



## **The Development of the Enterprise Client-orientated Management Instruments of the Tourist Branch**

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### **ABSTRACT**

The study relevance of the management tendencies development in the client-orientated management in the tourism sphere is caused, first, by that the tourism is one of the most profitable and dynamically developing branches of the national economy. International experience indicates a high social and economic efficiency of tourism. However, in Russia the return from the tourist market is not comparable to indicators of the efficiency. According to foreign experts, Russia may take in a year about 40-50 million of foreign tourists per year that corresponds to receiving about 25 billion dollars of the income. Statistical data testify that now tourism is the third most profitable sector of the global economy, conceding to the oil and automotive industries, which specific weight in the world export makes 11% and 8.6% respectively. The tourism specifics consist in that it is one of the riskiest kinds of activity directly depending on economic, political and social stability in the country, existence of the developed infrastructure, tourist resources, etc., The management reform experience, accumulated in our country over the last 10 years, showed that the folding system proved ineffective in solving the economy development problems and especially the problem of non-production sectors. The development of non-productive sphere and especially the tourism sector is still in the background.

**Keywords:** Management, Tourism, Client Orientation, Development, Instruments

**JEL Classifications:** L82, L83, M31

### **1. INTRODUCTION**

Customer focus (client orientation) is the company ability to create the clients' additional flow and additional profit due to deep understanding and satisfaction of clients' needs.

The idea of such definition is rather simple. The term consists in two words: Client and orientation, i.e., the company orientation to the client and satisfaction of his requirements. The concept is applied first to the description of the commercial organizations activity, for which the most important thing is the clients' stable flow and profit.

Orientation to the client surely has to have effect of the company income increase. If there is no additional profit from the resources investment in high-quality service, there is no customer focus. Unfortunately, heads do not always remember about this simple fact.

Misunderstanding on this issue leads to unnecessary costs and harms to business as the financial and human resources are used not for designated purpose, and are distracted from tasks that are more important.

### **2. MATERIALS AND RESEARCH METHODS**

The research object are the methodological and methodical problems, as well as organizational and economic, organizational and managerial aspects of the development of the effective enterprises client-orientated management technology.

The methodological and theoretical basis of the research was the general scientific methodology of the system analysis, methods of scientific knowledge (analysis and synthesis, abstraction, economic models), methods of historical and logical analysis of the study.

The study theoretical base served the general economic theory provisions in its retrospect and prospect, the domestic and foreign scientists fundamental works on the management theory, building effective models of client-orientated management, as well as the formation problems of the competitive advantages of organizations, including the service sector, such as: Azoev (Azoev, 1996), Ansoff (Ansoff, 2012), Vladimirova (Vladimirova, 2012), Gorenburgov (Gorenburgov and Medvedev, 2007), Karloff (Karloff, 2015), Lamben (Lamben, 2013), Moiseyeva (Moiseyeva, 2001), Porter (Porter, 2011), Prakhlad (Krishnan and Prakhlad, 2012), Fatkhutdinov (Fatkhutdinov, 2014), Fraymovich (Fraymovich, 2011), Yaluner (Yaluner, 2012).

### 3. MAINTENANCE ANALYSIS OF THE ECONOMY TERTIARISATION

Any developing economy attributes are the structural changes, theoretical and methodological foundations that must be considered as the integral part of the economic growth general theory. The problem solution of sustainable economic growth is possible only in case, when it happens according to the system complementary development principles in which one part of economy do not grow to the detriment of another, and progressive changes in any part are followed by adequate transformations in the other parts. The structural shift towards the services sector, leading to the production factors redistribution across the economy, with serious implications for a wide range associated with the conduct of business relationships that affect the performance and remuneration, new forms of capital formation, employment and subsidies, the nature of economic growth at the national and global levels.

The economy tertiarisation analysis, which is expressed in absolute and relative increase in the services sector while reducing the part of producing material goods sector, is important both in the theoretical and practical levels. Owing to this fact, the research has a predictive character that especially actualizes the study owing to its binding to the processes virtualization and the formation and development results of the services sector.

