

MARKETING OPPORTUNITIES TO SATISFY THE CLIENT WITH QUALITY SERVICE

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ABSTRACT

The significance of the proposed in the present paper marketing model, lies in the assumption that clients make their choice of service or product on the basis of how they conceive the idea of quality, service and value. From here it becomes necessary for the companies to assess clients' criteria concerning quality and satisfaction. The aim of the company is not only to attract clients, but also to retain them. In this connection the marketing of the relationship with the client is the key to retaining them. The management of the total quality, hence, needs to be examined as a basic conceptual approach for the satisfaction of the clients and for the increase of profitability. For this purpose what companies need is to research clients' concepts and expectations.

KEYWORDS: SERVICE. CLIENT. MARKETING. SATISFACTION OF THE CLIENT.

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INTRODUCTION

All clients are different. They have different demands and so it's not possible for them to be serviced in the same manner. But what the clients actually demand is known, but little. That's why the service should be managed on the average and above average level of requirements and even on a much higher level. This inevitably raises the expenses, which raise the sale price of goods and services, and this on its turn, makes the goods hard to sell which finally impedes the service. And let's again emphasize the fact that not all clients can be satisfied in the same manner.

The management and marketing are to adjust the logistical service to the demands of the different categories and groups of clients. This makes it necessary to gather, summarize and analyze more information concerning demands, the reactions of the clients and their requirements towards the logistical service and the results to be used in the management of the services on the different levels. In this way an economical way of the management of the service for the different groups of clients can be achieved. Different groups like industrial and construction companies, organizations, wholesale and retail traders and the final customer.

We are of the opinion that the different requirements of the clients towards the service make it necessary to use a differentiating approach in its management mainly with view of taking a decision when determining the level of services and making any changes there.

In the conditions of great competition and decreased demand, it becomes more and more important to redirect the organizational philosophy from a philosophy of the product and sales to a philosophy of the client and marketing. In that connection the efforts should be concentrated on winning the client and getting ahead of rivals in the competition. According to Philip Kotler, and we are sharing his views too, the answer should be found in the better anticipation and satisfaction of the clients needs.

For a company which aims at making a profit, and in many cases we also talk of aiming at survival, becomes necessary to change its philosophy. The success will be for those which put the client in the centre and which offer the desired value to their target clients. The art of creating a client, not only of creating a product, comes to the fore. In this sense the market engineering gains importance, not only the product engineering. To effectively reach the client, however, requires the coordinated efforts of all organizational units- marketing, production, logistics, finance. The idea is, that marketing will not work alone, if the client is not offered quality goods or they are offered quality goods but they are not affordable for the clients. That's why the marketing is efficient only in organizations where all the departments and actions have converged to the sole aim of building and implementing a perfect and competitive system for the supply of value for the client. A good example of this is The McDonald system of organization. All round the world there are more than 11 000 McDonalds snack bars and people visit them with pleasure, not only because they love hamburgers, but mostly because of the perfectly designed system of managing and offering the goods. MacDonalD's maintains a high standard of service, which is distinguished by the unity of four obligatory elements- quality, servicing, cleanliness, and value. The MacDonalD company is so very efficient because it cooperates with suppliers, franchise customers, clerks and others with whom it offers a high value product to its clients.

The philosophy, oriented towards the client is a philosophy examining the questions: what is consumer behavior? what is value for the client? and what is satisfaction for the client? How are these questions dealt with by the leading companies in terms of attracting and retaining the clients and how is the client's profitability determined? And how is the marketing of the total quality developed? The aim of the present paper is to present a marketing model satisfying the client with quality service.

1. RESEARCH OF CONSUMER BEHAVIOR

The main task of marketing is to investigate the characteristics of the customers and their behavior. It is necessary to answer the questions related to consumer behavior before, during and after purchase. The aim of study of consumer behavior is to reveal - how the decision to purchase is made, who has made it, as a result of which factors influence it is made and what is the reaction of the customer.

1.1. CONSUMER BEHAVIOR

The goods are of varying value and relevance to the customers and as a result of this the process of making a purchase decision is not the same. For example, there is a difference in making the purchase decision if the objects purchase goals are furniture or washing powder.

The better a company is oriented in how consumers respond to the various characteristics of the product, to the change in price and the advertising impact, the greater will be its competitive advantage.

Behind the visible act of purchase stands an important process of deciding who is the object of study. The steps at which the buyer passes in his choice of products and services constitute the process of making a purchase decision.

This process has five steps: 1. Finding the problem 2. Searching for information 3. Evaluation of the alternatives, 4. Purchase decision 5. Behavior after the purchase.

