

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
Faculty of Transport, Management and Logistics
Logistics Department

APPROVED
Head of the Department

Grygorak M.Yu.
(signature, surname and name)
«05» June 2020

BACHELOR THESIS

(EXPLANATORY NOTES)
OF GRADUATE OF ACADEMIC DEGREE
«BACHELOR»

THEME: **«Organization of client-oriented service of cleaning company»**

Speciality 073 «Management»

Educational and Professional Program «Logistics»

Done by Shport Ivan V.
(surname and name) (signature, date)

Supervisor Pozniak O.V.
(surname and name) (signature, date)

Standards Inspector Kaban N.D.
(surname and name) (signature, date)

Kyiv 2020

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ АВІАЦІЙНИЙ УНІВЕРСИТЕТ
Факультет транспорту, менеджменту і логістики
Кафедра логістики

ЗАТВЕРДЖУЮ
Завідувач кафедри логістики
Григорак М.Ю.
(підпис, П.І.Б)
«05» червня 2020 р.

ДИПЛОМНА РОБОТА

(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ВИПУСКНИКА ОСВІТНЬОГО СТУПЕНЯ

«БАКАЛАВР»

ТЕМА: «Організація клієнтоорієнтованого сервісу клінінгової компанії»

зі спеціальності 073 «Менеджмент»
(шифр і назва)
освітньо-професійна програма «Логістика»
(шифр і назва)

Виконавець: Шпорт Іван В'ячеславович
(прізвище, ім'я та по батькові) (підпис, дата)

Науковий керівник: Позняк О.В.
(прізвище та ініціали) (підпис, дата)

Нормоконтролер: Кабан Н.Д.
(прізвище та ініціали) (підпис, дата)

Київ 2020

NATIONAL AVIATION UNIVERSITY
Faculty of Transport, Management and Logistics
Logistics Department

Academic degree Bachelor

Speciality 073 «Management»

Educational and Professional Program «Logistics»

APPROVED
Head of the Department

Grygorak M. Yu.
(signature, surname and name)
«25» May 2020

TASK

FOR COMPLETION THE BACHELOR THESIS OF STUDENT

Shport Ivan V.
(surname and name)

1. Theme of the master thesis: «Organization of client-oriented service of cleaning company» was approved by the Rector Directive №553/ср. of May 04, 2020.
2. Term performance of thesis: from May 25, 2020 to June 21, 2020.
3. Date of submission work to graduation department: June 05, 2020.
4. Initial data required for writing the thesis: general and statistical information about cleaning company “Chistyj Svet”, production and financial indicators of the company “Chistyj Svet”, literary sources on customer service process and client-oriented service, Internet source.
5. Content of the explanatory notes: introduction; the customer-oriented approach: the concept and key indicators of the company; client-oriented approach as the main factor of increasing effectiveness of a company; general characteristic of cleaning company “Chistyj Svet”; financial analysis of the cleaning company; analysis of the service standards of the cleaning company; proposals for the implementation the standards of customer-oriented service of a cleaning company; development of assessing standards the customer-oriented service of a cleaning company; Practical recommendations for the implementation of a customer oriented assessment of the cleaning company; conclusions.
6. List of obligatory graphic matters: tables, charts, graphs, diagrams illustrating the current state of problems and methods of their solution.

7. Calendar schedule:

№	Assignment	Deadline for completion	Mark on completion
1	2	3	4
1.	Study and analysis of scientific articles, literary sources, normative legal documents, preparation of the first version of the introduction and the theoretical chapter	25.05.20-27.05.20	Done
2.	Collection of statistical data, timing, detection of weaknesses, preparation of the first version of the analytical chapter	28.05.20-29.05.20	Done
3.	Development of project proposals and their organizational and economic substantiation, preparation of the first version of the project chapter and conclusions	30.05.20-01.06.20	Done
4.	Editing the first versions and preparing the final version of the master thesis, checking by standards inspector	02.06.20-03.06.20	Done
5.	Approval for a work with supervisor, getting of the report of the supervisor, getting internal and external reviews, transcript of academic record	04.06.20	Done
6.	Submission work to Logistics Department	05.06.20	Done

Student _____
(signature)

Supervisor of the master thesis _____
(signature)

8. Consultants of difference chapters of work:

Chapter	Consultant (position, surname and name)	Date, signature	
		The task was given	The task was accepted
Chapter 1	Associate Professor, Pozniak O.V.	25.05.20	25.05.20
Chapter 2	Associate Professor, Pozniak O.V.	28.05.20	28.05.20
Chapter 3	Associate Professor, Pozniak O.V.	30.05.20	30.05.20

9. Given date of the task May 25, 2020.

Supervisor of the master thesis: _____
(signature of supervisor)

Pozniak O.V.
(surname and name)

Task accepted for completion: _____
(signature of graduate)

Shport Ivan V.
(surname and name)

ABSTRACT

The explanatory notes to the bachelor thesis «Organization of client-oriented service of cleaning company» comprises of 74 pages, 22 figures, 12 tables, 50 references.

KEY WORDS: CLIENT-ORIENTED SERVICE, CLEANING COMPANY, LOYALTY, CUSTOMER SATISFACTION INDEX, NET PROMOTER SCORE, WEIGHTED SATISFACTION RATING

The purpose of the research is to study the theoretical foundations and develop practical recommendations for the cleaning company on the basis of the introduction of customer-oriented technologies.

The object of the study of the thesis is the activities of the company "Chistyj Svet" in the field of cleaning services.

The subject of this thesis is the principles, methods, and tools of customer-oriented management of the cleaning company.

Methods of research are system approach, generalization, economic - statistical analysis, graphic modeling.

The thesis consists of three chapters, introduction and conclusions, and recommendations.

Materials of the thesis are recommended for use during scientific research, in the educational process and in the practical work of specialists of logistics departments.

CONTENTS

NOTATION	7
INTRODUCTION	8
CHAPTER 1. THEORETICAL BASIS OF ORGANIZATION THE CLIENT-ORIENTED SERVICE OF A COMPANY.....	10
1.1 The customer-oriented approach: the concept and key indicators of the company	10
1.2 Client-oriented approach as the main factor of increasing effectiveness of a company	20
1.3 Chapter 1 summary.....	25
CHAPTER 2. ANALYSIS OF THE ACTIVITIES OF A CLEANING COMPANY IN THE UKRAINIAN MARKET.....	26
2.1 General characteristic of cleaning company “Chistyj Svet”.....	26
2.2 Financial analysis of the cleaning company “Chistyj Svet”.....	31
2.3 Analysis of the main financial indicators of the cleaning company “Chistyj Svet”.....	36
2.4 Chapter 2 summary	40
CHAPTER 3. DEVELOPMENT OF PROJECT PROPOSALS FOR ORGANIZING A CUSTOMER-ORIENTED SERVICE OF A CLEANING COMPANY.....	42
3.1 Proposals for the implementation the standards of customer-oriented service of a cleaning company.....	42
3.2 Development of assessing standards the customer-oriented service of a cleaning company	51
3.3 Practical recommendations for the implementation of a customer oriented assessment of the cleaning company “Chistyj Svet”.....	62
3.4 Chapter 3 summary	66
CONCLUSIONS AND RECOMMENDATIONS	67
REFERENCES	70

NOTATION

- CES – Customer Effort Score
- CLI – Customer Loyalty Index
- CSI – Customer satisfaction index
- NPS – Net Promoter Score
- SCI – Secure Customer Index
- WSR – Weighted Satisfaction Rating

INTRODUCTION

When analyzing the main trends in the situation in various corporate markets, a constant increase in competition is evident. It also encourages companies to search for new tools and approaches for attracting and retaining a client. A customer-oriented approach is considered by many as a worthy way out of the current market situation. However, most managers and specialists do not know what needs to be done so that the client votes for customer focus with his own money.

Recently, “customer oriented” means the policy of a successful organization that is aware that the client is at the center of its activity. Even the most common interpretations of it are identifying the needs of the client, respectful and interested attitude to him, focusing on long-term relationships with the client, etc. - do not give a complete picture of how the organization should change in order to become customer-oriented.

Very often there is a substitution of concepts: customer orientation is identified with the presence in the company of quality service standards. Any customer has the right to guaranteed quality service and respect, even if the purchase did not take place. These are the basic norms of customer relationship, relevant for any organization. But at the same time, strictly observing service standards, the organization may not be customer-oriented. In other words, she does not seek to create conditions under which the client wants to reuse her services.

To reveal the image of a customer-oriented company, it is necessary to define the term “customer focus” itself. It seems logical to consider this concept broader than just “customer orientation”. The definition proposed below was formulated after studying the organizations that the surveyed experts recognized as customer-oriented, and highlighting the general characteristics inherent in such an organization.

Customer-oriented is a customer relationship management tool aimed at achieving sustainable long-term profit and based on three criteria: core competency, target customers and equal position

Honest feedback from customers allows companies to better understand their strengths and weaknesses, identify service deficiencies or reveal serious problems in their work. You can study the audience's attitude to a brand or company using customer satisfaction techniques. This determined the relevance of the topic of the thesis.

Based on the relevance and degree of scientific development of the problem, the purpose of the thesis is to organize the activities of the cleaning company on the basis of the introduction of customer-oriented technologies.

To achieve this goal in the thesis were solved the following tasks:

- the analysis of literary sources is carried out and views of scientists on the definition of "customer orientation" are generalized;
- the main features of "customer orientation" are highlighted;
- the activity of the cleaning company is characterized;
- the main financial indicators of the cleaning company "Chistyj Svet" are analyzed;
- standards of customer service of the cleaning company is analyzed;
- the standard of an estimation of client orientation of the company is developed;
- the system of an estimation of client orientation of the company is offered and index calculation is carried out;
- developed practical recommendations for improving the customer orientation of the cleaning company.

The object of the study of the thesis is the activities of the company "Chistyj Svet" in the field of cleaning services.

The subject of this thesis is the principles, methods, and tools of customer-oriented management of the cleaning company.

The information base was the data of the financial statements of the cleaning company "Chistyj Svet". When developing and substantiating the main provisions of the thesis, the following methods were used: system approach, generalization, economic - statistical analysis, graphic modeling.

The bachelor thesis consists of three chapters, introduction and conclusions, and recommendations.

CHAPTER 1

THEORETICAL BASIS OF ORGANIZATION THE CLIENT-ORIENTED SERVICE OF A COMPANY

1.1 The customer-oriented approach: the concept and key indicators of the company

When analysing the main trends in the situation in various corporate markets, a constant increase in competition is evident. It also encourages companies to search for new tools and approaches for attracting and retaining a client. A customer-oriented approach is considered by many as a worthy way out of the current market situation. However, most managers and specialists do not know what needs to be done so that the client votes for customer-oriented with his own money.

Recently, “customer-oriented” means the policy of a successful organization that is aware that the client is at the center of its activity. Even the most common interpretations of it are identifying the needs of the client, respectful and interested attitude to him, focusing on long-term relationships with the client, etc. - do not give a complete picture of how the organization should change in order to become customer-oriented.

Very often there is a substitution of concepts: customer orientation is identified with the presence in the company of quality service standards. Any customer has the right to guaranteed quality service and respect, even if the purchase did not take place. These are the basic norms of a customer relationship, relevant for any organization. But at the same time, strictly observing service standards, the organization may not be customer-oriented. In other words, she does not seek to create conditions under which the client wants to reuse her services.

To reveal the image of a customer-oriented company, it is necessary to define the term “customer-oriented” itself. It seems logical to consider this concept broader than

just “customer orientation”. The definition proposed below was formulated after studying the organizations that the surveyed experts recognized as customer-oriented and highlighting the general characteristics inherent in such an organization.

Customer-oriented is a customer relationship management tool aimed at achieving sustainable long-term profit and based on three criteria: key competence, target customers, and equality of position (see fig. 1.1) [8].

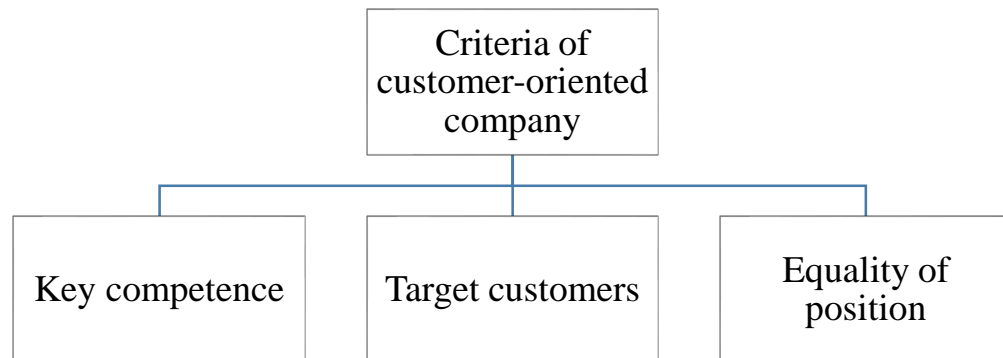


Figure 1.1 - Criteria of customer-oriented company

Consider in more detail all these criteria.

1. The key competence is the company's ability to achieve certain results with greater efficiency. Key competence should be long-term (not short-term or one-time), realized by the company management and regularly used (personnel should be able to repeat their successful actions). In many cases, core competency can be narrowed to the notion of “competitive advantage” —the client’s customer-aware characteristics of the supplier (its core competency) that have a significant impact on customer preferences. An organization may not have many key competencies, but at the same time their wording should be extremely specific, giving a clear idea of the advantage of this company. Here are examples of key competencies of different companies (from work experience): effective management of a wide range of inventories; technology for creating a unique product; the ability to fulfil their obligations in any case; the ability to build the infrastructure in the best way to serve a large number of customers; ability to masterfully sell any product [5].

2. Target customers - a limited list of customers or client groups that are priority for the company in the long term. The characteristics of the target customers should be formalized and meet the basic criteria for segmentation, namely: independence of the characteristics from the company's attitude to the client (examples of dependent characteristics are the volume of purchases from the supplier, the internal rating of the client from the supplier, the duration of the relationship); measurability and unambiguous interpretation of characteristics (an example of ambiguous characteristics - the type of personal relations of a manager with a client representative, good / bad client); independence of characteristics when used together (for example, it is impossible to simultaneously use the characteristics of the scale of the client's business and the total demand of the client for the product) the similarity of consumer behaviour within the client group [5].

Each target customer group must have unique needs. Unlike the basic ones, they, as a rule, are not reflected in the standards of quality service and go unnoticed. Such needs, in particular, include: carrying out shipment after hours; maintaining emergency stock at the supplier's warehouse; special requirements for the replacement period for non-conforming product specifications; providing a supplier of licensed and other solutions; paperwork in a form different from accepted standards; additional reporting, etc.