In the study, it is necessary to emphasize that the transformation of the Russian economy suggests the transformation of service. The need to speed up the Russian services dynamics is dictated primarily by internal factors - the low level of the service sector development, as well as the country's orientation towards a dignified integration into the world economy in the globalization context (Chueva, et al., 2016). The modernization course of the Russian economy suggests the creation of favorable conditions for the fuller realization of the positive trends in the services sector and its general economic impacts.

Despite the complexity and many problems in the general economic background the services sector is allocated with the clear progress in some areas of modernization. Significant changes in the material base of many industries, where new construction is concentrated, focused, as a rule, to the world standards in the field of technology, architectural and planning solutions, interior

design, comfort and convenience for the consumers. As a result, in the country appeared the companies that types and formats were not previously known: Supermarkets, mini - and hypermarkets, shopping and multi-purpose retail and entertainment and office centers, multiplex cinemas, exhibition and concert complex, multi-sports and recreation facilities, etc., Based on the new technologies, primarily virtual and information and communication technology, now operate telecommunications, advanced trading segment, business, professional, financial services; expanding their use in medicine, education, transport, and even as far away from the technology activities, such as museums, libraries, stage and theater services (Afasizhev et al., 2012).

Business practice changes significantly, manufacturers are moving to new organizational and management models and mechanisms. Across the range of the service industries - from retail to medicine - distributes the network model of organization with higher service standards and performance indicators. The services offer is differentiated depending on the income level, the consumers' tastes and preferences, business is fixed in niches of this or that market segment. Changes are outlined in elimination of the soviet service chronic defect - the service poor quality and culture; new style of the producers' relations with clients and contractors takes roots. Successful options of services modernization abroad are moved to the Russia. In particular, the idle industrial zones and factory territories, outdated warehouses, transport, etc., Constructions are reconstructed in the service - office objects and exhibition facilities, art galleries, concert and auditoriums, shopping, sports and recreational and cultural centers, etc., Multidimensional updating of a number of services, and it is essentially important, is dictated not by the top teams, but the economic requirements and regularities, the global competition, and goes in line with the main directions of world economic development (Novikov and Perova, 2012).

The services sector transformation, including virtual technologies of service imputation, affected all productions of the services sector, which is "not physical" in the expression. It is worth noting that at the present stage of development, both humanity and the world economy, globalization and changes in the virtualization level there is the place for the production services process. The majority of both domestic and world companies (especially multinational corporations [MC]), resort to universal introduction and use of IT and Internet technologies that predetermine virtual nature of services production. For example, distance education service, as in general and so in the separate components (when the teacher gives out a task and checks it by means of Internet-technologies, Web browser, video presentations online). According to the analysis of [www.internetworldstats.com](http://www.internetworldstats.com) from the Earth 6.7 billion population 1.7 billion have the access to the Internet, that is at any fourth. The prevailing part of users, 42.6% (738 million), lives in Asia, however, in the ratio with the total number of the population North America is the most Internet rating - there 74% of citizens have the Network access. In games as the protozoa like solitaires or daggers zeroes, so as the most difficult MMORPG (the multiuser online games) with millions of on-line inhabitants, are played, according to the recent estimates, from 1 to 1.5 billion people.

In this case, virtuality is shown as property of services production (rendering), but it is impossible to disregard the fact that the service production (rendering) result is in a certain measure and virtually distributed in time (Arzhakov and Silnov, 2016). It is necessary to specify this property on a concrete example. By consideration of various services' spheres, the result will be ambiguous and versatile. For example, catering services to the population in the form of the preparation and implementation of exit restaurant service will be held for a period from one to two hours (on average), educational services will be provided to bachelors, masters, graduate student in the range from 3 to 6 years or more. However, the important remark will be that the result of providing these two services in the virtual form of the consumer emotional satisfaction: Satisfaction after the banquet, realization of any significant event planned by the consumer, moral satisfaction throughout several days (at the best - weeks, though it is impossible to disregard that some similar festive actions leave satisfaction for the person for many years). However, absolutely other time log has satisfaction of need for educational services. Often, the result of rendering educational service can be shown through tens of years, in the form of the held high position, the moral and material satisfaction in old age.