The first step is the detection of the problem. This stage means understanding the difference between the personal desire and the actual situation. This difference must be big enough to provoke making the decision.

For example, an automobile, for a short period of time has serious damages, necessitating the purchase of a new one. The opportunities of marketing allow through advertising or through the sellers themselves, to activate the process of making the

consumer to decide to purchase, showing the disadvantages of the products that he owns. For example, the advertising of the CD-ROM can stimulate the discovery of the problem, because they focus on the sound quality. In CDs, the quality far exceeds the sound quality of conventional stereo systems which many people own.

The second stage of making a decision to purchase is seeking information.

After discovering the problem, the user begins to seek information. There are two types of search: internal and external. When the search is internal the consumer uses his previous experience with products and brands. This can be sufficient for commonly used products, such as toothpaste.

When the previous experience and knowledge are not enough, the risk of making a wrong decision is high and the cost of obtaining the necessary information is low. As a result, the user can take and an external demand for information. The primary sources of external information are: 1. Personal sources - these are friends and acquaintances to whom the customers trust; 2. Public sources, including different agencies and organizations, such as "TV" programs for the users and 3. Market sources, such as advertising and information from the sellers.

For example, the user has decided to buy an expensive and complex product such as a TV. He may resort to any of the following commercial sources: friends and acquaintances, TV advertising, shops selling TVs. It is possible to search for information in a specialized literature and catalogs representing various brands of TV and make comparison between them.

The third step is the evaluation of the alternatives.

The purpose of the previous stage - looking for information is to help the user in his choice by identifying criteria to use when he chooses the brands of the product.

For example, the purchase of a personal portable computer is connected to the comparison of different computer models based on the following criteria - price, speed, hard drive, design, comfort, etc.

Often, the users have several criteria for evaluating the purchases. Studied in advance the criteria, companies are trying to determine the most important ones - those that consumers use when they choose a product.

It is possible for these two benchmarks to be a few products. If these marks are not satisfied for the user, he can change his evaluation criteria to select another group of brands.

The fourth stage of the process of making a purchase decision is itself a decision to purchase. When the user is familiar with different options that are similar to his valuation criteria, the next step is to make a purchase decision.

An interesting phenomenon is that often the purchase decision is impulsive and is not a consequence of the evaluation of the alternatives. This phenomenon makes it difficult for marketing specialists to forecast the volume of sales of some product.

The last stage is the behavior after the purchase.

After purchasing a product, the consumer compares it with his expectations. As a result of this, he is satisfied or dissatisfied. It is necessary the marketing specialists to decide whether the product has disadvantages or the consumer's expectations are too high.

The disadvantages of the product do not necessarily have to be in its actual description. The design changes may be sufficient to satisfy the desires of the consumers. It is possible that the too high expectations of the users to have been formed under the influence of inappropriate advertising or due to the statements of the seller.

This sense of psychological tension after the purchase is called "cognitive dissonance." In order to overcome it, the users often try to convince themselves that they have made the right choice. After the purchase, the users can seek additional information in order to convince themselves that their choice is correct. Such information they can get from their friends when they ask, "Do you like my new CD?" Or through reading about the benefits of the brand they have chosen.

An interesting approach to overcome the problem of "cognitive dissonance" for the user is to search for information about the shortcomings of the brand, that he has not bought. Firms examine consumers' behavior after the purchase and use different techniques to convince buyers of the correctness of their choice.

Not in all cases, however, users are bound by all five stages of the process of purchase decision. It is possible to omit one or more stages depending on the level of

difficulty, personal and economic significance of the purchase to the user. The goods which severely hamper the purchase usually have one of the following three characteristics: 1. high price 2. serious social consequences are possible or 3. can reflect on their own social face.

Goods such as soap and toothpaste are weak limiting products while stereo installations, vehicles, etc. are considered to be highly limiting. There are three specific main options of making purchase decisions based on the user difficulties and knowledge of the product. These variants are the following:

- Solving the problem routinely - for goods like toothpaste and milk consumers find the problem, make a decision and put a little effort to search for external information and evaluating the alternatives.

Purchasing decision is a habit. Routine problem solving is typical of cheap, regularly purchased products.

- Limit solving of the problem - In this case consumers usually look for some information or turn to friends for help in the evaluation of the alternatives. Generally several brands of products can be evaluated by using a number of different criteria. This embodiment can be used, for example, selecting a toaster or restaurant for dinner and other market situations where the goal is to expend less time and effort.

- An extended problem solving - In this case each of the five stages of the process of deciding on a purchase is used, including the time and effort to search for external information and identification and assessment of the alternatives. Usually several brands are included in the evaluation group and many criteria are used in assessing them. This option is applied to highly limiting purchases of goods such as computers, VCRs, investments in stocks or bonds, etc. Companies which work with such products make significant efforts in informing and educating their customers.