3. Equality of positions (partnership) - relations between the supplier and the client, in which there is no dominance (conscious or accidental) of one of the parties at any stage of the relationship. Moreover, partnerships mean a sufficient degree of openness of the seller and the buyer, expressed, for example, in the voluntary disclosure of the price structure for the buyer or warning the client about the possibility of a shortage of any product. The openness of partners allows the opportunity to show dissatisfaction with the state of the relationship (the existence of working conflicts between the seller and the buyer). The main feature of partnerships is the absence of dependence on the counterparty [5].

Based on the considered above, customer-oriented can be defined by the following formula: Customer focus = Understanding the customer + Caring for the customer + Formation of customer value.

All these criteria form the model of the client-oriented company (fig.1.2).

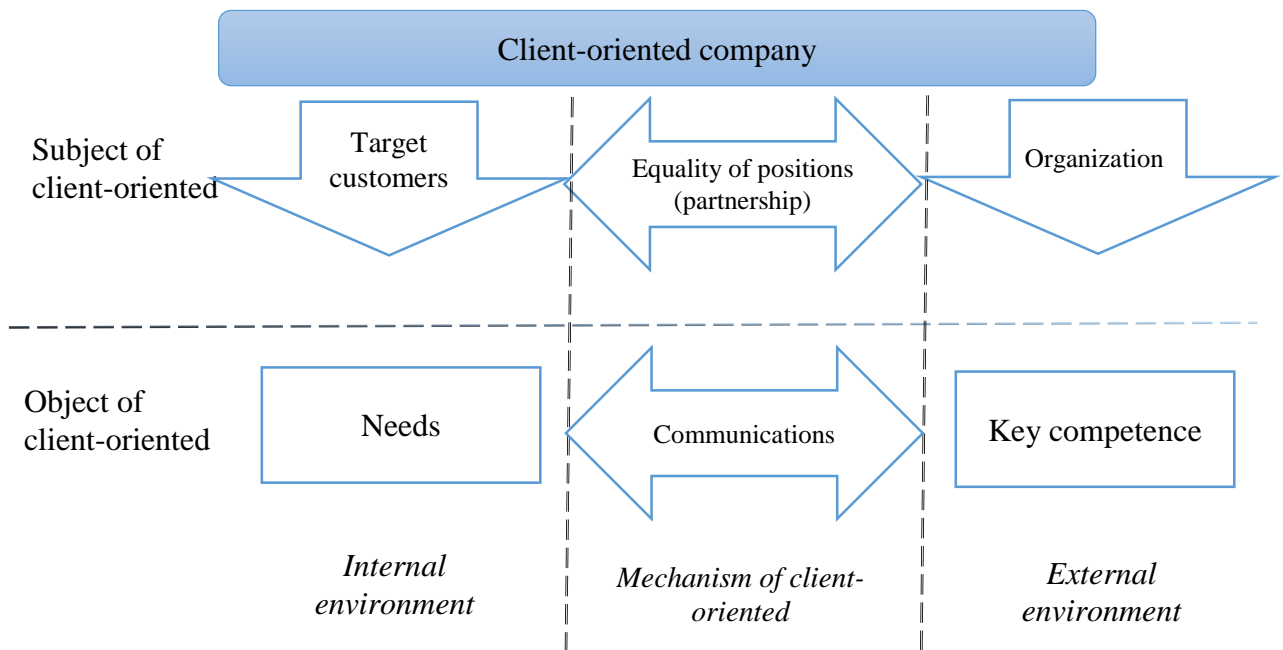


Figure 1.2 - Model of the client-oriented company

The basis of the customer-oriented approach is the respect of customers by the company and the trust of customers in the company. It is also important to talk about mutual benefits. In the case of consumers, getting consumer value that meets expectations, as well as various tangible and intangible bonuses for repeated contacting the company. For the seller - a stable customer flow, formed not only by new customers, but also a large base of regulars.

Customer-oriented also can be understood as self-restraint of the organization, rewarded by its customers. The company does not go beyond its competence and does not try to satisfy absolutely all the needs of all its customers, instead focusing on its core competency for a limited target group that is capable of establishing partnerships [3].

Despite hasty growth in numbers of publications on this theme, still there are a lot of unanswered questions, related to the theory and practice of client-oriented companies' establishment. No consistent approach to the concept of a client-oriented approach, it's the meaning and software tooling backup has yet been evaluated, what is considered as principal holdback in the way to the establishment of client-oriented organizations. Views on the concept of a client-oriented approach varied for the last years. So in manager polls and publications on the subject, we run into a great many stands.

The analysis of nowadays representations for the concept of client orientation detected some more of its characteristics. Evidently because of the sanctity of company's resources it is impossible to serve all the clients absolutely neither to provide them with maximal value. So it is necessary first of all to take note of most profitable customers trying to retain them. As noted by Philip Kotler, you should take care of your clients, but not necessarily of every of them equally [7].

R.Blackwell, P.Miniard and G. Angel consider orientation to consumers to be a strategic decision on concentration of all company's resources to serve and satisfy clients yielding profit [13].

From the viewpoint of Peter Fader to be a client oriented organization means studying the customer value and focusing of marketing efforts immediately on real consumer segment with high added cost in order to increase the profit taking [1].

Therewith definitions emphasize the need to make changes in inner business processes, to create in the company a client-centered structure, where all management of the work is subdued to realizing objectives of understanding, attracting, and retaining of most valuable clients.

The client-oriented approach is an organization of work whereby client requirements form the structure of the company's business processes and the company's resources are consolidated for the creation and supply of customer's values. A big role in a client-centered structure is played by the workforce.

By Mann, a client-oriented approach is the creation of the right ideology, client-oriented products, and business processes, as well as, most important, right staff –

professional, trained, motivated, and targeted at the making buyers the clients for life [9].

Shavrovskaya implies, that client-oriented approach is a characteristic of the business, the company and the employee. An inner client-oriented approach is company's focusing on satisfaction of requirements of inner client i.e. company's employee. The approach, otherwise, the one of personnel is the total of knowledge, skills and know-how which thanks to proper inducement, values, orientations and employee's personal qualities facilitates certain behaviour establishing and maintaining relations with clients for accomplishing of company's purposes [19].

The main definitions of a client-oriented approach are summarized in figure 1.3.

Summing up, we define the concept of the customer-oriented approach as the company's capability to get solid business performance through the greater, in comparison to competitors, a satisfaction of profitable clients' requirements, and the company's client-centered structure. Having conceptually decided on the characteristic of a client-oriented company, it is important to understand which metrics should exist in such a company.

Authorial understanding of the client-oriented approach concept allows us to suggest that the most significant external indicators for a client-oriented approach are the following:

1. Client's satisfaction rate and loyalty index. Satisfaction analysis covers characteristics of the company work that is after all affecting the loyalty rate and thus the retaining of clients. As client orientation is a long term strategy it is important to understand what value the client yields within the whole period of cooperation with the company.

2. Customer lifetime value (CLV). The company aims at rising the retention rate and the length of the client's life, to make an attraction more effective and to increase the client's return level. The main asset of CLV is the shift in emphasis from the client's short term profitability to an assessment of long term results.

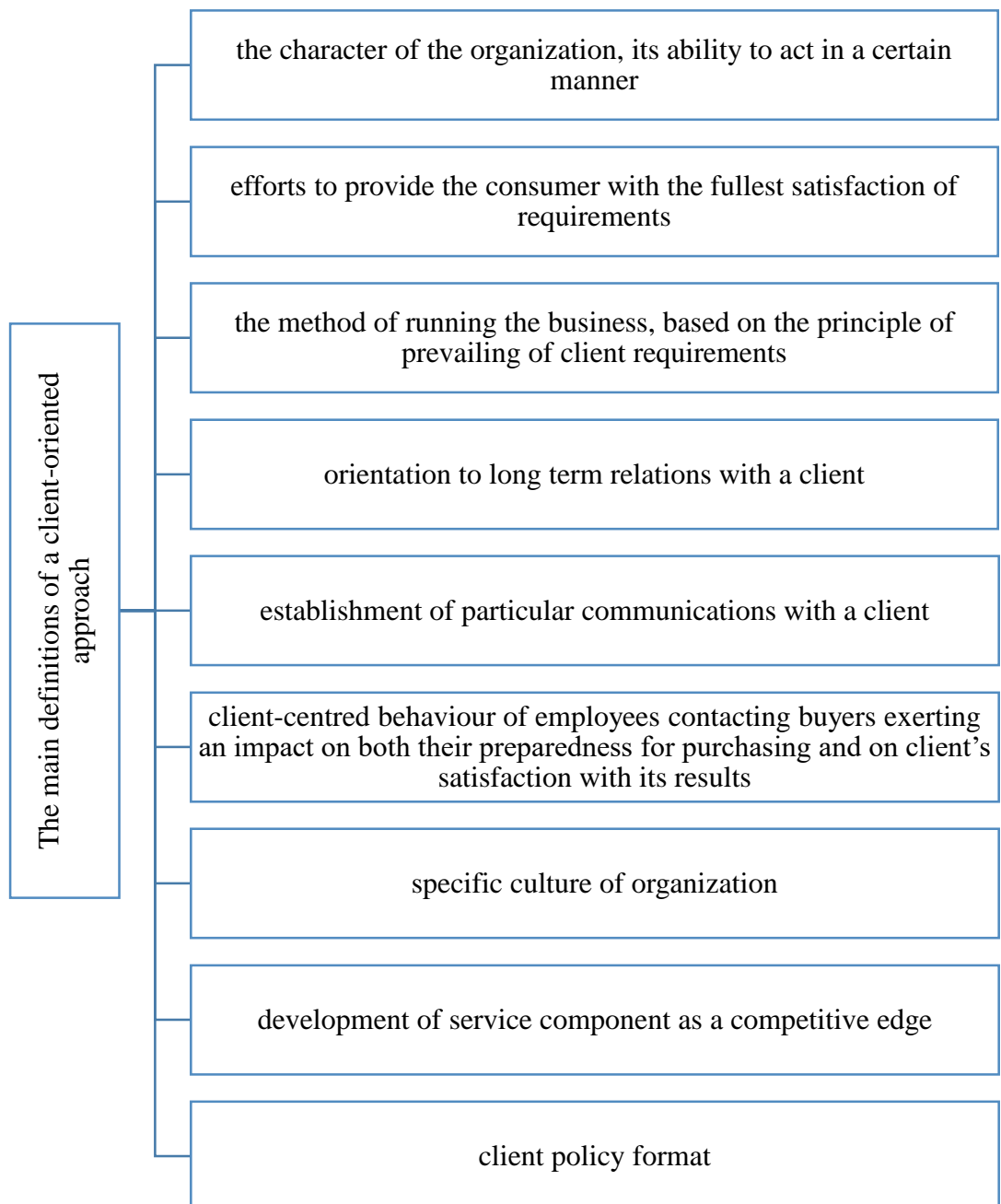


Figure 1.3 - The main definitions of a client-oriented approach

Various aspects of the manifestation of customer orientation can be demonstrated on the basis of the McKinsey 7S model, which considers the organization as a system consisting of seven elements. The result of such a systematization of customer focus forms is presented in table 1.1.

Table 1.1 – Aspects of customer-oriented according to the elements of the McKinsey 7S model [31]

№	Element of the 7S model	Element essence	Customer -Orientated aspect
1	Strategy	1. Organizational Long-Term Growth Plan. 2. Competitiveness and Building Strong Competitive Advantages.	The presence of a strategy allows the organization to achieve key competencies in various aspects of relationships with consumers
2	Structure	The method of organizing interaction between departments with the principles of subordination and responsibilities	The interaction of the front office and the back office in order to ensure the coordinated work of personnel in the process of customer service.
3	Managerial system	Methods for making managerial decisions, conducting daily work in the organization, business development	Compliance of accepted rules and procedures with the requirement of maximum customer satisfaction
4	System of values	Norms and standards of interaction in the organization; corporate culture principles, mission	Advocacy of customer focus values among employees of the organization
5	Skill system	Abilities, potential and competencies possessed by the staff of the organization	Competencies required to implement a customer-oriented approach
6	Composition of staff	How many employees work in the organization, who they are by profession, how the work with the personnel is organized: recruitment, advanced training, motivation	The staff is an active participant in communications between the organization and its customers, i.e., it receives and transmits information about the degree of customer satisfaction
7	Organization Relationship Style	Management style adopted by the organization; the importance of managers and their role in making strategic decisions for business development	Customer-oriented style of relationship allows you to improve and meet customer expectations.

Thus, it is possible to determine the following prerequisites for an organization that claims to be customer-oriented: the presence of conscious and purposefully developed key competencies and the absence of declarative key competencies of a

general nature (examples of the latter: production of quality goods at a fair price, meeting consumer expectations); unambiguous definition of target groups and identification of their unique needs. Willingness to refuse a non-target customer for priority key service; the priority of long-term profit over short-term profit. The urgent task of development, not survival.

Among the factors that prevent an organization from becoming customer-oriented are the following: an aggressive strategy of the organization aimed at a significant increase in market share; orientation on short-term profit [7].

In some cases, customers do not allow the organization to be customer-oriented. For example, in the case of oligopsony or a situation close to it, the client does not want to put himself on an equal footing with the provider. Significant differences in the scale of the supplier and customer business also often do not allow for partnerships. The client, taking advantage of the fact that the supplier depends on him, “pushes through” the favourable conditions for interaction only for him, forcing the supplier to abandon customer focus.

The development of a customer-oriented approach is a business response to increased competition. However, often, starting with a consumer orientation, companies move to the level of price competition (offering only discounts), then all participants lose - sellers lose profitability, and consumers increasingly pay attention to lower quality of goods and services. Enterprises are forced to compensate for the loss of profit by reducing the cost of production and personnel.

Another misinterpretation of customer focus is the blind adherence to the well-known slogan "The customer is always right." In pursuit of maximizing customer satisfaction, a business can be so carried away by attempts to keep them that the entire profit growth will be blocked by the costs of customer focus. If the company wants to stay ahead of the competition, the client must be right, but always with a benefit to the company itself.

Therefore, thinking about introducing a customer-oriented approach, we need to determine what additional value the business wants to give to its customers and how much per one retained customer it will cost him.

