It should be assessed as a very positive fact, as additional scope of information can provide a higher data quality and to enhance the efficiency of marketing decision taking, and, therefore, information is a strategically important tool both in B2B and B2C market. Marketing specialists of Latvian companies gave the maximum score to the necessity of investigation of clients' satisfaction level. It fully corresponds to basic principles of marketing; however, in the opinion of the authors of the article, today the analysis of each client's share in company's total net revenues is of equal importance. This parameter is the base for decision taking in the companies that develop/plan to introduce key account management system.

Any marketing specialist would like to use comprehensive and timely information on company's clients in his or her work; however, due to various reasons, the approach of Latvian companies to marketing information support is not complex and systematic. According to the results of interrogation, a comprehensive analysis of clients' parameters is carried out only in 6.3% of Latvian companies. These are primarily big companies and international companies. Small companies are short of experience, knowledge and resources for comprehensive analysis of clients' parameters. Client's financial situation is analyzed by most of Latvian companies (84%), however, this analysis is often insufficient (noted by representatives of 38% of companies) (see Figure 1). Client's share in net revenues is investigated by 79% of Latvian companies. It is very positive, however, it is often treated as comprehensive parameter when analyzing the company's client. In the opinion of the author of the article, this indicator should be considered in combination with the other clients' dimensions, for example, it should be obligatory integrated with client's development perspectives. The level of client's satisfaction with company's goods/services is researched by 62.5% of Latvian companies; the depths and regularity of the researches obviously vary. Client's image in the market, client's market share, and client's marketing communications and development perspectives are not sufficiently analyzed. Clients' development perspectives are considered in the context of nearest future events, in short-term period (within one year) that is not objective and expedient for determination of general tendencies.