A key question for research and analysis by the company is "How and why is this product on the market?".

After giving an effect of marketing and other factors on the conscious field of the user he forms certain reaction in response to this effect.

An important stage is that when consumers under the influence of marketing and other environmental factors, and personal characteristics, compare the received information with their purchasing opportunities. In this situation, the marketing specialists have to predict exactly what products the customers will buy.

1.2. FACTORS INFLUENCING CONSUMER'S BEHAVIOR

The factors which influence the consumer's behavior can be divided into four groups - marketing, situational, psychological and socio-cultural factors.

The first group includes the marketing factors - product, price, distribution and promotion.

The second group of factors are the situational factors. The market situation often influences the purchase decision. There are five types of situational influences that have an impact on making the purchase decision.

- Designation of the product - Depending on the intended use of the commodity the demand for information and the evaluation of the alternatives may vary. For example, there is a difference in whether the purchase is for a gift or for use by the customer himself.

- Social environment - This includes other people that present in the process of decision making and may also influence on the customer's choice.

- Physical environment - for example, the setting and music in the stores can also change the number and the type of decisions to purchase.

- Time - The time effects such as during which part of the day the decision is taken or how much time is spent for it will determine for example, the place where the customers will have breakfast and dinner and what the customers will order.

- Initial state - It includes the mood of the user, his/her financial capacity at the moment, etc. The initial condition of the user can also influence on his/her behavior and choices.

The third group of factors are the psychological factors. Psychology helps marketing specialists in understanding why and how consumers behave in a certain

way. The concept of motivation, personality, value of belief opinion perception and lifestyle are helpful in the process of buying and direct marketing efforts.

Motivation and personality are similar psychological concepts that have specific meaning and marketing incarnation. Both of them are commonly used to understand why people behave in one and in another way.

Motivation is the force that satisfies customers' needs in a certain way. Because of the fact that these needs are in the focus of the marketing concept experts are trying to awaken those needs. People have basic physiological needs as water, food and sex. They also have acquired needs such as: respect, success, affection.

Personality is associated with a consistent human behavior and his/her reactions in a particular situation. There are many theories of personality and most of them define some common features - permanent features of the man himself or his relations with the other people. Such traits are sociability, compliance, dominance, aggression towards others.

Perception is a process by which an individual selects, organizes and interprets information to create his/her own picture of the world. For example, one person looks at the brand "Cadillac", as a mark of success, and another as ostentation. This is a result of the perception.

The opinion is a habituated tendency to respond to the impact of an object or class of objects in a favorable or unfavorable way."

The opinions are determined by consumer values and beliefs, and they also have been learned.

Values represent personal or public preferred behavior or existence of a permanent nature.

Beliefs also have a partial role in the formation of the opinion. The belief is the subjective idea of the consumer of how good or bad the individual attributes are combined in a product. Beliefs are based on the personal experience, advertisements or discussions with other people.

Marketing specialists can use three ways of changing the consumer opinions about the product.

a) the change of belief about the extent up to which a particular brand has some attributes. For example, McDonald's distributes brochures to allay consumer's concerns about the increased amount of cholesterol in their products;

b) the change of the presumed importance of some attributes. For example Seven - Up builds its market share by more real danger for exposure opinion decaffeinated beverages;

c) adding new attributes to the product. For example Pend G add calcium to their fruit juices Citrus Hill, hoping that consumers will perceive it favorably.

The last important psychological factor is lifestyle.

Lifestyle is the way of living, which is determined by how people spend their time (activities), what they consider important in their environment (interests) and what they think about themselves and the world around him (opinions).

Lifestyle reflects the particular user's conception representing the way people see themselves and want others to see them. The analysis of consumer lifestyles (also called psychography) helps to predict consumer behavior.

The fourth group of factors are the socio-cultural factors. They stem from the consumer's dealings with other people and also have a significant impact on consumer's behavior. These factors include the personal influence, the reference group, the social class, the family, the culture and the subculture.

Personal influence - consumer's purchases are often influenced by the views, opinions or behavior of others.

There are five different roles that a person plays in making a purchase decision.

- Initiator - this is the man who first suggested the idea to buy the particular product. The primacy of the idea may be accidental, but may be the result of a well thought out tactics;

- Person affecting - the person who explicitly or implicitly has an impact in making purchase decision. This person may not be present during the discussion or in the choice of option, as well as during the process of purchasing, but with his/her preferences and tastes previously formed in the consumer mindset to accept or reject a product;

- Decision maker - the person who decides whether to buy at all, what, when and where to buy;

- Buyer - the person who conducts the purchasing decision.