We want to draw attention to 3 important points that need to be considered when deciding on the implementation of a customer-oriented approach:

1. Customer focus is not expensive. It is cheaper to be a customer-oriented enterprise than to break through marketing communications through a huge stream of information noise surrounding modern consumers. However, the costs will not always be material and also involve a review of work approaches, the identification and elimination of “gaps” at the junction of units, in the system of non-material motivation of personnel, and so on. In other words, it is not only monetary, but also time-consuming.

2. Customer focus is needed where there are direct or indirect (by phone, through feedback forms) customer communications with staff. This means that she works best in the service sector. Good results are obtained by keeping consumers in online trading of all formats. If we talk about mass production, since communications are minimal, other marketing tools come to the fore in this area when forming loyalty.

3. The effectiveness of customer focus does not depend on the size of the business, but on the correctness of its “setting”. This means that for small business it can become a low-budget, but very effective instrument of competition.

Beyond that, focusing on the profitability of every particular client helps to comprehend that actual and potential customers are not equal with respect to the real potential of the company to meet their requirements profitably. To secure high satisfaction and loyalty of clients the formation of client-centered structure in the company is necessary. So an important feature of customer orientation is paying attention not to the outer client-only, but to inner one – an employee of the company - too. The personnel are a key resource upon which a client-oriented company rests itself. Evaluation of the company's inner client orientation is based on indicators of employee engagement, which may be considered as inner ones.

Nowadays personnel engagement is attributed to the main means of achievement of loyalty among company clients. Engagement is the whole of following indicators – the satisfaction of employees (employee satisfaction with principal aspects of the work in the company); loyalty (employees positive approach toward the company) and

initiative support (readiness for and ability to make substantial efforts in order to ensure best financial results at the company).

Based on this, we can assume that the implementation of a customer-oriented approach directly depends on the involvement of company personnel, which is the main internal factor in increasing the efficiency of the entire company.

1.2 Client-oriented approach as the main factor of increasing effectiveness of a company

High level of uncertainty of the modern business environment, the innovative course of the global economy and the growth of service value bring the managers to the necessity of looking for the sources of competitive advantages within their own companies, understanding that the efficiency of external marketing depends directly on the employees, their alertness and ability to orient on the clients. Despite the numerous publications devoted to the customer-oriented approach, it is necessary to state that the global understanding of this term has not been reached yet and there are still plenty of questions concerning both theory and practice of building up client-oriented companies, developing business processes of client interaction and assessment of their performance. The modern definitions of client orientation include the notion of inner client orientation and highlight the significance of the attention not only to the outer client but to the inner client (the company's employee) as well [1, 9].

Client-oriented approach - is the feature of a business, a company, and an individual employee. Inner client orientation can be also called the client orientation of personnel, which is a combination of knowledge and skills which promote a certain model of behaviour, establishment, and maintenance of relationships with the clients in order to reach the company goals.

The client orientation of personnel exists due to a certain level of motivation, values, settings, and personal qualities of the employees [12]. Assessment of inner

client orientation, which is based on the employee engagement figures, is one of the methods of reaching the loyalty of the company's clients [21].

Employee engagement promotes reaching the strategic goals of the company and leads to the situation in which every employee would sincerely take care about their work, about the company they work for, and about its clients. Moreover, the employee behaves proactively, shows enthusiasm for work, and takes full responsibility. This can be compared to an entrepreneurial model when employees perceive the company's business as their own and consider it their duty to contribute to its prosperity personally. Therefore, engagement can be defined as a state of emotional and intellectual dedication to the company that inspires the employees to do their best at work.

A research done in Europe has shown that 88 % of actively engaged employees suppose that they can positively influence the quality of their organization's production, on the other hand, 38 % of employees have shown a low level of engagement; 72 % of actively involved employees assume that they can positively influence the quality of client service and 27% have remained inactive.

The research of D. Sagers and D. Crime has proven that the employee's attitude to work and to the company has a more significant influence on the loyalty and the quality of client service than all other factors altogether. The correlation between employee engagement and company results like talented staff retention, quality client service, working efficiency, teamwork efficiency, the company's financial performance is adduced in the works of Rucci; McKay, Avery, Morris; Schneider, Hanges, & Smith [3].

The main idea of employee engagement is that the company leaders should actively develop these qualities of the company's staff. In order to do that, there should be a relevant corporate culture, a culture of engagement, and self-discipline [15].

Engagement is a combination of the following factors:

- employee satisfaction (by the main aspects of company work);
- loyalty (positive attitude to the company) support of initiative (readiness and ability to put effort into achieving high financial results of the company) [6].

As a result of continuous perfection and the development of engagement study methods performed by Aon Hewitt Associates in the last 20 years, there have been singled out three behaviour indicators that help to understand if an employee is engaged or not. Firstly, an engaged employee always talks positively about the company. For example, he or she undoubtedly recommends the company to a friend who is looking for a job, or sincerely recommends it to friends and acquaintances, becoming a «brand disciple». Secondly, the engaged employee is ready to work in the company on a permanent basis and admits the possibility of leaving it only due to serious reasons. Finally, the engaged employee strives to show extraordinary results to make the business successful. In other words, he tries to do more than it's necessary for the formal accomplishment of everyday work routine.

Engagement of all levels of employees into the business of the company and job satisfaction is on the list of quality management principles according to the international standard ISO 9000: 2000. The research has shown that the higher employee engagement and satisfaction are, the higher the rating of the company as an HR brand is, and, consequently, the employee turnover is lower, the client loyalty to the product is higher and higher is the income and the value of the company itself.

For the successful implementation of the client-oriented approach series of interconnected transformations should be performed, including the changes of a company structure, reorganization of its business processes, the introduction of specialized information systems, development of product and service perfection programs, a transformation of the corporate culture [7].

A company can be considered client-oriented, if it follows 5 basic principles in all its activities [1] (see fig.1.4)

It is also important to highlight the main problems and “gaps” in the customer orientation system that companies may face that relates to the internal factors:

1. If a company invests in staff training, but employees are poorly motivated, there is no need to talk about customer orientation. Often this happens in the premium auto business, when sales managers are forced to daily overcome their internal

psychological barriers, working with customers who have a much higher income level than they have.

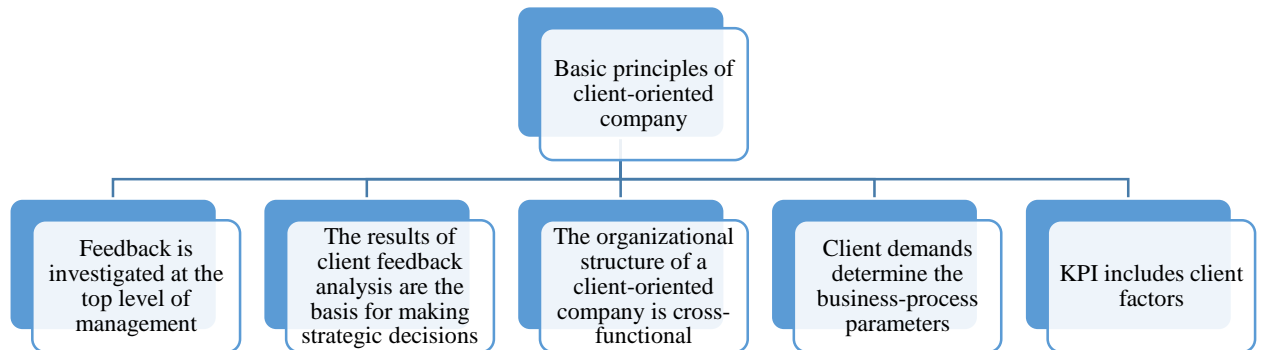


Figure 1. 4 - Basic principles of client-oriented company

2. If even the best client strategy is developed, but not communicated to employees or not understood by them, the company will not receive the result in the form of increased satisfaction and loyalty. At the heart of customer focus is always people (client personnel), only then procedures and tools.

3. If the staff does not have motivation, it will not work to introduce a new approach. There are frequent cases when a new client strategy entails an almost complete change of staff. At the same time, the stake is placed on the remaining customer-oriented employees, which, as a rule, are few, but they can be clearly identified by high sales figures, the presence of “their” customer base and a large number of regular customers.

4. If collaboration between departments is not established, all efforts to focus on customers can be useless. Especially often this happens between the departments of the “visible” and “invisible” zones. For example, even the best client manager can lose a client if the accounting department for a long time “suspends” the agreement.

5. If the staff does not have acceptable boundaries for empowerment, nothing will fundamentally change for consumers. If the sales manager is forced to coordinate all his actions with the sales manager (for example, the discount amount for a regular customer), time is lost for which the client can go to competitors. The same can apply

to the return of goods, the postponement of time or time for visiting a specialist, etc. It is necessary either to take such moments into account as much as possible in the regulations, which is practically impossible, or to give staff the authority to resolve such issues locally.

Therefore, the philosophy of customer-oriented have to be supported by all employees and based on the following principals:

1. Consumer / Client is the most important person in our office.
2. He is not dependent on us. We are all dependent on him.
3. He is not an obstacle to our work. He is her goal.
4. He is not an outsider in our business. He is part of it.
5. We do not do him a favour by serving him. He gives us a favour, giving us such an opportunity.
6. Each employee has, in addition to the main profession, another salesperson / marketer
7. Each employee assumes 100% responsibility for the quality of customer service.

Only supporting and executing all these principals gives us an opportunity and understanding of how to be a client-oriented company.

In Ukraine, client orientation is under-investigated and significant results are still absent. In our opinion, such a situation is conditioned by several basic reasons. In companies' present attitude to the personnel as to any other «material» asset of the company that can be easily replaced without damaging the whole «mechanism».

Therefore, the employees have never been considered the basic force that can directly influence the satisfaction of the customers and the achievement of the company's market goals and aspiration of the company to be client-oriented.

To sum up, it's necessary to note that client orientation nowadays demands deeper understanding and quality research that will lead to building up efficient relationships with the clients and reaching stable positions of the company in the market.

1.3 Chapter 1 summary

Customer-oriented is a concept whose definition is not clearly defined in Ukrainian and foreign literature. Summarizing its different interpretations, we can talk about customer focus as a strategic “add-on” of a business, based on 4 elements:

1. The orientation of goals and all activities to customers, recorded in the mission, values, strategy, and positioning of the company.
2. Identification of customer needs and flexible response to changes in their behaviour patterns, including under the influence of new megatrends, market, and industry trends.
3. Creation at each stage of the customer’s journey of such a customer experience that will anticipate their expectations and shape their satisfaction.
4. The company's focus on long-term relationships with consumers.

This element is one of the basic tenets of the concept of customer relations. The business is focused on maximizing the number of repeated customers that appeal to the company. Their return for goods and services is stimulated again and again by the first three elements and the formation of loyalty.

Achieving a common positive result with the client is the most correct definition of a customer-oriented approach in logistics. Various KPIs that are prescribed in the contracts do not guarantee the involvement of the manager or company employees in solving non-standard situations, nor do they guarantee an understanding of the specifics of the client’s business and the market in which he works. And this is a necessary condition for a client-oriented company - to understand not only its own processes but also the needs of the client’s business.

CHAPTER 2

ANALYSIS OF THE ACTIVITIES OF A CLEANING COMPANY IN THE UKRAINIAN MARKET

2.1 General characteristic of cleaning company “Chistyj Svet”

Before starting to analyze the activities of the company, we would like to highlight the main defining problems of using our own cleaning in Ukraine, which contributed to the organization of business in Ukraine (fig.2.1).

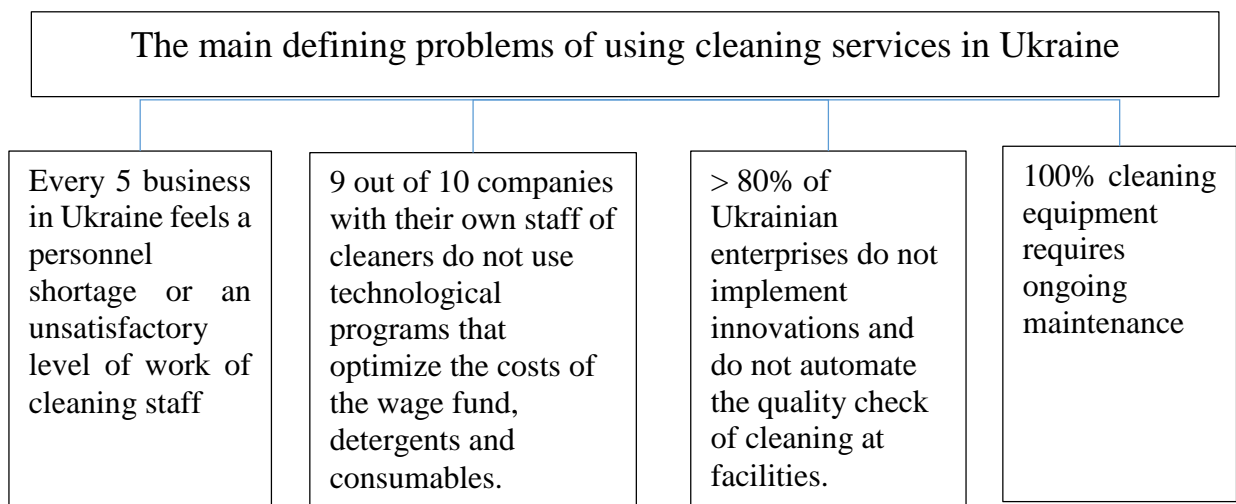


Figure 2.1 - The main defining problems of using cleaning in Ukraine

Company “Chistyj Svet” founded and operating in Ukraine since 1997, has offices in 18 cities of Ukraine and is one of the largest suppliers of equipment and services for cleaning, washing and cleaning tasks that arise in any industry.

The main stages of the company`s story are shown in table 2.1.

Mission of the cleaning company “We make the world cleaner!”.

Values of the cleaning company “Among the values of our company, we single out leadership, professionalism, teamwork, responsibility and customer-oriented

service”. The company's activities are certified in accordance with the international management quality standard ISO 9001: 2015.