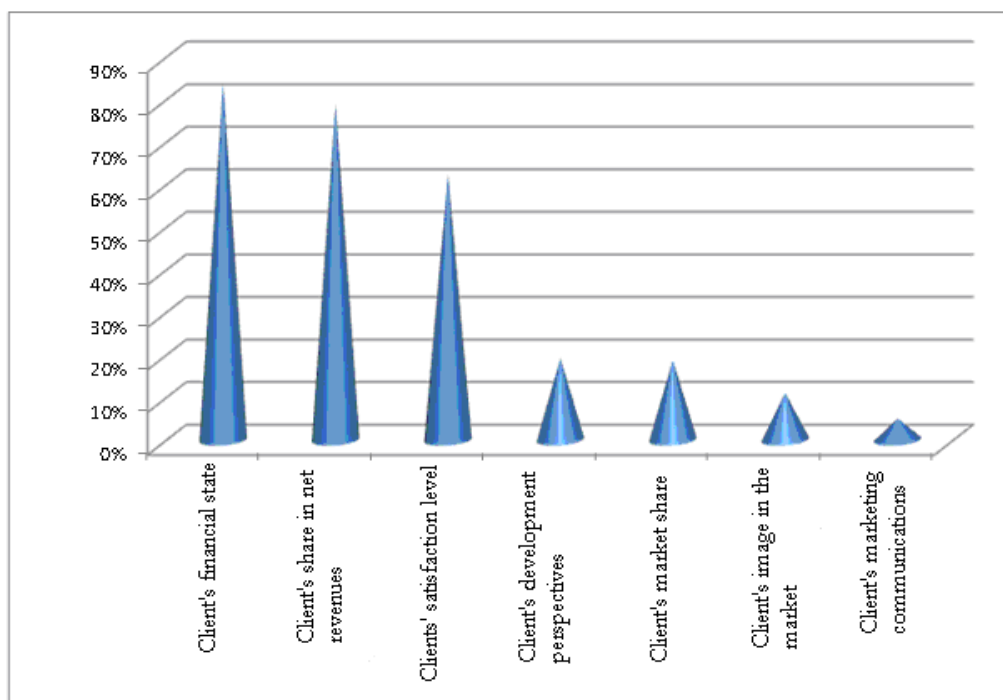


Figure 1. Clients Research Directions in Latvian Companies

The development of marketing in Latvia influences the changes of companies' approach to client relations in B2B market. According to the results of interrogation, equal conditions and standardized approach to each client are used by Latvian companies very seldom. Nearly all Latvian companies acknowledge the necessity of individual approach to each client. However, despite of that, in 28% of companies the approach to the client depends only on the employee that communicates with this client. It means that these companies do not use client relation management or use it insufficiently. These are predominantly small companies. The division of clients in categories and the used of differential approach to each category are used by 43% of Latvian companies but 29% of companies use special focusing on several key accounts. It can be assumed that 29% of Latvian companies, according to the opinion of their marketing specialists, have already introduced and are currently developing key account

management system. Most of them are big companies that operate in the conditions of sharp competition. This correlation with the size of company is related to objective reasons, both marketing development level and the number of clients, as in bigger companies with the biggest number of clients there is a natural necessity to differentiate the clients and group them; in turn, in small companies the number of clients does not cause differentiation necessity. Several Latvian companies that develop key account management system do not have an appropriate key accounts planning and they lack a strategic approach to client relation management.

Despite the fact that 29% of Latvian companies, according to the opinion of their marketing specialists, already introduced and are currently developing key account management system, the conducted interrogation has shown that client research methodology in many Latvian companies is poor (see Figure 2).

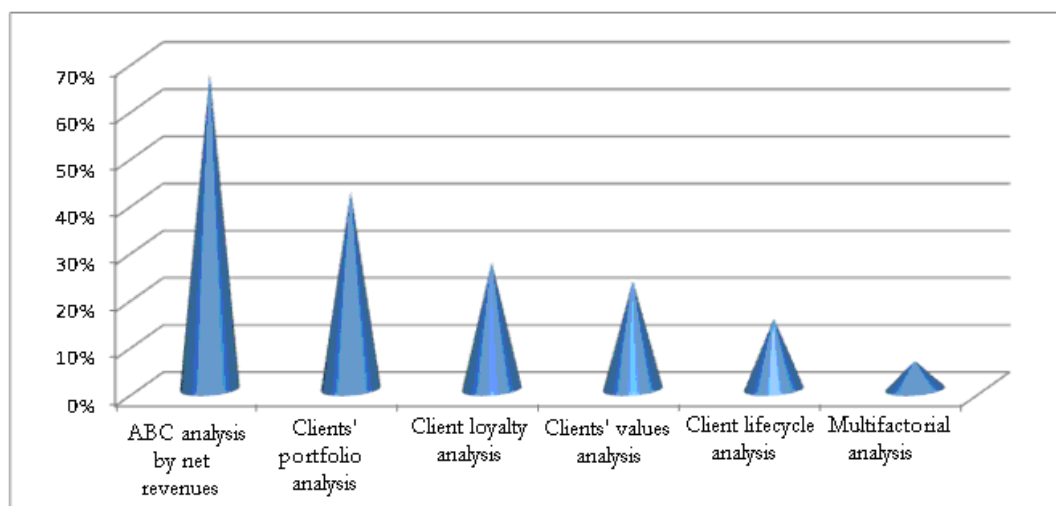


Figure 2. Methods, Used by Latvian Companies in Client Research

The major part of companies (67%) use ABC analysis by net revenues in client research. Clients' portfolio analysis as client research method is used only by 42% of Latvian companies. The analysis of client's status of loyalty to the company is used by 27% companies. This indicator is considerably low. It can be explained by the fact that in the conditions of economic crisis clients' loyalty decreased and, as the result, the research of loyalty became less important. Clients' value analysis is carried out by 23% of companies, but clients' lifecycles is analyzed by 15% of companies. Unfortunately only 6% of companies apply multifactorial analysis of clients' behavior. It can be explained with the shortage of knowledge in multifactorial analysis of clients' behavior as well as the opinion of many companies that the research of clients' behavior is more important in B2C, not B2B market.