- User - the person who consumes or uses the product.

Since the marketing specialist is aware in advance of the roles in making purchasing decisions by election poll of a group of people who have already purchased goods, he has to establish the distribution, it should make an extensive analysis of consumer behavior in decision-making and during the actual purchase.

Master groups - The master groups are people who the individual sees as a basis for self-assessment or an example of a personal standard. The master groups influence on consumer's decision because they affect the information, opinions and preferences that help building consumer's standard. The master groups have an important influence on purchases of luxury goods, but not on the purchase of the most needed goods. They have a strong influence on the choice of the brand, when its use is visible to others.

Consumers have many master groups, but only three of them have a clear marketing application:

- Group membership - this is the group to which the user actually belongs. It can be a family, club, etc.;

- Desired group - this is the group to which the user is seeking, or which he/she wants to be identified with, such as a professional society;

- Dividing group - this is the group to which the individual wishes to distance, due to differences in values and behavior;

Family influence - Family influence on consumer's behavior are a result from three sources - the socialization of the user through the family cycle and decision-making within the family.

- Socialization of the user - it is a process whereby an individual acquires knowledge, skills and attitudes which are necessary to function as a user. Children learn how to buy, participate with adults in different market situations or from their own experience in buying and using products and services.

- Family life - consumers behave and buy differently in different ages. The concept of family life cycle describes the different phases through which the family goes from the moment of its creation. Each phase is characterized by different market behavior.

- Decision-making in the family - There are four types of families depending on what is the relative influence of various family members in the decision to purchase:

- Autonomy, where each family member takes an equal amount of their own decisions;

- The head of the family is the man and the majority of the decisions are made by him;

- Women dominate;

- Syncretic - most of the decisions are made jointly

These trends are changing with the increasing number of families that are with two incomes.

Social class - the impact of social class on consumer's behavior is less noticeable than the effect of direct communication between people. However, the social class which people belong is the subject of research and the analysis of companies. Social class can be defined as a relatively constant homogeneous category in the society in which people share similar interests, have similar values and their behavior can be grouped. The personal work, the income and the education determine the social status.

Culture - Culture is linked to the diversity of values, ideas, opinions adopted by a homogeneous group of people and transmitted to the next generation. We can distinguish German, African, French, American, Bulgarian culture, etc.

2. DETERMINING THE VALUE FOR THE CLIENT AND HIS SATISFACTION

Today's clients are facing a 'sea' of products, assortments, prices and suppliers. That's why a cardinal question is: What is it that determines the choice of the clients themselves? In practice, the clients are able to judge pretty well which offer presents the best net value. They are quite determined about what is the good value for them taking

into account their limited budget, knowledge, mobility and income. They form an expectancy about the value and act upon it. Afterwards they come to a realization whether the offer has met their expectancy and this determines, on its turn, the satisfaction they get and the probability for a second purchase.

In this connection, it's necessary to examine separately the notions "value for the client", and 'satisfaction of the client".

Practice shows that in most of the cases, clients will buy from the company which offers the highest net value. And so we view the offered (net, deducted) value for the client as the difference between the combined value for the client and the combined expenses of the client. The combined value for the client is the sum of all benefits that the client expects from a product or a service.

The main conclusions are the following:

First, the seller must assess the combined value and combined expenses for the client, with view of comparing those with the offers of the rest of the competitors in order to determine how his offer is accepted.

Second, the seller, who doesn't have an advantage regarding the offered value compared to the rival companies, has two alternatives. Either to try to increase the combined value or to try to decrease the combined expenses of the client.

The first makes it necessary to develop the product, the services, staff, and the image of the benefits of the offer.

The second requires reduction of the client's expenses. The seller may reduce the price or simplify the ordering and delivery or to take risk and offer a guarantee.

The buyer has its own idea of the value of the product and acts accordingly. Whether he will be satisfied after the purchase depends on how much the offer meets their expectations.

So we view client's satisfaction as a corresponding degree of satisfaction at receiving the product and comparing it to their expectations.

Thus the satisfaction is a function of the difference between the attained result and the expected one. Clients build their expectations drawing on previous experience in buying, statements of friends and colleagues, promises and information from the sellers

and the rivals.

Some of the most prospering companies are raising clients' expectations and are ready to deal with them in an adequate manner. These companies have it as a main goal to thoroughly meet the clients' demands. They aim at thoroughness because clients who are only partially happy can easily move to another supplier when a better offer comes.