The study identified the priority factor in the transformation of the service sector, including its virtualization - the globalization factor and its conditions. Globalization is inconsistent, uneven process, constantly changing their forms and methods of implementation. It creates transcontinental flows and networks of virtual actions, exchanges and power relations of the virtual character. New models of hierarchy and inequality, inclusion and exclusion dissect national borders. There are new problems of social integration, the global level and democratic accountability, because, as rightly noted Martinelli, the sovereign power of the nation-state is eroded, and its role in the global politics varies significantly (Vidyapin and Zhuravleva, 2005; Martinelli, 1979).

It is important to notice that one of the main participants (agents) of the globalization process are the MC. Which basis of activity consists in formation and development of the production activity at the remote distance. This circumstance designates a certain virtual activity, for example managements of MC.

One of the MC perspective strategy allowing maximum use of the scientific and technical capacity of the countries is the creation of the foreign research and development laboratories - generators of new ideas, so-called "Knowledge incubators" (Offshore Knowledge Incubation). Originally incubators possess a certain degree of autonomy (Oleinikova et al., 2016), but finally become completely integrated into the MC system. They are deeply embedded in the scientific environment of the countries (regions) in order to use their latest developments in the MC. With the help of "scientific and technical web" foreign R and D departments of multinational companies 'catch' the necessary knowledge and information. In this context, we consider it expedient to emphasize that the establishment of R and D MC has initiated a new trend of globalization networks - the formation of planetary science and technology network - "Knowledge network."

In summary: The most important factor of the economic development is the knowledge that reflect the virtual computing knowledge including virtual Internet-knowledge for the purpose of virtual services. However, on their own virtual knowledge (and services) does not transform the economy. It is possible to make considerable investments in formation of scientific and technical potential and not to receive serious economic return for the investments (as it occurred, for example, in Brazil). Knowledge can bring the greatest benefit when used them in a complex system of institutions, organizations and processes.

#### 4. FORMATION OF THE MONITORING AND QUALITY ASSESSMENT EFFECTIVE TECHNOLOGIES OF THE CUSTOMER SERVICE

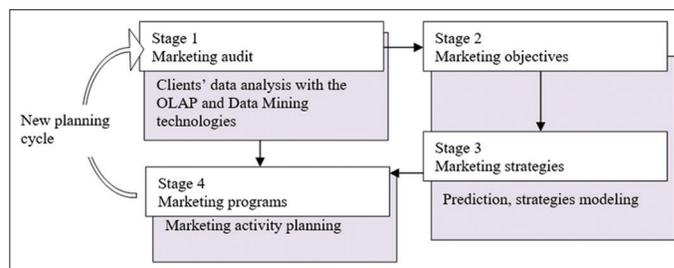
According to the definition, clients relationship management (CRM) is the ability to integrate and maximize the use of all sources of existing and potential clients. We suggest considering the CRM technologies (Figure 1) which define first possibilities of collecting, processing and effective information use, consumers' expectations change, influence on the consumers' expectations change on the organization and the role in the organization.

From this position at the enterprise audit is important. Marketing audit represents the process that allows to give a complex assessment of the enterprise position and its production in the market (Vidyapin and Zhuravleva, 2005; Silnov, 2015). This element of planning is one of the most expensive since it is connected with labor-consuming market researches of the external and internal environment of the enterprise. The CRM technologies give the chance considerably to simplify marketing audit process. The most expensive types of researches are the market researches. Properly organized process of data collection about the clients allows to collect the main part in the course of all divisions daily work. Thus it is necessary to understand that the database itself gives nothing if there are no analytical tools making the integral part of CRM technology. It is possible to allocate two types of such instruments:

- Online analytical processing - the data analysis in the real time.
- Data mining (literally "data development").

The first type includes tools that allow quickly present the data stored in the database in the right section. The second type includes

**Figure 1:** Use of clients relationship management technologies at various stages of the marketing planning process



means, including graphics, mathematical and statistical, giving the opportunity to find specific patterns in data sets. The need for regular controls and the results use clear system of monitoring, which are known to affect the staff and the size of his remuneration.

The received information is considered at certification of the personnel and heads of divisions and influences distribution of awards, extra charges, advance of employees on an office ladder (Novikov et al., 2016). Such system of the assessment of the work stimulates employees to provide to clients excellent service. Systematic data allow us to identify gaps in service and to respond appropriately (to increase the restaurant purity, to reduce the background music in a store, hold a new training staff for the N division of the company). Staff motivation is the most important function of Mystery Shopping. Information about the service quality provided to a number of indexes at the level:

- All retail network;
- Separate division or branch;
- Certain employee (one of the Mystery Shopping program kinds).