Table 2.1 - The main stages of cleaning company`s “Chistyj Svet” story

№	Stage	Event
1	1997	The company “Chistyj Svet” began its work in Ukraine as a dealer of the German concern KARCHER. Opened an office and service center in Kiev.
2	1998	Representative office opened in Dnipro
3	2000-2005	Active development of the company, representative offices and service centers are opened in 22 cities of Ukraine, the CHISTO Technika store network is developing successfully.
4	2005	A new direction starts - professional cleaning and maintenance services. The first projects of automated washing complexes of industrial class at food enterprises and the railway were implemented
5	2007	Own production of high-pressure apparatuses under the brand name AquaMaster has begun.
6	2008-2012	A new stage in the development of the company is the expansion of areas and lines of business, the signing of distribution agreements with leading manufacturers of equipment, supplies and chemicals. Pure Light becomes the official representative in Ukraine of the world's leading manufacturers Tork Essity, Dyson, Tennant, Fimap, VDM, Istobal, Annovi Reverberi, Speck, System Cleaners, Fra-Ber, SaneChem, Kiilto, Nofer and many others. Today, the number of brands supplied to Ukraine totals more than 30. Together with the product business, the areas of professional cleaning and maintenance of real estate are successfully developing.
7	2013	An exclusive online service management system for our customers, Facilicom24, has been introduced. This is a software solution that allows you to create applications using a mobile device or computer, track the status, and evaluate the results of the services provided. The development of Facilicom 24 was a real breakthrough in the field of integrated real estate services. An innovative approach has allowed our customers to save financial and time resources by automating the filing of applications and accepting work performed. A representative office has been opened in the Republic of Moldova.
8	2019	3000 facilities with a total area of 2.5 million m2 for maintenance. The company has more than 4,500 employees
9	2020	Every day, hundreds of customers purchase goods and services at “Chistyj Svet”.

Advantages of a cleaning company “Chistyj Svet”:

1. Coverage of the whole territory of Ukraine allowing quick access to the client's facility.

2. High qualification of the staff thanks to its training center and the author's program of training in the client's craft.

3. Responsibility and quality assurance within the international standard. Certificate ISO 9001: 2015, IDT. Liability insurance for property damage during the course of business.

4. Innovative IT service for customers Facilicom24 online monitoring of maintenance and operation of real estate.

5. 24/7 dispatch service rapid response and emergency response.

6. Professional equipment at dealer prices and its service support.

Covering the entire territory of Ukraine - 500 settlements (see fig.2.2), company has 4,500 cleaners and technicians and 2.5 million m² areas of facilities under maintenance.

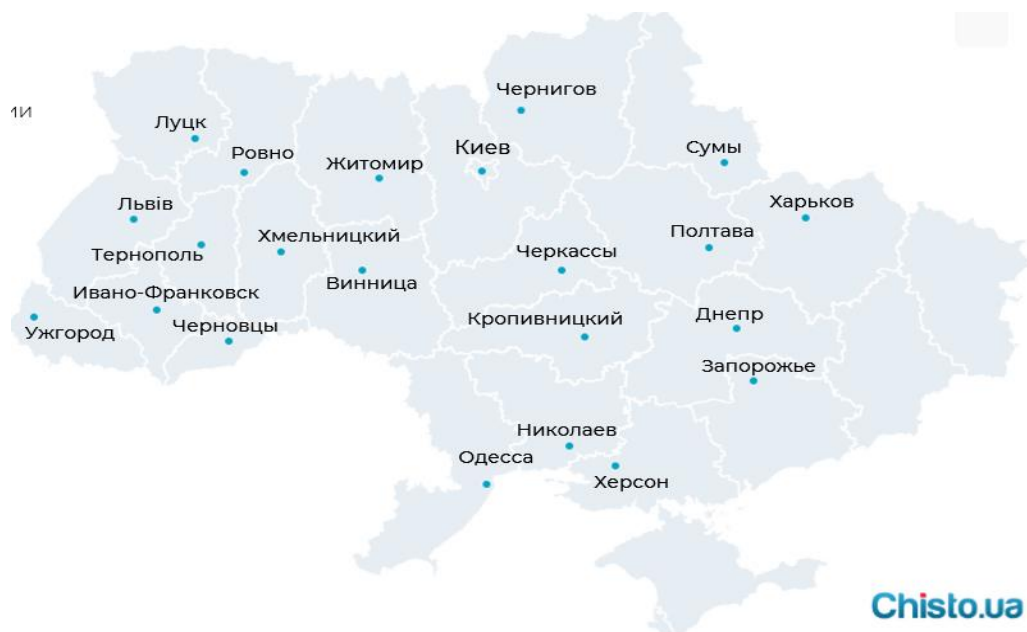


Figure 2.2 - Coverage by a cleaning service of the company “Chistyj Svet” in Ukraine

The cleaning company offers different services that are shown in figure 2.3.

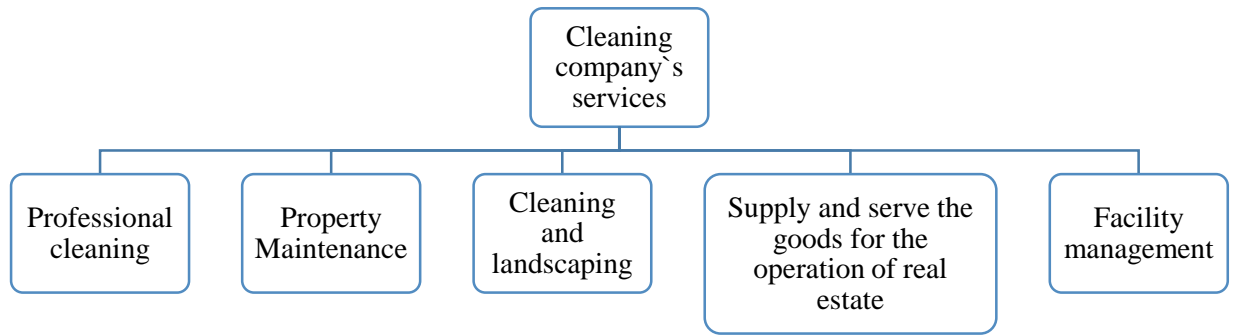


Figure 2.2 – The main services of the cleaning company “Chistyj Svet”

Consider the main services of the cleaning company “Chistyj Svet” in more detail.

1. Professional cleaning consists of two services such as:

- complex professional cleaning is a regular cleaning of the property, which results in perfect cleanliness of the premises. As a rule, it is carried out in the absence of client personnel at the facility. Regularity and time of complex cleaning – individual;

- supporting professional cleaning is carried out during the working day. It is aimed at constantly maintaining the cleanliness of the cleaned areas. Ideal for customers who value cleanliness during the operation of the facility.

2. Property Maintenance consists of the following services:

- audit and certification of the technical condition of real estate objects;
- diagnostics of the condition of equipment. Prevention and maintenance of proper equipment;

- scheduled preventive work, identification of possible failures / malfunctions;

- emergency recovery work;

- non-capital repairs of buildings and structures;

- interaction with emergency and public utilities;

- settlements, payments. Statistical reports on the use of electricity, water, coolants and other utilities.

3. Cleaning and landscaping consists of the following services:

- comprehensive and supportive cleaning of surrounding areas;

- gardening, planting care, watering and mowing lawns;

- cutting down of shoots and dead wood;

- collection and removal of garbage, household waste;
- cleaning and removal of snow, cleaning roofs of snow and icicles.

4. Supply and serve the goods for the operation of real estate (life support systems that the company serve):

- power supply and lighting;
- water supply, water treatment and sewerage;
- ventilation and air conditioning;
- heat supply systems;
- energy saving of buildings and premises, autonomous uninterruptible power supplies (diesel generators).

5. Facility management - management of real estate, the social infrastructure of the organization and the provision of the necessary business services. An integrated approach to facilitation management allows businesses to correctly coordinate timely asset servicing, assess risks in advance, increase the inventory value of an object, predict and reduce costs, and provide comfortable and competitive working conditions.

Industries serviced by a cleaning company are shown in figure 2.3. The main clients of the company are shown in figure 2.4.

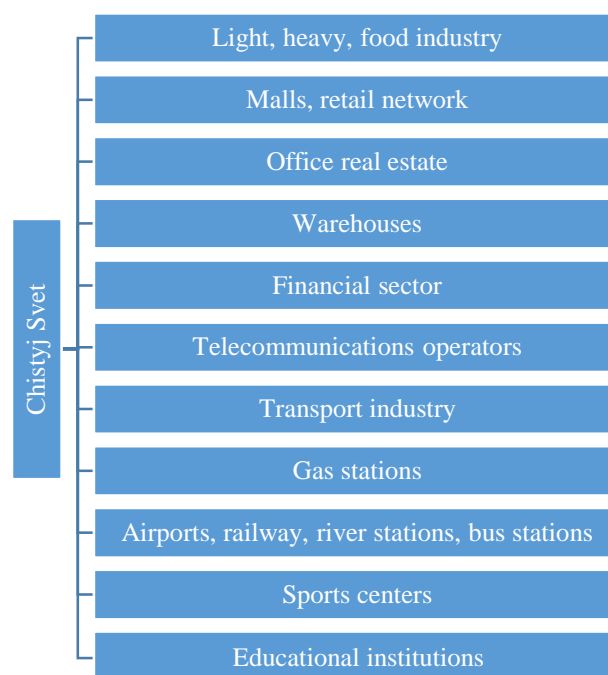


Figure 2.3 – Groups of clients of the cleaning company



Figure 2.4 - The main clients of the company “Chistyj Svet”

So, summing up the general characteristics of the cleaning company, we can say that the company operates in the market, providing a wide range of services, which is confirmed by numerous customers from various industries.

2.2 Analysis of the main financial indicators of the cleaning company “Chistyj Svet”

Analysis of the financial condition of the company begins with an analysis of the income and expenses of the cleaning company (see table 2.2). The financial data of the

company have been changed due to commercial secrets, but the main trends of the company's development have been preserved.

Table 2.2 – Analysis of the main financial data of the cleaning company

Indicators, million UAH	Years				
	2019	2018	2017	2016	2015
Revenues	3,412,190	3,300,303	2,944,978	2,755,226	3,275,137
Direct Costs	2,387,819	2,305,551	2,062,673	1,932,857	2,356,806
Selling, general and administrative expenses	484,054	503,747	456,648	422,015	414,164
Depreciation and amortization	300,725	298,625	288,422	287,002	274,194
Other expenses	10,136	9,806	9,460	10,177	10,402
Operating profit	229,456	182,574	127,775	103,175	219,571
Other income (expense), net	2,897	(4,510)	(6,119)	6,195	(1,380)
Interest expense, net	(78,670)	(81,094)	(35,808)	(35,525)	(36,553)
Profit before tax	153,683	96,97	85,848	73,845	181,638
Tax on profit for the year	27,663	17,454	15,452	13,292	32,694
Profit for the year	126,020	79,516	70,395	60,553	148,943

Conduct analysis the main financial indicators of a cleaning company. Revenues from the sale of the services described above are increasing every year. In 2016 alone, compared with 2015, it decreased by 500 thousand UAH, which was due, firstly, to an increase in the cost of cleaning services and an increase in the number of non-certified competitors who dumped prices for services. From 2017, revenue began to increase and by 2019 exceeded the level of 2015.

A similar trend is observed in relation to the cost of services of the company. But sales costs, administrative and total costs, on the contrary, increased from 2015 to 2018 and decreased in 2019.

The factor that had the greatest impact on profit before tax is interest expense. This is due to the fact that in order to support the innovative strategy of the cleaning company, it is forced to attract long-term loans. Despite the increase in the volume of credit resources, net profit increased during the study period.

The dynamics of key financial indicators is shown in Figure 2.5.

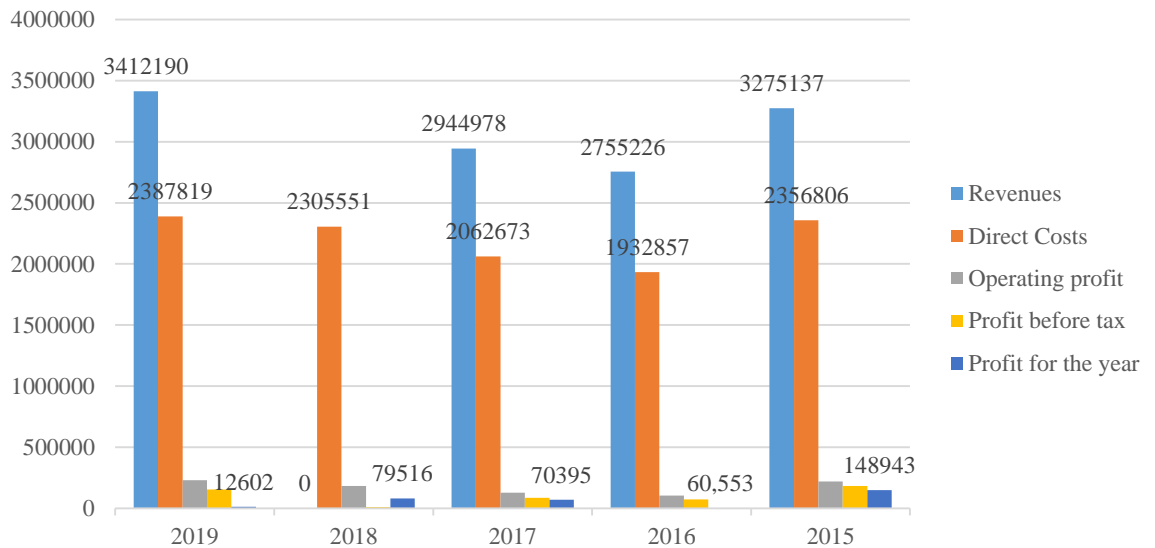


Figure 2.5 - The dynamics of key financial indicators of the company “Chistyj Svet”

Financial performance indicators are determined by the provision of various services by the cleaning company, which were discussed in the previous paragraph. The structure of the services provided is shown in Figure 2.6.

