THEORETICAL-CONCEPTUAL ASPECTS OF CUSTOMER-ORIENTED BUSINESS ORGANIZATION

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Abstract: *This paper analyzes the strategic role of Customer Relationship Management (CRM) systems in enhancing business performance. The aim is to show how CRM supports customer loyalty, automates processes, and improves decision-making. Using qualitative analysis and segmentation models such as ABC and XYZ, the study outlines CRM as both a technological solution and a business strategy. CRM centralizes customer data, integrates sales and marketing activities, and ensures consistent communication. Key features—such as contact management, task automation, and reporting—improve workflow and offer better control to managers. The findings show that even small businesses benefit from CRM by increasing efficiency, personalizing interactions, and boosting retention. CRM systems also support segmentation and prioritization of clients, which directly impacts profitability. In conclusion, CRM is more than a tool— it is a strategic asset that helps companies remain competitive in customer-centric markets.*

Key words*: CRM systems, customer retention, sales automation, segmentation models, business strategy, data-driven decisions*

1. Introduction

In today's competitive and digital-driven market, building strong, long-term customer relationships is essential for business success. Customer Relationship Management (CRM) has evolved from a simple sales tool into a strategic system that combines technology, processes, and business philosophy to manage and enhance customer interactions.

Modern CRM systems allow companies to automate key tasks, centralize customer data, personalize communication, and align sales, marketing, and service efforts. This integrated approach improves customer retention, increases efficiency, and drives profitability.

This paper explores the concept, features, and benefits of CRM systems in modern companies, showing how they contribute to better customer understanding, smarter decision-making, and sustainable growth.

2. Basic content.

Concept, characteristics and advantages of CRM configuration in companies. Customer Relationship Management has taken hold of company management, creating the foundation for long-term success. The distinctive feature of modern business is the leading role of Information Technology (IT) in the process of forming and managing customer relations. The use of IT allows automating the execution of many tasks in the business process.

In the conditions of similar information growth without a clearly structured, well-thought-out system, including a database with the most complete and detailed information about customers, as well as the tools for analyzing and planning customer relations, the task of customer retention becomes practically unfeasible.

Nowadays, consumers research products before making a purchase, but there are also impatient people who choose the first one they see or catch their eye.

The internet today can be seen as the 'lifeline', with the multitude of possibilities it offers. Thus, there are a lot of topics you can read about or turn to, such as: CRM applications, sales software, marketing software, contact management systems, etc. Also, information is another possibility you can turn to,

i.e. you talk to people you know and see their recommendations or what they say about the product or company offering it. In this respect, companies can develop actions, but the most effective and popular one is currently customer relationship management (CRM or CRM) software. This will generally include some form of customer management system, sales automation software and sales database software, as well as a competitive strategy.

Thus, according to this strategy, the company should be guided not by the desire to close a single transaction, which will bring a short-term result, but to strive to establish a relationship with the consumer that is profitable in the long term.

The essence of the CRM approach is as follows: acquire, retain and develop customers, know your customers' needs, prioritize relationships over product. However, there is currently no strict definition of CRM. The most authoritative views are that CRM means a combination of strategies, software and business processes that help create long-term relationships between companies and their customers.

The most characteristic definitions of CRM and its applications can be systematized as we can see based on the expert sources:

1.CRM is a clearly structured business strategy for creating and maintaining profitable and long-term relationships with customers. CRM technology is a critical factor that ensures the implementation of processes necessary to transform a strategy into real business results.

2.CRM is an enterprise strategy for selecting and managing customer information to optimize long-term profitability.

4.a) A management philosophy that a company's objectives can best be achieved by identifying and satisfying the stated and unstated needs and wants of customers.

b) A computerized system for identifying, targeting, acquiring and retaining the best mix of customers.

5.CRM is a combination of business strategies, software and processes that help build long-term relationships between companies and customers.

6.CRM as Strategy: This is a business' philosophy on how to manage relationships with customers and prospects. CRM as Technology: This is a technology product, often in the cloud, that teams use to record, report, and analyze interactions between the company and users. This is also called a CRM system or solution.