3. SUPPLYING VALUE FOR THE CLIENT AND HIS SATISFACTION

The significance of the value for the client and his satisfaction present us with the question of what they would cost for the firm to create them and supply them. The answer to that question lies in Michael Porter conception about the chain of value and the development of systems for value supply.

Michael Porter concept examines **the chain of value** as an organizational instrument to find ways of producing more value for the client. According to Michael Porter each company comprises a number of activities with the aim to design, produce, release on the market, deliver and back up the product of the company. The chain of value determines nine strategically important actions, which create value and expenses for a given type of business. These nine actions creating value consist of five basic (initial) and four additional (secondary) actions.

The basic actions would be in successin, the delivery of materials, the processing of those materials, the processed materials being sent out of the organization, their delivery and servicing. The additional actions are coexisting throughout the whole time the basic ones are being carried out.

The firm's task is to estimate expenses and completion of every separate action, creating value and to think about its improvement. This in its turn, makes it necessary to assess the same things from the same aspects for the firm's rivaling companies. If it manages to achieve results in accomplishing some of the actions better, it will outstrip its rivals. The company's success is not only when the tasks are done well by each separate unit, but also the success is coordination as well. The focus should be on the balanced management of essential business processes, most of which necessitate

collaboration and mutual efforts. Some of those essential processes are:

- 1 Process of realization of the new.
- 2 Process of management of stored product.
- 3 Process of sending and receiving orders.
- 4 Process of servicing the client.

Practically the firms that can develop these processes skillfully are the leading ones.

It is recommendable that the firm seeks competing advantages beyond its own chain of value, in the chain of value of its suppliers, distributors and final clients. More and more organizations resort to partnership with the other members of the supply chain, in order to improve the **system for supplying value for the client**.

4. RETAINING CLIENTS

The organizations aim not only to better relations with their partners along the chain of supply, but also to develop good ties and attitude of loyalty with their clients. To be effective in keeping the client, means to estimate the cost for lost clients, being able to argue the preserving of clients and establishing a marketing of the relationship with the clients.

According to Hougaard and Bjerre the marketing of the relationship with the clients is a process of creating, maintaining and widening of the relations with the clients, in a profitable manner which is a satisfying exchange for both sides and keeping of promises. [4]

It's necessary that the organizations pay more and more attention to the "deserted" clients and to take measures to decrease their number. Determining the **cost for the deserted clients** requires four stages to be passed:

First stage: The organization has to establish and account for the level of retained clients.

Second stage: The organization has to account for the various reasons of the consumers' disappointment and to deal with the ones it could change. As for clients

leaving the region or leaving business, there is nothing much to do, but the ones given up because of bad services, bad quality goods, or extremely high prices, many things can be improved. And all this should be done according to the frequency, which will show what is the percentage of the clients giving up for each separate reason.

Third stage: The organization should do the accounts of the profit lost because of loss of clients. If that's the separate client, this is the cost for the constant client, that is the profit, which this client might have realized if they had continued to buy for many years to come.

Fourth stage: The organization must calculate how much the cost will be to reduce the frequency of the deserting clients. If the expenses are less than the profit unrealized, the firm will bear the cost.

In this line the firm must think about **retaining the clients**. The organizations are "amazed" by the fact that to attract a new client costs five times more than to keep already existing constant client. In practice the aggressive marketing is more costly than the defensive marketing, because it calls for more efforts and expense to attract new or to lure the satisfied clients from their current suppliers.

So as Phillip Kotler considers, the policy creating a strong loyalty on the part of the client is called **marketing of the relationship**, which is a sort of "key" for keeping the existing clients. At the same time, the main factor for keeping the client is their satisfaction, which is the uppermost task of the marketing of the relationship with the client.

The marketing policy of the relationship with the client poses the following critical question, namely: How much to invest in that marketing with respect to cost and efforts? The answer to this question requires five different levels of this relationship with the client, to be identified:

Basic level: The seller completes the sale and doesn't come into contact with the client anymore.

Reacting level: The seller sells the product to the client and invites them to call if any problems or questions arise.

Responding level: The seller calls the client soon after the purchase, to check

whether the product meets expectations. Also asks buyer if they have any concrete suggestions to better the product or if they have experienced any disappointments from it. This information helps modernizing the offers all the time.

Proactive level: The seller makes phone calls occasionally and makes proposals for bettering the use of the product or for other useful new products.

Partnering level: The organization is constantly interested in the client and tries to find ways to help them better realize their finances.

In that venue of thought we must determine the specific marketing instruments, which can be used to tighten the relations with the client and raise the level of their satisfaction.