The service indexes are integrated into the staff motivation schemes of the company, from ordinary sellers to heads of divisions, and form from 10% to 30% of the employee salary for the next period (Ansoff, 2012; Shkurkin et al., 2016).

To build the service index is used a certain technique, which is based on the contribution data of each service component (meeting the buyer, identifying needs, the seller appearance, etc.) in the general level of the customer satisfaction. Such personnel motivation system is typical for the retail enterprises in the West countries and is applied in the services sector, being the most effective motivation way of the personnel, both in the short-term sales increase at any cost, and on the company long-term positions strengthening in the market, a key element of that is buyers' loyalty. Diagnosis of deficiencies is the information on such service components, such as "work with the buyer objections" and individual-specific standards of the staff, for example, "information on special promotions shop," allows to direct, if necessary, the subsequent training of personnel in the right direction.

Besides the trainings' program specification, the information collected with the help of "Mystery Shopping" is used by the management of division at communications with the personnel, for example, in corporate newspapers, mailing groups. The revealed shortcomings can and have to be discussed at the collective meetings, stimulating understanding by the personnel of the general tasks and helping to develop the concrete plan of action on their achievement.

The Mystery Shopping program gives to the enterprise management confidence that the company employees try, putting a real effort to ensure high quality of service the company's clients. The program success condition is the continuous repetition of stages 1-8. The Mystery Shopping programs are effective only at regular performance. The most usual frequency is from monthly to quarterly.

It is necessary to remember that, by the experience of a number of agencies specializing on "Mystery Shopping," service level (at the program waves starting with the 3<sup>rd</sup>) remains high only at further implementation of the program. At its termination, the level of service falls in 2-3 months and in a year or even earlier returns to the original level (Table 1).

Therefore, optimum constructed relations between the enterprise and clients, personal target orientation provide the increase in profit.

Like any concept, CRM does not stand still and is constantly updated with the methodological findings, some of which are already accepted by specialists, others with time, perhaps acquire the rules or procedures status, others are doomed to failure, as the grafted artificially, based on development consulting and software companies, which recognized experts required for the acquisition of authority. Here are examples of some offers.

The behavior based on a habit - the parcel is the basis that the consumer future preferences are defined previous, i.e., the client acquiring yesterday the goods X made by the company Y hardly will refuse it and in a month. This statement is right only partly - eventually the behavioral model based on preferences tends to change. Therefore, the choice of the most adapted service technologies, for example, CRM system, and monitoring instruments will provide to the enterprise the long-term relations with clients.

## 5. MANAGEMENT OF CUSTOMER SERVICE BASED ON CRM TECHNOLOGIES

CRM is the business strategy of attraction (choice) and clients' management aimed at optimization of their value in the long term. For the CRM enterprise assumes the existence in the organization of philosophy and the culture focused on the client, directed on overall performance in the field of marketing, sales and service. CRM-applications do possible effective management of relationship with clients if the enterprise has the correct purposes, strategy and culture (Table 2).

The traditional marketing focused on purchasing mass does not require any effort, primarily because there is no need for interaction, differentiation, defining the individual needs of the client. Investments in CRM are the definitely innovative approach to the development of the business, but none of us are going to build business relations on the principles of charity and investment should return a hundredfold.

**Table 1: Options of relationship creation with customers by optimizing management**

Parameters	Variant		
	1	2	3
Customers, thousands of people	12.3	8.5	4.8
Customer's value for the enterprise	High	Average	Low
Enterprise' value for the customer	Average	Average	Low
CRM-system effectiveness, thousands of rubles	24.3	12.2	2.6

CRM: Clients relationship management

**Table 2: Traditional marketing and CRM approaches and the integrated IT solutions comparison**

Conception	Identification	Differentiation	Interaction	Personalization
Object	Client’s identification	Client’s and his needs assessment	Long-term relationship creature	Client’s needs realization
Traditional marketing	Unrealizable	Cluster differentiation	Call-center	Sales/services
CRM	Client’s identity profile	Personality level analysis	Automatic Call-center	Sales and marketing automation
Technological decisions	Cookies and web-client profile personalization	Data mining and analytics	Internet applications and WAP-telephony	ERP and electronic commerce