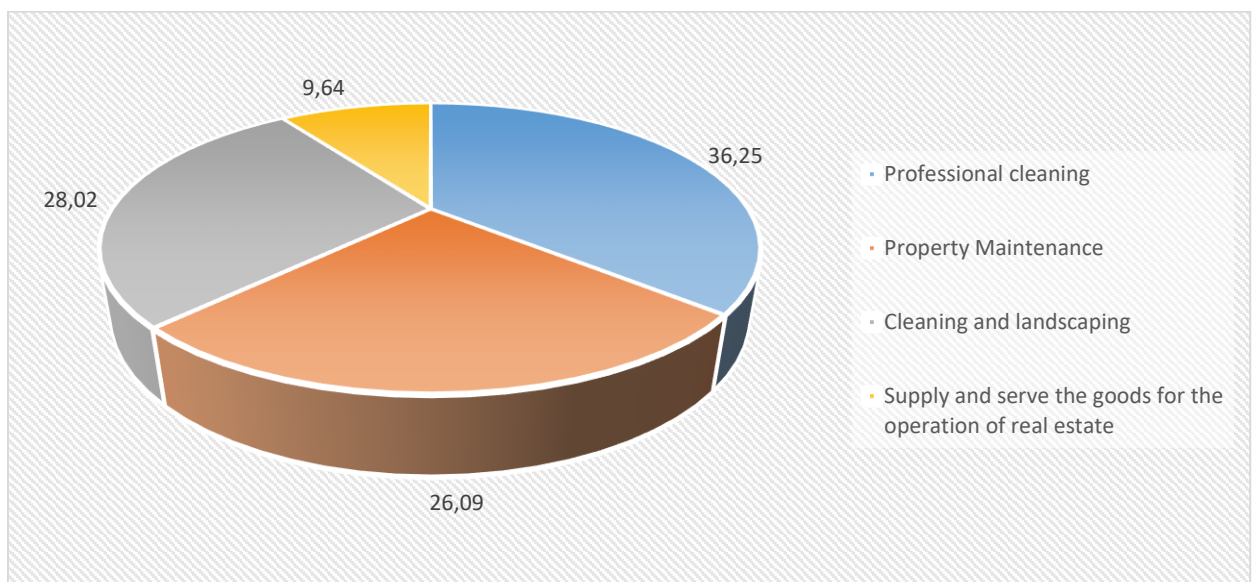


Figure 2.6 - Service structure the company “Chistyj Svet”

The diagram shows that the highest proportion has a professional cleaning service – 36,25%, the second share has service “Cleaning and landscaping”, property maintenance service has proportion that equal 26,09%.

Conduct detail analysis of the main result financial indicator. First of all, it is necessary to analyze revenue, because it is the main indicator that shows the relationship with customers and shows the consumption of these services in the market (table 2.3).

Table 2.3 –Horizontal analysis of revenue of the cleaning company

Indicators, million UAH	Years			2019 over 2018		2018 over 2017	
	2019	2018	2017	Change UAH	% Change	Change UAH	% Change
Professional cleaning	1237068	1141194	1021350	95874	8,40	119844	11,73
Property Maintenance	890129	816128	800450	74001	9,06	15678	1,95
Cleaning and landscaping	956123	923400	912000	32723	3,54	11400	1,25
Supply and serve the goods for the operation of real estate	328870	419581	211178	-90711	-21,61	208403	98,68
Total	3412190	3300303	2944978	111887	3,39	355325	12,06

A detailed analysis of the proceeds from the sale of cleaning company services once again confirmed the structure of the company's services. The largest amount of revenue the company receives from the sale of professional cleaning services. Revenues increased during the study period, which suggests that the demand for this service is only increasing and the company is expanding the number of clients served. The dynamics of revenue the company “Chistyj Svet” is shown in figure 2.7.

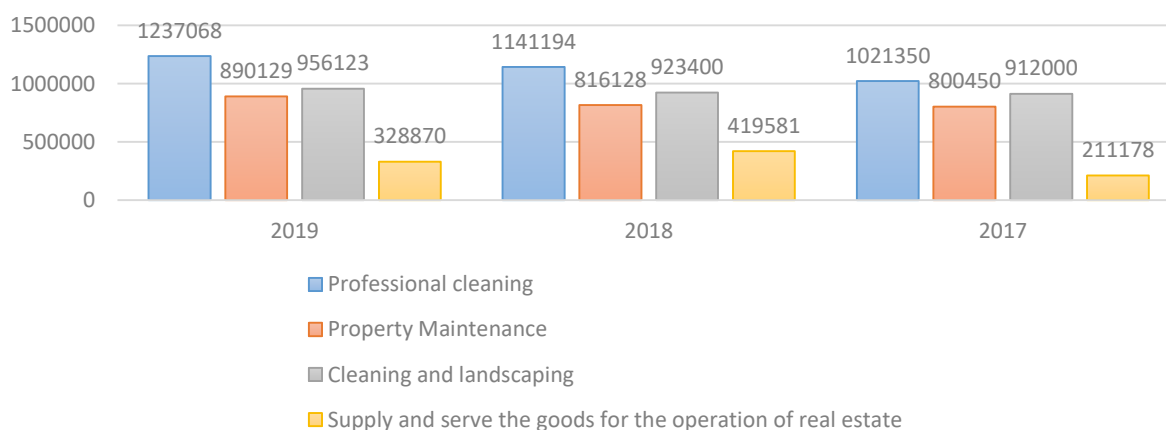


Figure 2.7 - The dynamics of revenue the company “Chistyj Svet”

By analogy with revenue, conduct a detailed analysis of the costs of the cleaning company (table 2.4).

Table 2.4 –Horizontal analysis of costs of the cleaning company

Indicators, million UAH	Years			2019 over 2018		2018 over 2017	
	2019	2018	2017	Change UAH	% Change	Change UAH	% Change
Professional cleaning	1020038	957670	837378	62368	6,51	120292	14,36
Property Maintenance	749407	725734	690344	23673	3,26	35390	5,12
Cleaning and landscaping	434633	490601	414603	-55968	-11,40	75998	18,33
Supply and serve the goods for the operation of real estate	183741	131546	120348	52195	39,67	11198	9,30
Total	2387819	2305551	2062673	82268	3,56	242878	11,77

The largest change in total costs occurred in 2018 compared to 2017, when they increased by 11.77%. In 2019, total costs changed by 3.56%. They decreased due to a decrease in the costs of cleaning and landscaping services, this group of costs decreased by 11.4%. The dynamics of costs of the company “Chistyj Svet” is shown in Figure 2.8.

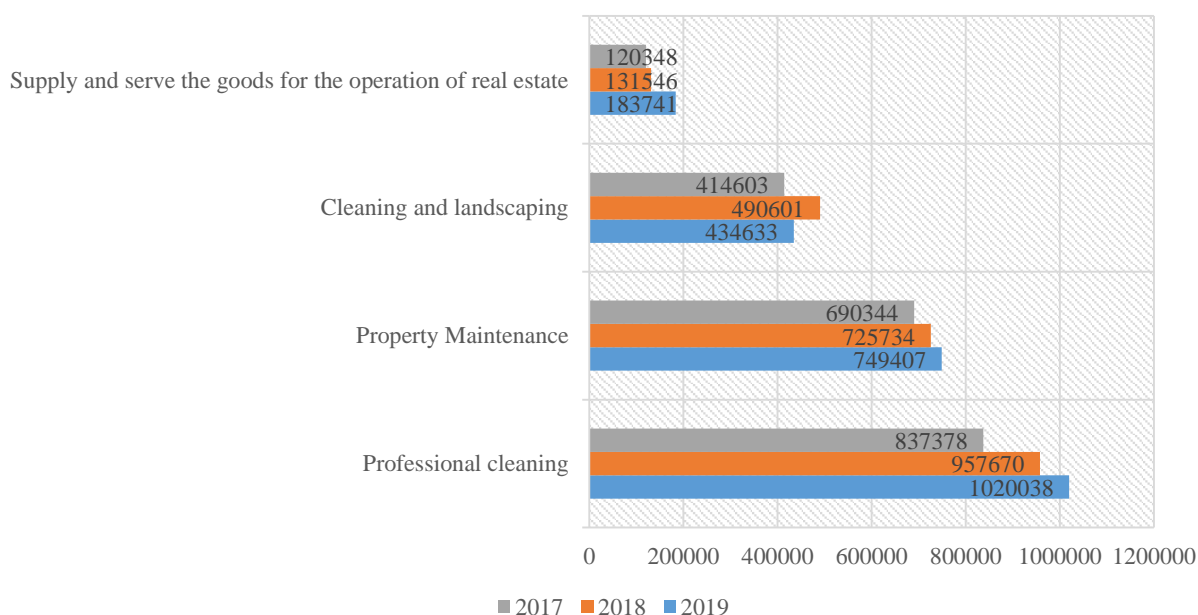


Figure 2.8 - The dynamics of costs of the company “Chistyj Svet”

The analysis of the financial condition of the cleaning company allows us to conclude about the stable financial position of the company. Various services of the company are in demand in the market, as evidenced by the constant increase in revenue. The company achieves this by serving a large number of different customers and applying the developed standards for their service.

2.3 Analysis of the service standards of the cleaning company

Company “Chistyj Svet” has been operating in the B2B market of Ukraine since 1997. main task is to provide the client with quality goods and services, providing the highest level of service! We provide professional cleaning and maintenance services for shopping and entertainment centers (for example, Ocean Plaza in Kyiv, Forum Lviv in Lviv, Global UA in Zhytomyr), retail network (including Auchan, Silpo, Billa, Novus, Fora, Fozzy, Varus), offices of IT companies (Ciklum, EPAM), bank branches (Privat Bank, Sberbank, Ukrsotsbank, Ukrsibbank, IdeaBank, and others). Many Ukrainian companies use our services, such as: Nova Poshta, Ukrposhta, Roshen, MasterCard, SportLife, WOG, EVA, MOYO, Watsons, Prostor and thousands of other objects.

Cleaning and maintenance services are not limited to commercial buildings. We also work with production whales such as Sandora, Lux, Oleina, Cersanit, M.V. Cargo, Arcelor Mittal, Vetropack, Kronospan, Unilever, Shuvar, Dneprovsky Metallurgical Plant, British American Tobacco. Pure Light serves transport companies - international airlines of Ukraine, Boryspil Airport, URKRICHFLOT, and others.

In addition to professional cleaning services, “Chistyj Svet” acts as a reliable supplier of professional cleaning equipment, equipment, supplies, supplies, professional chemicals, and other products intended for professional cleaning and tidying. Our clients are industrial enterprises, commercial organizations, households, and professional equipment stores. As of 2020, the company is working with more than

100,000 counterparties throughout Ukraine. We cooperate with Rozetka, ALLO, Citrus, Foxtrot, Eldorado, COMFY.

“Chistyj Svet” delivers products to such enterprises as CocaCola, TerraFood, Dragon Capital, KPMG, Rud (Zhytomyr Butter Plant), Nestle Ukraine, Wimm Bill Dann Ukraine, Samsung Ukraine, Dairy Alliance, in Veranda restaurants, and Khlebnyi cafe-bakery, urban food market, and many other enterprises.

The group of companies “Chistyj Svet” is the interaction of 9 structural divisions that take part in servicing clients is shown in figure 2.9.



Figure 2.9 - Structural divisions of company “Chistyj Svet”

Consider their functional duties in more detail:

1. Sales and development department:

- search for new customers;
- signing the contract;
- transfer of the client to CSD.

2. Customer Service Department (CSD):

- providing a full range of cleaning services;
- interaction with the client.

3. Human Resources Department:

- selection and adaptation of staff;
- monitoring salaries;
- training new employees.
- development of professional skills of experienced employees.

4. IT - department:

- maintenance of information technologies adopted by the company.

5. Quality Management Department:

- monitoring compliance with standards;
- analysis of the quality of services.

5. Finance department:

- distribution of finances: revenue, expenses, salaries;
- financial control;
- payments to counterparties (suppliers, contractors);
- coordination of contracts;
- solving legal issues.

6. Supply and Logistics Department:

- purchase of detergents and equipment;
- assembly in stock;
- delivery to the facility.

7. Dispatching service:

- maintenance of commercial real estate.

8. Call Center:

- reception and processing of requests from employees;
- reception and processing of requests and applications from customers.

To support high-quality services, the cleaning company develops and implements quality standards that reflect the unified modern requirements for the organization of services. All these standards are shown in figure 2.10.

Beside these standards company has corporate performance standards. Corporate standards are a model of company behavior. Corporate standards are common rules of conduct or work performed by company employees.

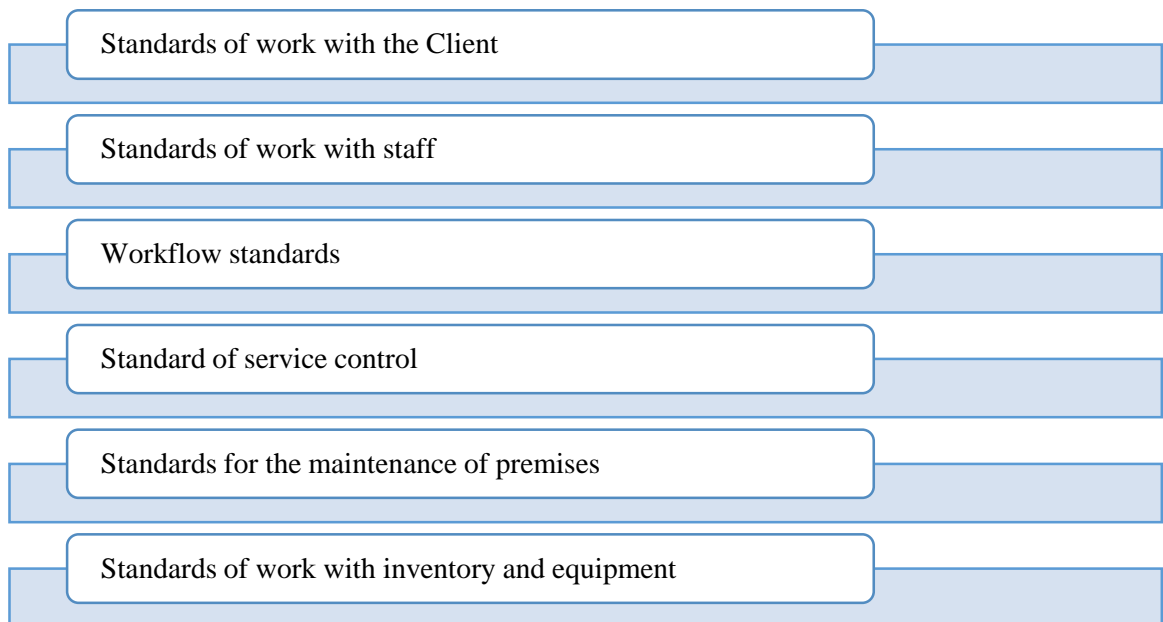


Figure 2.10 - Quality standards of the cleaning company

Client-oriented is the main corporate standard in cleaning company. Based on this, the company developed the principles of customer-oriented separately for employees and managers (see table 2.5).

Table 2.5 - Principles of the customer-oriented in the cleaning company

Principales of the customer-oriented as the competence of the employee	Principales of the customer-oriented as the competence of the managers
<ol style="list-style-type: none"> 1. Consumer/Client is the most important person in our office. 2. He is not dependent on us. We are all dependent on him. 3. He is not an obstacle to our work. He is its goal. 4. He is not an outsider in our business. He is part of it. 5. We do not do him a favor by serving him. He gives us a favor, giving us such an opportunity. 6. Each employee assumes 100% responsibility for the quality of customer service. 	<ol style="list-style-type: none"> 1. Take to the Company and train employees who are consistent with corporate competencies. 2. Satisfied employees - satisfied customers. 3. Listen to your customers. 4. Look at your processes from the perspective of customers and employees

The motto of cleaning company in servicing client: If you do not take care of your customers - someone else will take care! That is why the strategy of successful customer service regarding the implementation of "Customer Orientation" as one of the main competencies of all staff in the company.