When the organizations reconsider their attitude toward the clients, and start to view them as partners, not only a part in a deal, then the firms can start to develop and finance programs, which will aim at retaining the clients, encouraging clients to buy more and be more loyal. The challenge will be that a special attitude should be developed towards the best clients, on the basis of mutual contact and special privileges and bonuses.

5. (KAM - KEY ACCOUNT MANAGEMENT)

KAM turns out to be a new branch in the strategic marketing management of sales, offering specific influence strategies for the key client. KAM is the natural direction in the strategy of the business to manage clients.

KAM should be considered by the firm to be the starting point of its business. The level of services rendered by the firm should be an indicator for both, the clients retained and the clients attracted. The high level of service to the key client increases the demand, stimulates sales, increases the amount of revenue and profit. In this way the tie to the client becomes a leading marketing goal.

The marketing 'perfection' in the business management requires the relationship with the key account clients to be performed not only in business deals, but mostly in the process of establishing, strengthening and managing the connections with them.

To further develop the marketing of the key account clients requires not only an exchange of goods or services for money or information for attitude, but also it involves sharing of feelings and vicarious participation. In the foundations of these relations are the different stages of servicing the clients, namely presale service, at sale service, when the business deals are actually conducted and after completion of deals service.

In order to determine the degree to which the key account marketing has been developed, a survey has been conducted in a hundred Bulgarian firms from different branches of economy and having different characteristics. The data has been collected through a structured questionnaire comprising 23 questions, grouped in three parts.

Crucial to the relationship with the clients and its management turn out to be the characteristics of the clients themselves – individuals or firms. The survey shows that with 31,3% of the researched firms, the individuals form over 73% from the firm's revenue, which makes them the more important clients. With 20,4% of the firms the organizations are the most important client contributing from 76% to 100% of the revenue.

In order to improve the work with the clients from a crucial importance comes to be the systematic collecting and saving information about them, as well as charging a specialized department or a particular official with that task. The survey shows that, 60,6% of the firm systematically collect information for their clients. In 29 of the firms the task is given to a separate person, and in 10 of the firms several departments in coordination create data base about the clients. In 17% only, there is a specially created department to work with the clients. About 40% of the firms do not collect systematically data about their clients. It is noticeable that the most often collected data is connected with the frequency of purchases (5,6% from the surveyed), the average cost of the purchase (2,2% from the surveyed) and the expenses for servicing (1,1% from the surveyed).

On the basis of that data we can conclude, that there's an awareness of the fact that data about clients should be collected as it serves as a critical factor for their retaining and the attracting of new ones.

A crucial importance in the research refers to the indicators used by the firms in

the clients' assessment. About half of the respondents state that they use financial (revenue, expenses, profit), as well as non-financial or marketing (number of clients, loyalty, satisfaction and other) indicators. The financial indicators, however, hold the priority. About 6% from the big companies, taking part in the survey, use marketing indicators to assess clients, which is not a positive practice.

The goal in the collecting of info and assessment of clients with respect to their profitability, is to enable companies to distribute resources better and optimize the job done on retaining clients or attracting new ones. The assessment of the activities on the retaining of clients and attracting new ones is a priority for the most part of the examined enterprises – 56,2%. Only about 18% declare, that they don't engage in that kind of activity.

The issue about the control and shared responsibilities between the managers and their staff in this area is none the less important. The research shows that in the predominant majority of the enterprises, the control of these activities is assumed by the managing director of the firm – 33,7% from the survey results, in 10% of the firms – this engagement has been enacted by the managing director and the "Marketing" department staff and only with four of the firms – 4,3% from survey results, this job is given to the head of the marketing department.

Drawing on these results we can make the conclusion that the surveyed firms consider the activities on retaining and attracting clients to be "important" and those activities are viewed with the necessary seriousness.

Also intriguing turn out to be the results referring to the data displaying the clients' satisfaction. The biggest percentage of the surveyed – 58,4%, get such information, through personal interviews with the clients. Other often applied ways are the phone calls – 13,5% from the survey and through questionnaire – 7,9%. The data shows with great certainty, that the collection of info about clients' satisfaction is, but fragmentary.

Another side to the research is the assessment of how the staff handles the clients. The survey points, that the firms train relatively well their staff to deal with the clients, and this helps keep the existing clients and attracting new ones.

Conclusions from this survey:

- 1 Proceeding with the clients and their assessment are activities, which are carried out in the majority of the Bulgarian firms.
- 2 A great number of the researched firms have the inclination to improve work with the clients and see the significance of this. They are aware of the benefit gained from a professional attitude towards clients.
- 3 In order to achieve positive results when dealing with the clients, solutions must be sought, easy to implement and bettering considerably the clients' attitude towards the firm.