ERP: Enterprise resource planning, CRM: Clients relationship management

According to one of the organizations, involved in the innovation research in business processes, in 2000 the average amount of investment in the CRM companies operating in the US and Europe amounted to about 3 million dollars, 69% of respondents say that their volume of investment has not exceeded 5 million USD, and more than 13% invested 10 million or more. Those who have an idea to implement enterprise resource planning (ERP) systems in the enterprise will be able to evaluate the CRM implementation costs very simple - just multiply the cost of ERP - the introduction of twice. Terms of ERP systems on average 2 years, and the support costs of the system during these 2 years, vary between 0.4% and 1.0% of the annual revenue (Table 3).

Among the principal benefits of implementing CRM-system enterprise special are the following:

- Expansion of the company’s ability to attract new customers and keeping of the already acquired - up to 20%.
- Increasing customer value for the company - from 35 to 40%.
- Increasing the services level without additional costs for this task - 60%.

This policy determines the enterprise activities implementation such as:

- Services modification;
- The new types of services development;
- The establishment of optimal services nomenclature;
- The best range of services providing;
- The establishment of feasibility and identifying opportunities for the trademarks use;
- After-sales contact with customers and consumers.

Shift of relationship accents is now noticeable. If earlier the client received idea of the enterprise on the basis it the rendered services, now he builds the relation to the whole company as to the partner with whom he interacts on different channels: From phone call to the Internet and personal visit (Vladimirova, 2012). Thus, inquiries of consumers became considerably more differentiated, and interaction forms personalized.

Besides, the enterprise actively uses the retail spaces in the communicative and marketing purposes. Stimulation of sales is included structurally into so-called advertising “below the line” (BTL), which consists of trade marketing, public relations, special events for advance. So when carrying out BTL-actions the company cooperates with advertising agency. Within this cooperation, retail spaces are involved for the organization of various promotion actions, expositions of goods potentially interesting to clients of the company.

**Table 3: Average statistical annual cost of CRM-system**

Market specifics	Investments’ average level, million dollars
Pharmaceuticals and healthcare	3-5
Industrial production	5-8
Publishing	6-8
FMCG	5-7
Manufacture of office machinery	8-10

CRM: Clients relationship management

Trade marketing, in turn, is subdivided into merchandising and sales promotion - support or stimulation of sales. Sales promotion: Stimulation of sales are the actions, materials, receptions and methods used in addition to marketing efforts for coordination of advertising and marketing activity. The passing additional work directed on sale of goods and services. Sales promotion objects are:

- The final consumer;
- The retailer and distributor;
- The manufacturer’s staff.

For the retail dealer and the distributor, events are held for the purpose of the relations liberalization between the market participants, stimulation of desire to advance certain trademarks (Borodacheva et al., 2016). Contests: Consist in competition between shops on an optimum site of a certain production in a trading floor, on the best calculation and registration of sales points. Encouragement of winners is carried out by valuable presents or different ways during special events for retail dealers, for example during training, presentation or conference.

Training consists in preparation of retail dealers’ ability competently to place and sell certain goods, using firm standards of the producer. Such training can take place within corporate conference or presentation. Gifts are one of informal means of fast building relations between the producer and the retail dealer. The companies’ personal arrangement to each other allows increasing mutual interest in advance of our production. Generally, gifts are made during acquaintance or on festive dates. Gifts can vary in order of importance. Bonuses consist in awarding of the contractor for the fulfilled obligations. They can be provided in the form of preferential terms under contracts of purchase and sale or in the form of additional deliveries at reduced prices, or in a different way. As a result, position of firm and efficiency becomes more active for 15-25%.

To provide effective advance of the rendered services, the sales and service departments work at the enterprise together, and use each contact with the client for services sale. These departments

possess information of each other for better customer service. It is obvious that memory of the computer is more reliable than memory of the person therefore the client will always receive that is necessary for it in time and without excess efforts. Therefore, the CRM system not only allows achieving a gain of sales due to better work with clients, decrease in costs due to automation of all processes and integration of work of departments, but also allows to exempt time of employees, and especially heads, from control of the performed work for a more efficient use of this time.