7.CRM is a combination of practices, strategies and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle to improve customer service relationships and assist in retaining customers and driving sales growth.

8.CRM is an approach to managing a company's interaction with current and potential customers. It uses analyzing data about a company's customer history with a company to improve business relationships with customers, focusing specifically on retaining customers and ultimately driving sales growth. An important aspect of the CRM approach is CRM systems that compile data from a number of different communication channels, including a company's website, telephone, email, live chat, marketing materials and more recently, social media.

9.Customer relationship management (CRM) is a business strategy that optimizes revenue and profitability while promoting customer satisfaction and loyalty. CRM technologies make it possible to develop the strategy as well as identify and manage relationships with customers, in person or virtually. CRM software provides business functionality across four segments: sales, marketing, customer service and digital commerce.

10.CRM is a strategic approach concerned with creating superior shareholder value by developing appropriate relationships with key customers and customer segments. CRM unites the potential of IT and relationship marketing strategies to deliver long-term profitable relationships. Importantly, CRM offers increased opportunities to use data and insights to both understand customers and better implement relationship marketing strategies. This requires a cross-functional integration of human resources, operations, processes and marketing that is powered by information, technology and applications.

In recent years, Customer Relationship Management (CRM for short) systems have become a strategic foundation for various companies and an important factor in their success. More and more

businesses and companies are increasing their profits and developing their competitiveness by strengthening relationships with existing customers and making them more attractive to new ones. Advanced CRM technologies have taken the contemporary market by storm, driving the long-term success of a growing number of companies in almost all branches of the economy. The CRM approach is based on the use of advanced management and information technologies (IT), whereby an economic agent collects information about customers at all stages of their business cycle, processes it and then utilizes it by building mutually beneficial relationships. The use of IT enables the automation of many tasks in the business process.

However, effective CRM implementation is not an easy process, requiring thorough preparation and well-thought-out solutions. The unsatisfactory results of many CRM implementation projects are often associated with the lack of sufficient methodological materials in the field. Organizational and structural changes are necessary for CRM system implementation at all levels of the company (strategic, organizational structure, operational activity and personnel). When selecting a CRM system, it is very important that it has all the functions that the user needs.

CRM (Customer Relationship Management) means a software solution used for customer relationship management by the sales team. CRM software is, in practice, the sales representatives' electronic address book, in which they write down and store all the essential information about their sales activity: customers, customer contacts, discussions, offers, proposals, invoices, etc. For management, CRM systems provide sales reports, which can be used to make the best decisions in the sales strategy.

Key system features:

1. The CRM software is the single source of all customer interactions, from request for quotation to invoices issued (going through customer quotations, orders, visits, proposals, communication). Everything related to customer or partner relations is recorded in the CRM and thus kept track of forever.

2. The CRM software becomes the central place, the company's single database, for all the natural and legal persons with whom the company interacts. Any contact information obtained by a sales agent, for example, is added to the CRM software.

3. Organizing, segmenting and managing your customer and sales database is possible with CRM software. Thanks to the wealth of information stored in the CRM software about companies or individuals, you can divide your customers into segments, relevant according to the field of activity (turnover, sales volume, type, delivery, etc.).

4. All sales and marketing documents, with financial or non-financial impact, are stored in the CRM software: offers, contracts, orders, invoices, receipts, sketches. Thus, in the "customer file" in the CRM system, sales representatives will have access to all the key information about their business relations with customers, which will help them to run their business successfully.

5. With CRM software, companies also solve their document management problem. Issued sales documents can be stored in electronic (scanned) form in the CRM application. Based on access rights to document types, the security of confidential documents is ensured.

6. The CRM software makes it possible to impose clear sales procedures within companies. Questions such as "Who approves discounts?", "Who sends the offer?", "How long does it take to call a customer back?", "What functions do we use telesales for?", "What brochures are used in sales meetings?" will be answered with CRM software, which helps to impose a clear way of working.

7. For managers, CRM software is a tool for control and reporting. With sales reps filling in CRM on a daily basis, managers will have a clear picture of visits, enquiries, quotations, offers, invoices, receipts - the sales pipeline.