6. DETERMINING THE PROFITABILITY OF THE CLIENT

The marketing is the art to attract and maintain clients, but not any clients, but profitable ones. Unluckily, often the organizations realize that, from 20 to 40 % of the clients are unprofitable ones. Also, many of the organizations take into account the fact, that the most lucrative clients are not the ones buying the most, but the ones that buy on an average scale.

The biggest clients are much more demanding when serviced in a special way and they receive the biggest discount, rendering smaller profit for the firm in this way.

The small scale clients pay the full price and receive minimal service, and the cost for the conducting deals with them reduce the received profit.

The average scale clients enjoy good service, pay almost the full price and in many cases they prove to be the most profitable. That is why, a number of big companies, initially aiming at the big clients, in later moments turn to the market of the average client.

An organization mustn't aim at, and indulge every which client.

Some organizations try to indulge everything the client offers. Aside from the fact that often clients may have good suggestions, they can also have quite unacceptable ones or even unprofitable ones. The careless consent to their proposals can easily divert the organization from its market focus. So a rigid selection of clients is needed with view to

servicing them and to think over carefully the necessary combination of benefits and prices, which will be offered to them.

In this sense the orientation should be towards the profitable client. We must, therefore, define 'a profitable client'.

The common idea for the profitability is as one of the most important parameters for financial position of the company. The profitability is integral indicator for the activity of the company and reflects the ability and possibilities of the company to generate profits. It can be calculated through the system of ratios between realized incomes and expenditures or used assets.

According to Phillip Kotler the profitable client is a person, household or a firm, which bring revenue for a period of time, and the contribution exceeds the cost of the firm in attracting, persuading to buy and servicing them. The attention should, hence, be on the profits the client brings to the firm over a long period of time, not only the profit gained from a single purchase. It's a fact, that most of the organizations don't pay attention to the client's profitability. It's recommendable that this activity is improved by, in the first place, applying this sample model of profitability analysis (Table 1.).

CLIENTS					
Products		C1	C2	C3	
	P1	++		+	High profitability product
	P2	+	+		Profitability product
	P3		-	-	Losing product
	P4	+		-	Undefined product
	High profitability product	Mixed type client	Loss client		

Table 1. Analysis of the profitability of the relationship client- product

In the model the clients are displayed in columns, and the products in rows. In each square there is a sign showing the profitability of the sale of the product to the particular client. From table 2.it becomes obvious, that client 1 is very profitable,

because they buy three profit products – P1, P2 and P3. Client 2 presents mixed type profitability, as they buy one profitable and one unprofitable product. Client 3 turns losses for the firm, because they buy one profitable and two unprofitable products.

On the basis of this model a question comes to the fore: What is the firm to do at this situation?

First – It can raise the price of the more unprofitable products and eliminate them.

Second – It can try to transfer the profitable product to the unprofitable client. In case the clients decide to leave, it will be a good outcome. In fact it's arguable whether it won't be more beneficial to the organization to turn down the unprofitable clients.

One of the main questions, to which the traditional procedures of accounting for the expenses, is hard to find the answer, is how much the profit from one client is bigger from that of another one. The firms calculate the revenue from the client only on the basis of gross profit. In other words, from the income realized by any client the full cost of the sold goods is subtracted. In practice, however, there are much more expenses to be taken into account, prior the exact amount of the profit from the client is estimated. The same applies for the profit realized by a market segment or distribution channel.

The amount of cost at servicing the clients depends entirely on how the logistical strategy is designed to work. The analysis of the profit from clients periodically shows the percentage of negative contribution consumers. The reasons for the profit variations can be due to variations in expenses for the service of clients, regardless of the fact whether they buy equal or different amounts from the company goods.

One of the basic principles in analyzing the clients revenue, which the supplier is obliged to apply, is to identify and keep record of all the expenditures for each separate client. Useful method with respect to this, is to determine the expenses discarded, in case the firm quits work with the client.

A good advantage that this principle has, is that the majority of expenses for the logistical service of the clients are actually distributed among a few of them. For instance, the distribution warehouse is a good example of this. If the supplier utilizes the premises for other purposes, too, it will be incorrect to burden just the one client with

the combined storage cost.

The ideal case for each firm is, its clients to be lucrative in the near and far future. In this connection, suitable ways must be sought to keep the profit from those clients and develop it, as they are the ones realizing the current revenue of the enterprise.

7. REALIZATION OF THE TOTAL QUALITY MARKETING

The marketing of an organization will not be effective if it is a task only for the marketing specialists. We need to always bear in mind that the fundamental thing for the clients are the services and the products.