## 6. INTERRELATION OF WORK QUALITY AND CUSTOMER SERVICE

At the enterprise, it is important to reveal interrelation of the personnel work quality and the consumers service quality. It is necessary because only high-quality work (along with raw and technological quality) will create the conditions satisfying the clients' needs. It is necessary to understand the complex characteristic of work process and its results for providing the enterprise purposes and the conditions creation for full workers' abilities realization as the work quality. Under the work quality control is understood the permanent, systematic, purposeful process of influence at all management levels on the factors and conditions that ensure the enterprise objectives realization on the market and the workers ability in the work process. Development of the work quality evaluation index for each employee represents the most significant and the most difficult task in the work quality management of the enterprise (Table 4).

Under the work quality assessment is usually understood a planned, strictly formalized and standardized assessment, as incentive of the work quality and taking into account its effectiveness. Evaluation of the work quality should be objective, fair recognition reflecting the results achieved by the employee, encourage the employee to make additional efforts to meet the objectives, to be means to achieve a certain goal.

For the enterprise, this goal is to find the fairest system of remuneration and provision of the enterprise development. For specific sales staff evaluation of the work quality acts as a form of recognition of the services. Under the recognition often refers to a positive assessment of the merits. The specific form of recognition in enterprises often acts the salary.

**Table 4: Interrelation of the personnel work quality and the consumers' satisfaction level**

Parameters	Variant	
	1	2
Qualification, category	6	11
Activity, scores	23	44
Work discipline, scores	15	25
The official duties level performance, %	80	95
Training, years	4	2
Average salary, rubles	3500	5500
Customers contingent increase, %	17	25

At the enterprise as an indicator of the work quality assessment of the personnel of the tourism sphere, in particular the sellers, the quality work individual coefficient is used (Cind) which essence consists in reflection of each worker role in the enterprise purposes realization. Calculation of this indicator can be carried out as the follows formula (1):

$$Cind = Cq + Cd + Ca + Ci, \tag{1}$$

Where Cq - Qualification coefficient which is defined by the relation of the works demanded category to the worker category;

Cd - Coefficient of the work discipline;

Ca - Coefficient of the creative activity;

Ci - Coefficient of the indicators reflecting need of increase or decrease in the work quality individual coefficient depending on certain factors. The coefficient of the work discipline is offered to be defined as a difference between unit and relation of the intra replaceable losses of working hours caused by violation of work discipline (Twd) to duration of the work shift (T):

$$Cd = 1 - (Twd/T), \tag{2}$$

The coefficient of the creative activity is defined as the relation of working hours of the worker during which he was occupied with creative activity (Ta) to shift duration:

$$Ca = Ta/T, \tag{3}$$

The seller creative activity implies window dressing, sales exhibitions, participation in exit fairs, in carrying out publicity, etc., The coefficient of the indicators reflecting need of increase or decrease the individual coefficient of the work quality depends on certain factors offered to be counted as follows:

$$Ci = Sa - Sr, \tag{4}$$

Where Sa - The sum of the raising factors relative assessment;

Sr - The sum of a relative assessment of the lowering factors.

The study revealed the following fact: Experts punish workers for mistakes much more often than encourage for successful results of work. The specified factors lists in the market development conditions cannot remain invariable. Moreover, the questions connected with the service culture of buyers have to be removed completely over time. For the trade branch employee, polite, correct behavior in relation to the buyer is the possibility of work in this sphere.

The work quality individual coefficient is the relative indicator that can be used for the assessment and comparison of the work results not only sellers, but also other categories of trade workers. However, in that case depending on specifics of activity it is necessary to develop other qualifiers of the factors influencing the of increase or decrease size of the quality individual coefficient.

It is necessary to emphasize that it is important to consider the quality management elements of work in interrelation with each other, and also with structure, the purposes, tasks of the enterprise. At the enterprises the CRM introduction results forecast and the work quality improvement of the personnel assumes: The sales volume increase as sellers have more time for work with the client - for 25%, increase in number of successful transactions - for 17%, decrease in costs for sales due to close departments integration of “sales,” “marketing,” “service,” “purchasing department” - for 12%, increase in quality of customer service - for 34%.