According to the results of interrogation, special concentration on serving several key accounts is used or can be used predominantly by:

1. Big companies – this answer was chosen by 61% of companies;
2. International companies – 56%;
3. Market leaders – 43%;
4. Financially stable companies – 39%;
5. Innovative companies – 27%;
6. Any company – 12%.

In the opinion of the authors of the article, it makes sense for any company to introduce key account management system, as any company would benefit from introduction of this system. The marketing specialists of only 12% of Latvian companies share this opinion.

Amongst the advantages that the company could get from key account management system introduction, the following ones were named by marketing specialists of the interrogated companies:

- Company's position in the market becomes more stable;
- Company's profit grows;
- Company's reputation in the market improves;

- The satisfaction of the company's clients increases;
- The work with clients becomes better organized and therefore more efficient.

47.5% of marketing specialists share opinion that the company benefits from introduction of key account management system. Key account management system introduction does not guarantee any advantages in company's work, according to the opinion of 43.5% of companies' representatives, but 19% of marketing specialists think that key account management system introduction would have a negative impact on company's performance.

The rating of problems that Latvian companies can face by introducing key account management system, according to the results of interrogation, is the following:

1. Lack of knowledge about the principles of key account management system – 77% of companies;
2. Lack of knowledge about clients research methods, therefore it is difficult to outline the most significant clients – 68%;
3. Lack of knowledge about the methods of dividing the clients in categories – 62%;
4. Shortage of highly qualified marketing specialists in the companies – 43%;
5. Shortage of financial resources – 39%;
6. Low degree of training for the new approach of staff, involved in direct communication with clients – 30.5%;
7. Unpredictable reaction of the clients on the use of the new system – 19%;
8. Company's management can be not aware of the necessity and usefulness of the system introduction – 16%.

In order to successfully introduce and to provide appropriate functioning of key account management system, in the opinion of interrogated marketing specialists, Latvian companies need:

1. Popularization of key account management system in information resources – 89% of companies;
2. Experts' conclusions on the efficiency of key account management system – 73%;
3. Seminars/courses for marketing specialists on key account management system introduction principles – 71%;
4. The offer of consultancy services on key account management system introduction and functioning principles from specialized companies – 64%;
5. Seminars/courses for staff on the features of communication with the clients after new system introduction – 42%.

The results of interrogation have proved the topicality of key account management system in Latvia nowadays, despite the decrease of sale activities and enabled to draft proposals, related to

introduction and development of this system in Latvian companies.

Conclusions

The most significant key account management problems are related to insufficiently defined key accounts, therefore many organizations do not know what are their key accounts.

There is no appropriate key account planning. It should be emphasized that many companies have different key account planning system.

The reduction/interruption of sale activities is observed; however, the authors emphasize that key account management is complicated and this process cannot be interrupted. Therefore it is very important to continue relations development independently.

Finally, in client aspect there is a lack of strategic focus that would clearly determine orientation on retaining of clients, providing services, special rules and conditions, adjusted logistics etc. In key account management, investments in establishing of relations should be emphasized.

Latvian companies highly value the necessity of information on clients, but the methodology of client research in many Latvian companies is rather poor.

Nearly one half of marketing specialists of Latvian companies think that a company would get several advantages from key account management system introduction, including the enhancement of efficiency of the work with the clients;

The main problems that Latvian companies could face, introducing key account management system, are the lack of knowledge about the principles of key account management system and client research methods. The research hypothesis is approved.

The authors' **proposals are the following:**

Latvian companies, operating in B2B market, should pay more attention to the share of each client in company's net revenues in combination with the result of investigation of the other clients' parameters, for example, the assessment of client's development perspectives;

Latvian companies, operating in B2B market, should improve client research methodology, using multifactorial analysis of client behavior and client's values analysis as well as client lifecycle analysis. Only complex approach to client research methodology would provide company development despite the negative factors of external marketing environment;

Any company, irrespectively of its size, sphere of activity and time period of operation in the market should introduce and develop key account management system, as this process stimulates company's growth;

Marketing agencies, training centers and academic staff of high schools should popularize key account management system in information resources, research the efficiency of this system introduction, organize seminars/courses for marketing specialists on key account management system introduction

principles as well as offer consultancy services on key account management system introduction and functioning principles.