To support this strategy, the following service rules are prioritized in the company:

1. Service cannot be divided into external and internal. One is a reflection of the other!

2. Speed. We solve problems here and now, because a delay in resolving the issue is a waste of money for the owners of the Company and the time of colleagues!

3. Promise. The customer believed in your promise. What he needs is timely information that you have fulfilled your promise. If you can't succeed, warn in advance about the change of terms. If you have fulfilled the promise earlier - please the Client with this. Failure to fulfill this promise is a hoax. Who will cooperate with the Company, which is constantly deceiving him.

To sum up we have to notice that the determination the customer-oriented as the main strategy and competence of all staff is a competitive advantage of a cleaning company. This makes it possible to implement this strategy by involving all personnel in achieving the company's goal - providing high-quality services in the market, increasing the number of customers and improving the processes of providing services.

2.3 Chapter 2 summary

Company "Chistyj Svet" founded and operating in Ukraine since 1997, has offices in 18 cities of Ukraine and is one of the largest suppliers of equipment and services for cleaning, washing and cleaning tasks that arise in any industry. Company has large: a branch network throughout Ukraine for more than 500 settlements and more than 9000 objects in the cities: Vinnitsa, Dnepropetrovsk, Enakievo. Zhytomyr, Zaporizhia, Kiev,

Kirovograd, Kryvyi Rih, Lviv, Nikolaev, Nikopol, Novovolynsk, Obukhov, Odessa, Poltava, Rivne, Sverdlovsk, Slavuta, Kherson, Cherkasy, Shostka, Mariupol.

Among the clients of the Group of Companies are shopping and entertainment centers Ocean Plaza (Kiev), ZHITNY (Zhytomyr), EURASIA (Chernivtsi); Alfa Bank, UKRSIBBANK, UKRR I CHFLOT (offices), One hundred 1 Tauwer; SM: Silpo, Handicap, NOVUS, Bill, Roshen (Kiev); Auchan (Kryvyi Rih and Dnieper); factories: Kranospan (Novovolynsk), Grafiya (Cherkasy), Zarya (Rivne), Chips Lux, Vetropack (Gostomel), Dneprovsky Metallurgical Plant, Sandora Plant (Nikolaev) and offices (Kiev); Bessarabian market (Kiev) and the market of Shuvar (Lviv), Ukrtelecom, Velmart (Obukhov), Botievsky wind farm, UIA and many others.

The analysis of the financial condition of the cleaning company allows us to conclude about the stable financial position of the company. Various services of the company are in demand in the market, as evidenced by the constant increase in revenue. The company achieves this by serving a large number of different customers and applying the developed standards for their service.

The determination the customer-oriented as the main strategy and competence of all staff is a competitive advantage of a cleaning company. This makes it possible to implement this strategy by involving all personnel in achieving the company's goal - providing high-quality services in the market, increasing the number of customers and improving the processes of providing services.

That is, the customer-oriented strategy is combined with the strategy of continuous improvement, and this is the company's competitive advantage. But for their implementation, an honest assessment of the company by customers is necessary. Only they can indicate errors that occur in the processes of the company when providing cleaning services. In response to these errors, the company will show its customer-oriented and improve the organization of the customer-oriented service of the cleaning company.

CHAPTER 3

DEVELOPMENT OF PROJECT PROPOSALS FOR ORGANIZING A CUSTOMER-ORIENTED SERVICE OF A CLEANING COMPANY

3.1 Proposals for the implementation the standards of customer-oriented service of a cleaning company

Some companies call themselves customer-oriented, arguing that they have special loyalty programs for their customers. Other companies mean by customer orientation impeccable service and highly qualified staff.

As was discussed in the first chapter of the diploma, customer orientation is a focused and systematic action of the company, the purpose of which is to satisfy the needs of its customers with a high level of services.

Both clients and companies have the main benefits of introducing customer orientation. First of all, customer orientation is good positioning and differentiation from competitors. It is much easier for a customer-oriented company to sell new services and products since such a company already has a positive image and a good reputation among its customers.

By acquiring loyal customers, a customer-oriented company robs the profits of its competitors, as customers cease to purchase products or services from competitors. Loyal customers are less sensitive to price, so they are willing to pay more for products of a customer-oriented company. As a result, a customer-oriented company can sell its products or services more expensive than competitors. Loyal customers are the main core of clients but companies should keep the same level of services for all their customers to prove their client orientation. Secondly, a customer-oriented company can reduce its advertising and promotion costs and reinvest funds in its development. Customers will always return to a customer-oriented company and make purchases more often, simply because they like it.

Thus, once a company has taken the path of customer orientation, a company may encounter a number of difficulties:

- a tough systematic process of introducing customer orientation
- regular inspections and evaluating the results
- constant staff training and dismissing non-customer oriented employees
- regular availability for the client
- respond quickly and solve problems of clients.

Based on the difficulties discussed above, we can identify 5 key components of customer orientation, which are shown in Fig. 3.1.

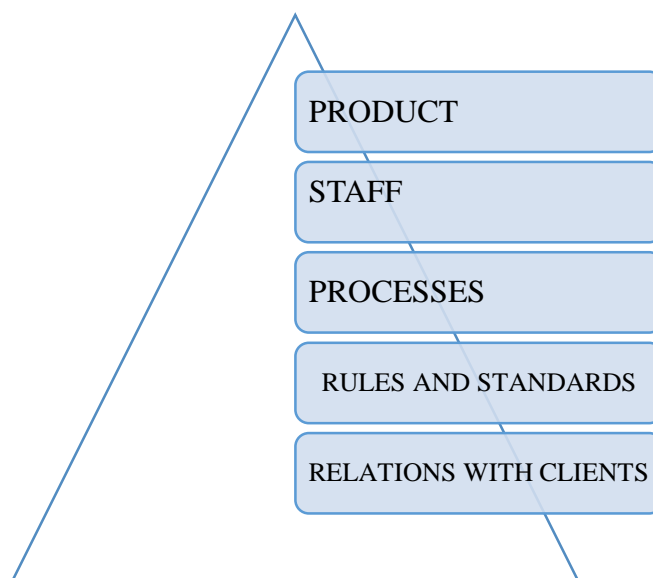


Figure 3.1 - 5 key components of customer-oriented

All these key elements are important, but the unifying element, in our opinion, is precisely the standards. The rationale for this may be the following statements:

1. Standards of work are a guideline for achieving the goals for the company. They work as a platform for the selection of good staff, as well as to maintain the image of the company.

2. Standards of work allow us to evaluate the correctness of the company's actions, the compliance of its activities with the goals and objectives.

3. Standards of work allow us to adjust the specified level of service, the quality of products and services, work with customers, internal communications, the level of profit and costs, and efficient use of working time.

4. Standards of work help to regularly do the job well the first time and prevent any possible deviations. As the famous Japanese quality specialist Genichi Taguchi said: “The more deviations you can eliminate, the better your product or service will be.”

5. The creation of customer-oriented standards is the first step towards the formation of an appropriate corporate culture.

Very interesting statistics on this matter are provided by the famous American consultant Bob Fifer. In his opinion: “Companies that comply with declared work standards get 70% more profit than companies that don't have work standards” [34].

Therefore, we can trace the logical chain

- standard-quality product (service) - a competitive advantage;
- standard - personnel selection and training for compliance with standards - quality service - loyal customer;
- standard - processes - direct display of standards and regulations for working with clients - quality service;
- standard - customer relations - competitive advantages - loyal customers - additional profit.

So, the introduction of customer-oriented service standards provides the following benefits for the company - a formalized customer service process, which leads to increased customer loyalty, the competitiveness of the company, and increased company profitability. But we must say that this is a long and laborious process of continuous improvement of the company.

Consider the benefits that the client receives from the implementation of customer-oriented standards of a cleaning company:

- 1) the client understands its importance for the company and the importance of its opinion;
- 2) the client knows whom to contact in case of a problem, and is confident that it will be solved;
- 3) the client knows that he will always be well served;
- 4) the client knows how long the service takes in the company;

5) the client understands all the benefits and advantages of working with the company;

6) the client feels respect for himself and care for their interests;

7) the client feels stability and confidence;

8) the client sees that the company provides the client with maximum comfort in work;

9) the client never regrets the purchase of cleaning services made in the company and the transaction concluded;

10) the client understands why and for which he pays the cleaning company.

Also, all of the above benefits from compliance with customer-oriented standards may turn against the company if they are absent. The most dangerous factor in the absence of customer-oriented work standards for the company is the loss of its customers, and, consequently, profit! [34]

Therefore, it is necessary to consider what information they should include:

1. Powers and responsibilities of employees. Moreover, any employee of the company in contact with customers should have the authority to solve the problem of the client.

2. Interactions between company departments.

3. A list of the minimum necessary information that an employee of the company must provide to the client about the company, about its products and services, conditions of cooperation.

4. Customer Service Rules.

5. The mechanics of order processing and its execution to the client.

6. Getting information about the client and entering it into the database.

7. Loyalty programs for customers.

8. After-service customer support, customer greetings on holidays.

9. Corporate identity and rules for the design of internal and external documents.

10. Dress code.

11. Duration 1 operation.

12. The speed of reaction to an incoming request.

13. Conflict resolution.

14. 24/7 customer accessibility.

These recommendations for the implementation of customer orientation can be used by all companies, they are universal.

Cleaning company "Chystyi Svet" has been trying to implement a customer-oriented approach for a long time. As was noted in the second chapter of the diploma work, the company has a single standard for the provision of services at all facilities. Quality standards in the company "Chystyi Svet" reflect the unified modern requirements for the organization of services:

1. Standards for working with the Client.
2. Standards for working with staff.
3. Workflow standards.
4. Standard service control.
5. Standards for the maintenance of premises.
6. Standards for working with inventory and equipment.

Corporate standards for the work of the "Chystyi Svet" company have also been developed. There are personnel training programs, a dress code, technology for conducting work, processing orders, etc.

Consequently, of the company's customer oriented standards discussed above, most of them are already present in the company. But then the question arises: how much is the company "Chystyi Svet" customer-oriented compared to other companies in this market? How can a company be confident in its customer orientation? How to evaluate it? How to track the dynamics of customer orientation? How does customer focus affect company processes and vice versa? Can a cleaning company be confident in its customers and their loyalty? Will a client advise her company to others? If not, then why? How to trace the chain: the client - the customer oriented services of the company - the result of activity (profit).

Based on this, it is proposed for the cleaning company "Chystyi Svet" to introduce standards for assessing customer orientation. Process for the implementation the standards of customer-oriented service of a cleaning company is shown in figure 3.2.

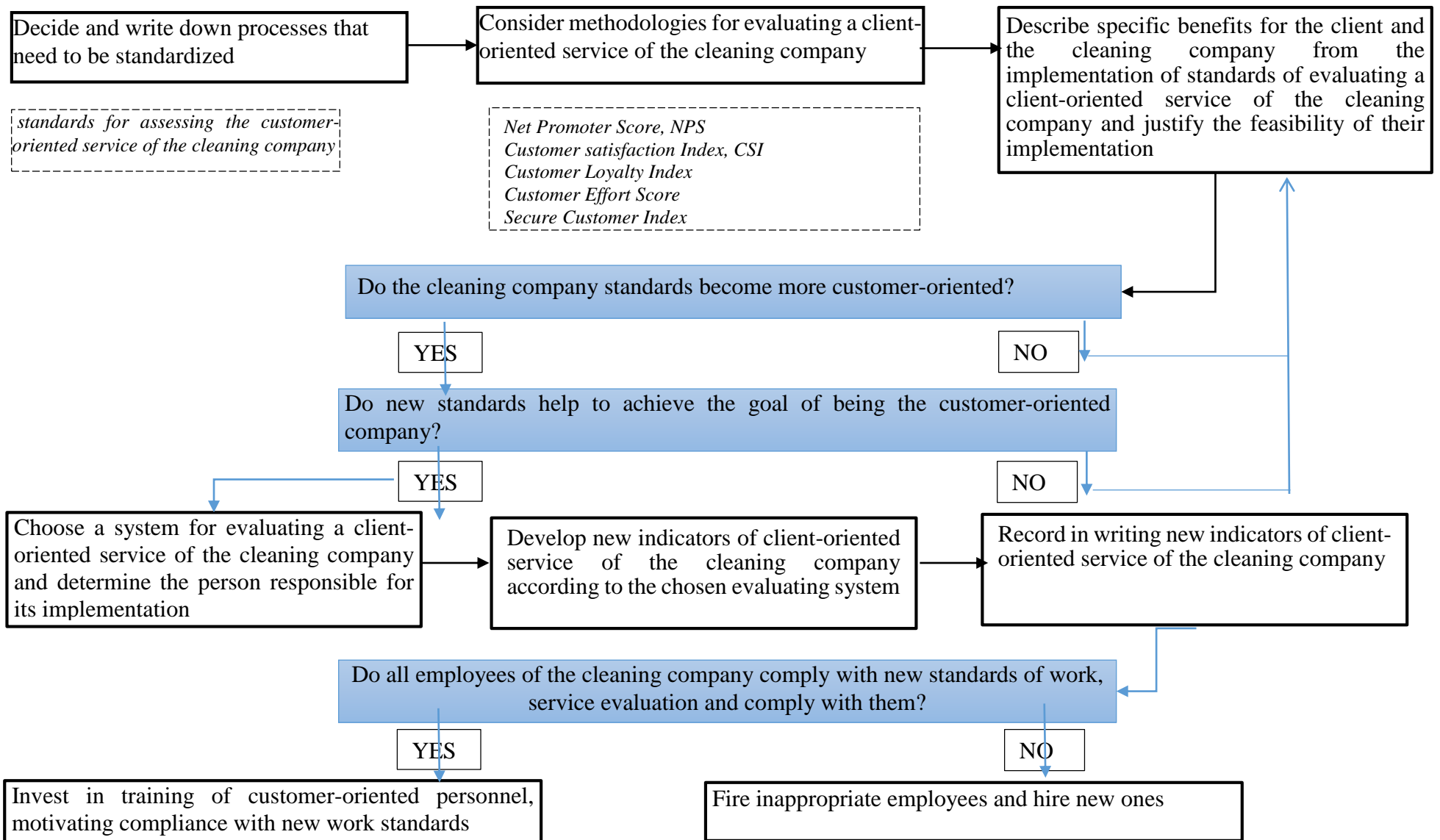


Figure 3.2 – Process of the implementation the standards of customer-oriented service of a cleaning company

Consider them in more detail.