Market development requires the enterprise management of constant retraining and skills improve. Raising the qualification and preparation level, workers aim to promotion. Therefore, as part of work the quality control plan must be career employees that will contribute to the enterprise stability, increase its competitiveness, prestige. The enterprises use the new system; all customers are segmented to the importance (ABC-classification) in accordance with the Pareto rule (A-highest importance, B - average and C-low). The distribution parameters are the profit and revenue. Besides ABC-classification is used the XYZ-classification of segmentation in buyer’s relationship.

Strengthening the work discipline provides lack of truancies, idle times on fault, both the worker, and the enterprise, responsibility for work, loyalty, diligence, integrity. Increase of the work pithiness includes development of the work value, belief, the enterprise traditions, development by each worker of recommendations about work improvement, support of workers’ commitment, their involvement in process of administrative decisions adoption, improvement of socially psychological climate in collective by recognition of workers merits and their support from the administrative personnel.

As key link of the work quality control system at the enterprise acts the workers’ motivation. World and domestic experience testify to what the stimulation considering, first, the worker personal interests are carried out at achievement by it result necessary to the employer. Thereby the mechanism of interaction of various interests is realized.

However, consideration of the material rewards as the main stimulus would be one-sided approach to the work quality of management problems. Different age groups of workers in the work motivation system have different priorities. Moreover, without denying the material compensation importance, it is necessary to emphasize a systematic approach to stimulate labor with quality management, full use of labor motivation, based on the variety of needs and interests. In addition, they should be decided through working out the quality management system, using the motivation mechanism (Table 5).

Incentives and motives are the catalysts of overall the seller performance, and, respectively, on condition of the insufficiency - its main limiters, not always clear and explainable desire of the head.

The enterprises management holds explanatory events with the employees in order that they understood by what criteria there is progress on the positions in the company. For example, if the employee well carries out the professional duties and seeks to increase the professional skills, he will quicker move ahead on an office ladder, then the employees who are not fulfilling these requirements.

The score that will receive the estimated enterprise depends on as far as it managed to come nearer to the standard. Extent of this approach is estimated in percentage. Thus, the assessment “100” will be received by the enterprise, which managed to achieve ideal quality of service, and “0” - what fought any hunting to come back here again off the visitors. However, in reality the enterprises should fight for visitors not with ideal, but the quite real competitors. It is enough to company to be ahead of them or at least not to lag behind them. Thus it is worth taking into consideration not only the direct competitors working in the same sphere, but also the companies serving clients of the enterprise in other markets: People get used to a certain service level, and gradually start treating it as to a certain standard. Therefore, the employees’ motivation and quality of their work directly influence the level of relationship with clients.

## 7. CONCLUSION

Customer focus of the company represents the instrument of the relationship management with clients aimed at receiving steady profit in the long-term period and which is based on three criteria: Key competence, target clients and equality of positions. The international tourism development problems are one of profitable and perspective branches, it is necessary to solve by means of effective management. From the theoretical and practical point of view, customer focus approach is capable to provide opportunities for improvement of the organizations management of the tourist industry.

The successful existence basis and further development of advanced companies, including organizations of tourist industry is gradually becoming an effective CRM. Orientation on the relationships improvement with customers due to a number of trends, such as competition strengthening, increasing customer requirements for product quality and service level, reducing the effectiveness of traditional marketing tools, as well as the advent of new technologies of interaction with customers and operations divisions of the company.

**Table 5: The relationship with clients’ assessment on stages and quality**

Stages of relations with customers	Buyers retention factor	Orders number	Profit sum, thousands of rubbles	Profit. thousands of rubbles
Customers quantity on stages				
With improvement	1.2	244	180.9	65.8
With degradation	0.4	121	42.5	24.8
Without changes	0.5	157	74.5	36.7

Knowing the customers and their demands and needs satisfaction, can allow the company to obtain new opportunities for the marketing of goods and services and become a key factor for sustainable development and a source of long-term rental competitive advantage of travel agencies in the international market. Coherent policies in this area will increase the flow of tourists, which will use client-oriented approach. Such approach to solving the problems of reliable open prospects for increasing the investment size in the tourism sector, will lead to the increase revenues to the state budget.

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