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АНАЛИЗ ВОЗМОЖНОСТЕЙ ВВЕДЕНИЯ И РАЗВИТИЯ СИСТЕМЫ УПРАВЛЕНИЯ ОТНОШЕНИЯМИ С КЛЮЧЕВЫМИ КЛИЕНТАМИ НА ЛАТВИЙСКИХ ПРЕДПРИЯТИЯХ

Обобщение

В научной статье авторы на основе теоретических аспектов обосновали сущность системы управления отношениями с ключевыми клиентами и её значение для развития предприятий на рынке «бизнес для бизнеса». Авторы осуществили эмпирическое исследование о возможностях введения и развития системы управления отношениями с ключевыми клиентами на латвийских предприятиях, а также о проблемах, связанных с этими процессами. Проведённое исследование доказало актуальность системы управления отношениями с ключевыми клиентами в настоящее время в Латвии, открыло недостатки методики исследования клиентов, используемой латвийскими предприятиями, позволило выявить проблемы и недостатки подхода к отношению с клиентами на рынке «бизнес для бизнеса», связанные с введением и развитием системы управления отношениями с ключевыми клиентами. В результате проведённого исследования выявлено, что наиболее существенные проблемы управления ключе-

выми клиентами на предприятиях связаны с некорректно определёнными ключевыми клиентами, в связи с чем, многие организации не знают, кто их наиболее важные клиенты. На большинстве предприятий не осуществляется должного планирования отношений с ключевыми клиентами, отдельные предприятия занимаются формированием отношений с клиентами эпизодически, что является недопустимым для развития предприятия. Проблемным аспектом является и отсутствие стратегического фокуса при формировании отношений с ключевыми клиентами. При этом латвийские предприятия довольно высоко оценивают необходимость различной информации о клиентах, в первую очередь, их интересует степень удовлетворённости клиентов услугами/товарами предприятия, а также доля рынка клиента и его финансовое положение. Почти половина латвийских предприятий признают, что благодаря введению системы управления отношениями с ключевыми клиентами повысится эффективность их работы с клиентами. В качестве главных проблем введения системы управления отношениями с ключевыми клиентами латвийские предприятия указывают недостаточный уровень знаний о принципах данной системы и о методах исследования клиентов. В результате этого, гипотеза исследования подтвердилась. Обобщая результаты исследования, авторы разработали рекомендации латвийским предприятиям – субъектам рынка «бизнес для бизнеса», маркетинговым агентствам, учебным центрам, преподавательскому составу высших школ о популяризации системы управления отношениями с ключевыми клиентами и направлениях исследования её эффективности. В частности, авторы рекомендуют латвийским предприятиям – субъектам рынка «бизнес для бизнеса» больше внимания уделять интеграции такого показателя как анализ удельного веса каждого клиента в общем обороте предприятия с результатами исследования других характеристик клиента, например, с оценкой перспектив развития клиента. Также предприятиям целесообразно усовершенствовать методику исследования клиентов, используя многофакторный анализ поведения клиентов, анализ стоимости клиента, анализ его жизненного цикла. Авторы статьи акцентируют внимание на том, что только комплексный подход к методике исследования клиентов будет способствовать развитию предприятия даже в условиях неблагоприятной внешней среды маркетинга. Таким образом, любому предприятию, не зависимо от его размера, сферы деятельности, продолжительности функционирования на рынке необходимо ввести и развивать систему управления отношениями с ключевыми клиентами, так как эти процессы будут обеспечивать рост предприятия.

КЛЮЧЕВЫЕ СЛОВА: маркетинг, глобализация, удовлетворённость, управление отношениями с ключевыми клиентами, рынок «бизнес для бизнеса».

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