The first step is to select the process by which standards will be developed. In our case, this is the process of evaluating the customer focus of a cleaning company's service.

The next stage is a review of existing methods for evaluating a client-oriented service of a cleaning company. As such, methods for evaluating a customer-oriented service do not exist, but there are methods for assessing customer loyalty, customer satisfaction, customer reliability, etc. These techniques will be discussed in more detail in the next paragraph of the diploma work. But, it must be emphasized that this stage is very important since what assessment methods you need to choose depends on what goals the company wants to get from the implementation of assessment standards.

The third stage consists of describing the advantages and disadvantages of each method of evaluating a customer-oriented service, the benefits of implementing these methods for both the cleaning company and their clients. At this stage, an understanding should be formed about the need for constant interaction with customers, continuous improvement of the processes and services of a cleaning company, and understanding of good service by clients. The best way to find out what can and should be improved is through a customer survey. After all, they are the main participants in the processes.

John Schole, a renowned expert in the field of service improvement, has compiled a list of 12 main advantages that customer-oriented services bring to the company:

- 1) customer loyalty, increased market share, and sales;
- 2) profit growth;
- 3) more frequent sales, big sales, more expensive orders, repeated orders;
- 4) increasing the customer base and the amount of new customers;
- 5) decreasing budget for marketing, advertising, promotion;
- 6) reducing the number of complaints, customer retention;
- 7) good company reputation;
- 8) ability to stand out among competitors;

9) improving labor discipline and labor productivity due to the positive attitude of customers;

10) improving team relationships: people want to communicate with each other because they have a good mood and they do the job with pleasure;

11) less discontent, absenteeism, and lateness;

12) decreasing in staff turnover [34].

The fourth stage consists of choosing a system for evaluating a client-oriented service of a cleaning company and determining who is responsible for its implementation. In our opinion, the heads of nine structural divisions (sales and development department, customer service department, human resources department, IT department, quality management department, financial department, supply and logistics department, dispatch service, call center), in our opinion, should take part in the selection of methods for evaluating customer-oriented services which were described in the second chapter of the thesis.

This is due to the fact that all of the above departments either directly participate in the provision of cleaning services to customers, their sale, or ensure their provision. In our firm conviction, all employees, without exception, should be involved in introducing and maintaining the company's customer orientation. But, despite such involvement of all personnel, it is necessary to determine the person responsible for the development and implementation of standards for assessing the customer focus of the cleaning company services. It is proposed to give personal responsibility for this process to the head of the customer service department because they can directly receive feedback from customers. And this is a key factor in the success of the implementation of this standard.

The fifth stage consists in the development of indicators of customer-oriented service of a cleaning company in accordance with the selected assessment system. Since at the previous stage the person responsible for this process was proposed, then the head of the customer service department will be given personal responsibility for the development of

indicators according to the chosen methodology. In more detail, this stage will be considered in the next paragraph of the thesis.

The last step is to document new indicators of the customer-oriented service of the cleaning company. This must be done because you need to remember that what is not written is not. It is necessary to publish and bring to your customers' new standards for evaluating the company. According to the measurements of American psychologists, 89% of people who have given public obligations tend to abide by them [34].

When introducing any innovations, the management will definitely encounter the reluctance of certain employees to comply with the new rules. The only way out of their situation is to fire them, and not waste time and energy on persuasion and training. Here we move on to the last sub-steps of the algorithm that concern personnel.

New employees will come to work already in accordance with the new customer-oriented rules. New customer-oriented work standards must be followed by absolutely everyone, including top managers. Compliance with customer-oriented standards by all employees, according to the famous American psychologist Robert Chaldini, allows you to run the rule of "social evidence" [34]. The principle of this rule says: the more people find this idea true, the more true this idea will be considered. And this means that compliance with customer-oriented rules forms a customer-oriented culture. It is imperative to monitor compliance with standards. Only in this way will you be able to introduce customer focus and keep the company developing in the right direction. But at the same time, evaluating and analyzing compliance with customer-oriented work standards should not take much time from employees. Simplify your evaluation criteria and evaluate only important metrics.

Summing up, it should be noted that the company is customer-oriented if it understands the needs of the client, can provide them with a high level of service, respond to customer complaints and complaints, and can even predict their needs. All this information can be obtained only if you "engage" the client in the formation of customer-

oriented service and show him its importance for the company. And this can be done by implementing methods for assessing the customer orientation of a cleaning company.

3.2 Development of assessing standards the customer-oriented service of a cleaning company

The main methods that are used to assess the customer-oriented services were listed by us in Figure 3.2. Consider the advantages and disadvantages of each method in order to justify the correct choice of method (table 3.1).

Table 3.1 - Advantages and disadvantages of methods to assess customer-oriented service [36]

№	The economic essence of methods	Advantages	Disadvantages
1	2	3	4
1	Customer satisfaction Index, CSI is used to measure customer satisfaction with a company.	<ul style="list-style-type: none"> - CSI is a universal tool that can be used both in the B2C market and in the B2B market -information about satisfaction and loyalty allows you to identify segments and develop for each group its own strategy for promoting the product / service -in addition to assessing customer satisfaction with the company's products / services, using the CSI index you can measure the level of satisfaction with products / services competing companies and compare the resulting performance 	Not all customers are willing to spend time filling out questionnaires, especially if there are no complaints about the company.

Continuation of table 3.1

1	2	3	4
2	<p>Net Promoter Score, NPS shows if customers are willing to recommend your brand to friends.</p>	<ul style="list-style-type: none"> - simplicity of measurement and interpretations received results - opportunity to receive objective assessment of the current company market position - competitive Opportunity analysis, identify strengths and company weaknesses 	<p>The disadvantage of the indice is its conciseness and subjectivity. It is not always clear why the client gave one or another rating. Someone believes that no one is worthy of the highest score, someone on the contrary is embarrassed to offend and puts an overestimated mark.</p>
3	<p>Customer Loyalty Index - loyalty index, which shows the same as NPS, plus the ability to re-purchase and purchase other goods.</p>	<p>CLIs are rated on a six-point scale, where 1 is “definitely yes,” and 6 is “definitely not.” The total CLI is the average score for three responses. It is believed that this index covers more aspects of loyalty, which means it is more reliable.</p>	<p>Time-consuming, a large number of resources, including human resources, are involved in the assessment process, a high probability of error in the estimates.</p>
4	<p>Customer Effort Score an indicator of the amount of effort that customers have to spend to resolve their issue when interacting with a company.</p>	<p>CES is a new strong indicator of customer satisfaction and loyalty. Evaluation of customer efforts shows the places where you need to implement improvements. The less effort a client needs to make to meet his needs, the higher his commitment to a company that was able to simplify his life.</p>	<p>Not fully adapted assessment methodology</p>
5	<p>Secure Customer Index - reliability index, customer confidence. SCI - expands the capabilities of NPS and allows you to further explore customer loyalty.</p>	<p>Secure Customer Index allows to identify customers for each of the categories:</p> <ol style="list-style-type: none"> 1. Safe customers 0.9-1.0: loyal and satisfied customers. 2. Favorable customers 0.8-0.899: satisfied customers. 3. Vulnerable clients 0.7-0.799: disappointed, ready to go to competitors. 4. Risk clients <0.7: use the services of a competitor. 	<p>Since SCI correlates with such indicators of the company’s activity as: profitability, market share and regular customers ratio, for the assessment you need to know these indicators</p>

Taking into account the advantages and disadvantages that we have examined, and taking into account the experience of global companies such as pple, Virgin Media, Lego, Mercedes Benz, eBay, Walmart, Dell, Amazon and the Ukrainian company Delivery, we propose introducing a combination of methods Customer satisfaction Index and Net

Promoter Score that will give us a comprehensive assessment of the company's perception by customers, it will help identify “bottlenecks” in customer service, and on this basis, develop a program to eliminate problems and increase customer focus on the company.

Consider these methods in more detail.

NPS (Net Promoter Score) - the index of consumer commitment to a product or company, which is used to assess readiness for repeat purchases and recommendations. NPS is considered one of the best tools to determine the business performance of the company.

The algorithm for calculating this index is shown in fig.3.3.

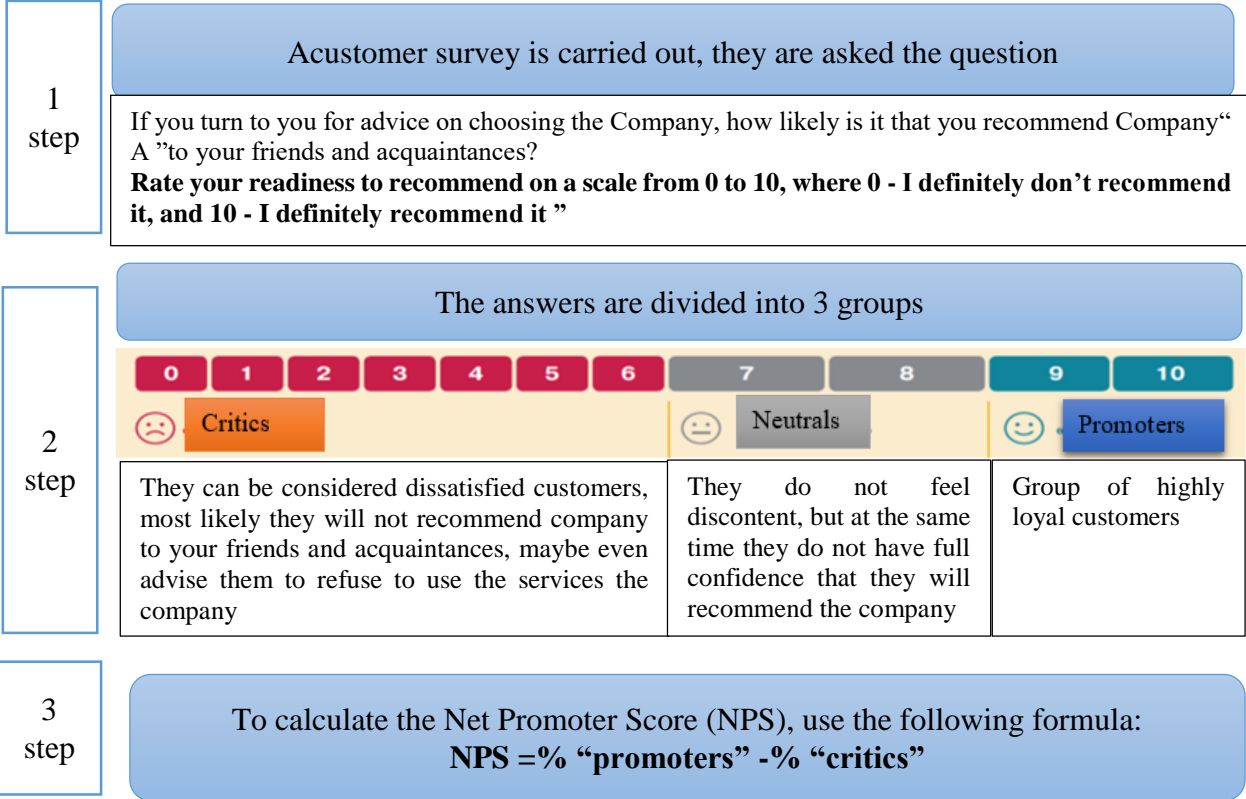


Figure 3.3 - Algorithm for calculating Net Promoter Score

After calculating we have to make interpretation of the obtained results. Index value can range from –100 if all the clients surveyed by the company belong to the group of “critics”, up to 100 if all the clients surveyed are “promoters”. Negative or near zero NPS

indicates a greater share of “critics” among actual customers what may be sign of low satisfaction customers and their potential willingness to change service company.

Positive NPS indicates predominance shares of “promoters” over “critics”, which gives companies competitive advantage due to a significant proportion of loyal customers and the opportunity increase customer base due to positive recommendations of existing customers.

For a better interpretation of the results, as well as for finding strengths and weaknesses companies in addition to the basic question of willingness to recommend, customers are offered to answer to an open (not suggesting answer options) question about the reasons for such a decision: “Why did you give such an assessment? Please answer as detailed as possible, if possible, give an example ”.

The answers of “critics” allow us to understand the reasons customer dissatisfaction, identify barriers to use the products and services of the company.

The answers of “promoters” - on the contrary, reveal competitive advantages and identify drivers to use the products and services of the company.

Since there is no need to develop indicators (standards of processes, services) for evaluation according to this methodology, we used an online survey of our customers. Classification of clients cleaning company was carried out in the second chapter of the thesis. Given the changing business environment, namely the coronavirus, we interviewed those customers who continued to work. Because such customer groups as airports, shopping centers, markets - Zhitniy Market and others did not work, respectively, did not require the services of a cleaning company. Other clients, such as pharmacies, manufacturing companies - Coca-Cola, AVK, retail chains - Epicenter, Auchan, Caravan, Fozzy group, Watsons, Eva continued to work. Changes in their working conditions were reflected in changes in the work of the cleaning company. In these conditions, the survey was to show how cleaning the company was able to respond to market changes and not only not to lose customers, but also to convince them to recommend their services to other companies.

A letter was sent to customers by e-mail asking them to answer the question: would they recommend the cleaning company «Chisto Sviyet» to other clients? 80 letters were sent, 65 clients gave an answer. Using the NPS calculator, which is on the site <https://mtp-global.com/customer-satisfaction-index-2/>, this index was calculated. The value is 74% (see fig. 3.4).

The value of the indicator needs to be monitored in dynamics and more attention should be paid to the answers of customers who fell into the group of "critics". Invite them to describe in more detail why they gave such ratings in order to understand the reasons for such ratings and develop steps to address the shortcomings.

We have sent them our request to explain their low assessment of the cleaning company “Chisty Svit” but they have not answered yet.