In today times of ever raising requirements on the part of the clients, the organization can't, but comply with the concept of the total quality management. Quality should be viewed as the best guarantee for the client's loyalty, the best safeguard against foreign competition and the only way to constant growth and profit.

There's inherently close connection between the quality of the product or service, the satisfaction of the client and the profitability of the firm. The higher the quality, the higher is the satisfaction and at the same time higher prices are kept and the cost is lower. That's why the policy of improvement of the quality is a policy of a greater profitability.

In this sense we can define the notion of quality, which (according to the American association for quality control) is defined as a combination of features and characteristics of a product or a service, which fulfill the demands of the existing or potential consumers.

It's notable that the definition focuses on the client. The clients have certain needs, demands and expectations. We can say that an organization has supplied quality only then, when the product or service corresponds to or exceeds the clients' expectations. An organizations which manages to satisfy the most of the clients demands, most of the time, is a quality one.

However we should distinguish between a quality meeting demands and a quality of the accomplishment. It's possible for the quality of the accomplishment of a product

or a service, to be better than that of another organization, but if their products or services are meeting the needs of the clients, they are also quality ones. Bottom line in the analysis is, the significant quality is the quality dictated by the market and not the one motivated by the technology.

The total quality is the key for creating value and satisfaction for the client. This is the governing idea for the management of the organization, which has put quality in the centre of its activities:

First, the marketing management should incorporate strategies and policies, which will help the firm to profit through superiority of the total quality.

Second, the firm must ensure not only quality for the product or service, but also quality of the marketing. This means that each separate marketing activity – research, distribution, advertising, service to the clients and others, needs to be high standard.

It's necessary to determine **six fields**, where the marketing is useful for the firm and helps it deliver high quality products and services to its target clients.

First, the marketing takes the main responsibility for the proper determination of the clients' needs and demands.

Second, the marketing needs to present the clients' expectations accurately.

Third, the marketing is responsible for the clients' orders to be received on time.

Fourth, the marketing is responsible for whether clients handle the product according to instructions for use.

Fifth, the marketing is recommended to keep touch with the clients after the sale as well, in order to better satisfy them.

Sixth, the marketing needs to collect ideas from the clients for the improvement of the product or service and also ideas about the level and mode of the way they have been serviced, and to transfer those suggestions to other departments.

These six directions determine the contribution of the marketing for the total management of quality and the satisfaction of the clients.

In conclusion, the importance of the so proposed marketing model for satisfying the client with quality services lies in the fact, that the clients make their choice of a product or service on the basis of their ideas of quality, service and value. Its

recommenda para as organizações examinar os indicadores dos clientes para a qualidade e satisfação. A satisfação que resulta quando a organização atende aos seus requisitos. Clientes satisfeitos permanecem leais por mais tempo, compram mais e são menos sensíveis a preços mais altos e falam bem da organização.

O objetivo da organização não é apenas atrair clientes, mas, sobretudo, mantê-los. Nesse contexto, o significado do marketing de relacionamento com o cliente prova-se ser a chave para a retenção do cliente e envolve benefícios financeiros e sociais para eles, bem como estabelecer laços estruturais com os clientes.

O gerenciamento da qualidade total deve ser visto, em princípio, como uma abordagem conceitual crítica para a satisfação dos clientes e o aumento do lucro. Para esse efeito, as organizações realizam pesquisas para compreender o que os clientes consideram qualidade e o que eles esperam. Assim, as empresas poderão oferecer uma qualidade relativamente superior à dos concorrentes. O marketing desempenha um papel crucial na busca da empresa por uma qualidade superior.

O aprimoramento da efetividade do serviço pode ser alcançado por meio do modelo de marketing proposto orientado à satisfação do cliente e a aplicação do marketing de relacionamento com o cliente rentável.

OPORTUNIDADES DEL MARKETING PARA SATISFACER A LOS CLIENTES CON ALTAS EXPECTATIVAS

RESUMEN

El presente artículo presenta un nuevo modelo de marketing cuyo significado radica en la argumentación que el cliente toma sus decisiones o elige sus productos sobre la base de una creencia previa percibida sobre la calidad, el servicio y el valor. Desde entonces, es necesario que las compañías evalúen el criterio por el cual sus respectivos clientes se sienten satisfechos. En este proceso, el marketing relacional juega un rol importante para evaluar la calidad del servicio. Las expectativas de los consumidores como así también el marco conceptual que vincula a la satisfacción con un aumento en las ganancias de la empresa deben ser considerados como ejes centrales del marketing turístico.

PALABRAS CLAVES: SERVICIO. CLIENTE. MARKETING. SATISFACCIÓN DEL CLIENTE.

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