8. For sales managers, CRM software is the tool for coordinating sales representatives. Dividing customers into portfolios and assigning them to agents, imposing targets, scheduling weekly presentations - these are just some of the activities that sales managers manage with CRM.

9. The success of marketing campaigns to attract leads and orders is tracked from CRM software. By implementing CRM-generated contact forms on the website, customers thus get traceability on leads from the time of inquiry through to sales and invoicing.

10. CRM software functions as a technology platform integrated with various effective marketing tools: software for sending newsletters (integration with mailChimp and others), software for monitoring lead activity on Facebook, software for sending SMS, call centers, etc.

The customer base is a company's most valuable asset — and it must be managed accordingly. Without proper maintenance, businesses risk losing both profit and growth potential. CRM systems ensure that no customer is forgotten, enabling consistent communication, better service, and smarter sales strategies. Selling to existing customers is significantly easier than attracting new ones, and techniques like upselling and cross-selling can boost revenue by up to 27%.

A well-maintained customer base supports ongoing marketing efforts, reactivation campaigns, and helps tailor offers to real needs. It also increases a company's value in the eyes of investors or buyers. Loyalty today is driven less by price and more by experience, service, and personalization. Excel spreadsheets may suffice in the beginning, but for real security and scalability, a CRM system is essential. In today's competitive market, it's not just about gaining customers, but keeping and understanding them.

The system is able to:

✓ Keep a history of relationships with thousands of customers. If the sales manager quit or got sick, his absence will not affect the quality of work with the customer;

✓ It protects the customer base against withdrawal. To delete and download the database from the CRM system, you must have special rights that are not available to ordinary users;

✓ Set up system actions for communicating with the customer: reactivation, resuscitation, after-sales work etc.;

✓ Improves the quality of customer work and service. This will make customers more loyal; you emphasize reputation and profitability;

✓ Collect contacts at all points of customer interaction. The customer database should be regularly replenished. You need to continue to work with old customers and regularly attract new ones. Even those who called the office and asked about the cost of the product should be contacts in the CRM. These are potential company customers who have said;

✓ Business automation per every customer action in the company.

Thus, the CRM system:
- is a customer relationship management system;
- aims to build long-term customer relationships;
- accumulates information about past interactions
- builds customer loyalty by personalizing work;
- thereby increasing company profitability.

✓The role and importance of the customer base I related above. It is important to at least somewhat manage this base. But it is more effective to manage it according to certain rules. One of them is database segmentation. Customer base segmentation is the division of your customer base into groups, which are based on some criterion. The most common segmentations are ABC and XYZ segmentation and their synthesis. ABC segmentation divides customers according to purchase volume. So A is the largest customers, B is medium and C is small. XYZ segmentation is based on frequency of purchases. X are regular customers; Y are occasional customers and Z are one-time customers. The Pareto 20/80 rule also works in business. Accordingly, customers A and X represent 20% of the base, which gives 80% of sales.

Segmentation of the database is important for proper organization of customer work and a more accurate understanding of customer needs. Obviously, working with large A customers should be of a higher level than with C customers. Consequently, the manager should spend less time and effort to work with some and more to work with other customers. Depending on the segmentation class

determines the regularity of meetings, frequency of calls, etc.

A small company with a relatively small number of customers, a sales department of only a few people. It seems that even without a CRM system, controlling customer work is as easy as peeling pears. Actually, it isn't. Very soon after the introduction of an automated system, a large number of shortcomings are revealed, and the efficiency of the sales department increases significantly.

3. Conclusion

In today's competitive business environment, especially within small and medium-sized enterprises, implementing a CRM system is not just a technological upgrade—it is a strategic necessity. By centralizing customer interactions, ensuring no potential client is lost, standardizing employee workflows, and enabling data-driven decision-making, a CRM system enhances the overall efficiency and effectiveness of a company's operations. Furthermore, the built-in tools and integrations within modern CRM solutions offer a structured starting point for business owners who may lack expertise in sales process management. Ultimately, adopting a CRM system supports sustainable growth, improved customer relationships, and a more professional approach to sales and service.

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