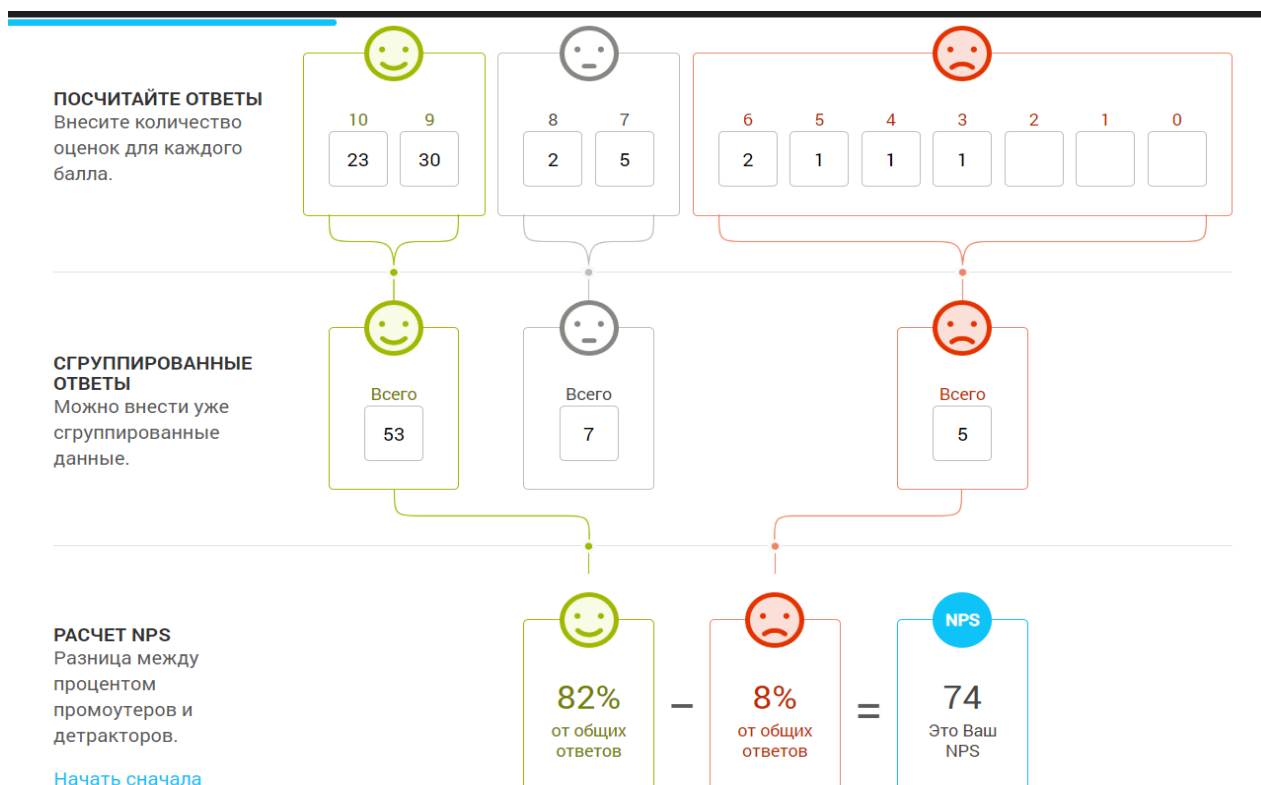


Figure 3.4 - NPS calculator [36]

Why is this so important? Jeff Bezos, founder of Amazon.com, said: “If you manage to create a great experience, customers will tell each other about it. A living word is a

powerful tool.” The following statistics confirm the unconditional influence of recommendations on the company's profit and reputation:

- 6 positive recommendations → +1 new client;
- 1 negative recommendation → - 5 positive recommendations;
- 1 negative recommendation → - 0.83 new customers;
- 1 critic → 4-6 negative recommendations;
- 1 critic → - 4.15 new customers.

The more “promoters” a company has, the more they will attract new customers. Loyal customers along with new ones provide profit growth [36].

As practice shows, attracting new customers is more expensive than retaining existing ones. Therefore, customer loyalty must be saved and maintained. This can be achieved only by satisfying clients expectations regarding price, product quality and the level of service provided. Therefore, we propose to supplement the NPS index with the CSI index.

The economic essence of CSI (Consumer Satisfaction Index) was considered in table 3.1. Consider opportunities, advantages and technology of assesstment in more detail.

Among the main opportunities that this technique provides is the ability to track the dynamics of indicators that are allocated to measure customer satisfaction, and on this basis, remove negative trends on time.

The introduction of this indicator and its regular measurement for the cleaning company “Chistiy Svet”, in our opinion, will give the following advantages and opportunities to strengthen its competitive advantage in the market:

-tracking the dynamics of interaction with the client before and after the company holds special events. If this methodology were implemented, it would be possible to track how the coronavirus affected the change in customer satisfaction with the company's activities in the field of cleaning services. This would be an indicator of the company's adaptability to global changes;

-data on the correlation between promotions, staff training events, the implementation of loyalty programs and the costs of these events. That is, the relationship between investments and increasing the level of loyalty and customer satisfaction;

- compare the performance of units. When an analysis of customer loyalty is carried out and the NPS index is calculated, we get an overall picture of customer satisfaction, without specifying. especially if the "critics" did not answer additional questions and did not substantiate their low ratings. Detailed assessment of the company's activities and the calculation of the CSI index makes it possible to analyze each process in a chain and identify bottlenecks that reduce the overall level of customer satisfaction, and therefore the company's customer focus;

- compare the activities of the cleaning company compared to competitors and be able to use the benchmarking tool to constantly improve the activities and customer service.

The algorithm for measuring the level of customer satisfaction of a cleaning company consists of three stages, which are shown in Fig. 3.5.

So, at the first stage, the main parameters of the cleaning service are selected for its subsequent assessment by customers for compliance with the level of satisfaction

As a rule, the expert opinion of company employees is used: both managers and staff, directly in contact with consumers. As for the assessment of the previous NPS indicator, it is proposed to create an expert group of managers from 9 departments of a cleaning company "Chisty Svit", because when calculating the customer satisfaction index, parameters such as cost, quality, assortment of services, staff work, after-sales service, reliability, etc. are used.

For various companies, evaluation parameters and their importance are determined individually, but most often all criteria come from 5P areas: product, price, location, promotion, people

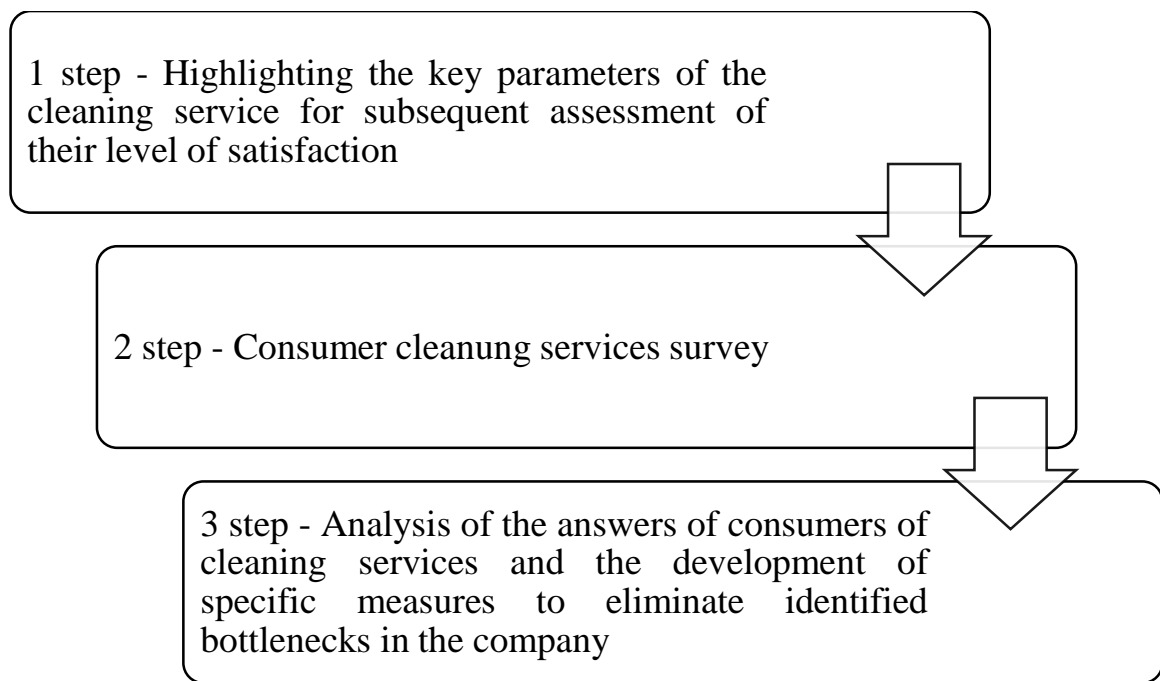


Figure 3.5 - The algorithm for measuring the level of customer satisfaction of a cleaning company

At the second stage, a survey of clients of a cleaning company is conducted. For this, various information collection channels can be used: telephone or online surveys. The cleaning company has its own call center, so customer surveys can always be conducted over the phone.

The questionnaire on which the survey will be conducted includes 2 main sections:

1. Questions to determine the importance of each of the evaluated parameters of cleaning services for consumers. The most important thing at this stage is to determine the weight of each parameter. Since a 10-point rating system was used in the calculation of the previous index, so that clients do not confuse the calculation of different indices, a 5-point rating system for customer satisfaction index is proposed.

First, the heads of certain departments evaluate each parameter by the level of its importance for the head of the department. Accordingly, 1 point - this criterion is not important at all, 5 points - this criterion is very important for my department.

Further on the same rating scale, customers are assessed with satisfaction with the level of service: 1 point - not at all satisfied with the quality and level of service and 5 points - completely satisfied.

The questionnaire may also include additional questions to obtain extended information about the level of customer satisfaction and loyalty:

1. How satisfied are you with the overall quality of the services provided by the cleaning company?
2. How does it meet all your requirements and expectations?
3. How close is the quality of cleaning services to ideal?

The result of this stage is the “Questionnaire for assessing the level of customer satisfaction of the Clean Light cleaning company, which is shown in Table 3.2.

Table 3.2 - Questionnaire for assessing the level of customer satisfaction of the cleaning company “Chysyi Svet”

№	Estimated Parameter	Average grade of significance the parameter (identified by the heads of different departments of the cleaning company) (1-5 grade)	Average grade of the level of satisfaction the parameter (identified by the clients of the cleaning company)
1	2	3	4
1	Price		
2	Variety of cleaning services		
3	Simplicity of the checkout process		
4	The qualification level of the cleaning company staff		
5	Service speed		
6	Ability to fulfill custom-built orders		
7	Information transparency of the cleaning company		
8	Speed of reaction to inquiries and complaints of consumers		

Continuation of table 3.2

1	2	3
9	How satisfied are you with the overall quality of the services provided by the cleaning company?	<input type="checkbox"/> 1 point - not at all satisfied with the quality and level of service <input type="checkbox"/> 2 point - satisfied with the quality and level of service with lots remark <input type="checkbox"/> 3 point - satisfied with the quality and level of service with a few remark <input type="checkbox"/> 4 point - satisfied with the quality and level of service <input type="checkbox"/> 5 points - completely satisfied
10	How does it meet all your requirements and expectations?	<input type="checkbox"/> meet all client's requirements <input type="checkbox"/> does not meet all client's requirements
11	How close is the quality of cleaning services to ideal?	<input type="checkbox"/> has many problems <input type="checkbox"/> high quality

As can be seen from the questionnaire, it includes both self-assessment of the cleaning company and customer assessment.

And finally, the third stage consists in analyzing the surveys and directly calculating the customer satisfaction index (table 3.3).

The average grade of significance the parameter is identified by the heads of different departments of the cleaning company. The questionnaire, which is listed in table 3.2, was sent to the heads of all departments, they put their ratings on each parameter. Then we summed up all the points for each parameter and divided by 9, so the average score for each parameter was obtained.

Heads of departments also determined the parameter weight in overall satisfaction rating, % in the customer satisfaction rating.

By analogy with the average grade of significance the parameter, which was determined by the heads of departments, an average grade of the level of satisfaction the parameter was calculated. A questionnaire was sent to customers and they answered, some were convenient to answer the questionnaire by phone. The survey involved 80 customers, as in the previous version of the assessment of company loyalty. But 70 people answered the questionnaire, and not 65 - as in the previous version of the assessment. Of these, 20 people agreed to answer by phone, 50 answers the cleaning company received by mail.

Table 3.3 – Calculation of customer satisfaction index of the cleaning company “Chisty Svet”

№	Estimated Parameter	Average grade of significance the parameter (identified by the heads of different departments of the cleaning company) (1-5 grade)	Parameter weight in overall satisfaction rating,%	Average grade of the level of satisfaction the parameter (identified by the clients of the cleaning company)	Weighted Satisfaction Rating
1	2	3	4	5	6
1	Price	4,85	16,5	3,9	0,64
2	Variety of cleaning services	4,07	12,4	4,35	0,53
3	Simplicity of the checkout process	4,57	12,1	3,78	0,46
4	The qualification level of the cleaning company staff	4,5	16,0	4,5	0,72
5	Service speed	4,78	14,2	4,3	0,61
6	Ability to fulfill custom-built orders	4,11	8,6	4,2	0,36
7	Information transparency of the cleaning company	4,05	10,0	4,35	0,44
8	Speed of reaction to inquiries and complaints of consumers	3,8	10,2	4,0	0,41
	Overall weighted satisfaction rating				4,17
	CSI				83,4%

After processing customer responses, data was obtained, which are reflected in table 3.3, column 5.

A Weighted Satisfaction Rating (column 6) was obtained by multiplying the average grade of the level of satisfaction the parameter with the parameter weight in overall satisfaction rating for each parameter. The total Weighted Satisfaction Rating is obtained as the sum of the weighted assessment of the level of satisfaction for each parameter (column 6).

CSI we have calculated according to the following formula:

$$CSI = (\sum WSR_i/N) * 100, \quad (3.1)$$

were WSR_i - Weighted Satisfaction Rating of each parameter;

N - 5-point rating system for customer satisfaction index.

$$CSI = (4,17/5)*100=83,4\%.$$

Our customer satisfaction index, which was 83.4%, is a very high indicator. A good CSI is 95%. This means that most users are satisfied with your company. Perhaps if we expand our sample of customers, the indicators will change. Therefore, it is recommended that the cleaning company conduct a survey of all customers of the company to determine a more accurate value of the NPS and customer satisfaction index.

3.3 Practical recommendations for the implementation of a customer oriented assessment of a cleaning company “Chistyj Svet”

We have already said that customer focus is a process of continuous improvement of the company’s activities, therefore, the introduction of a system for assessing loyalty and customer satisfaction is a tool to support customer focus and analysis of factors that prevent a cleaning company from improving the quality of customer service.

Based on this, we offer some practical tips on the implementation of a system for assessing the customer focus of a cleaning company.

1. Conduct a survey of all clients of the cleaning company so you will receive an adequate and real assessment of the attitude of clients to the cleaning company.

It is necessary to assess the proportion of customers who answered the questionnaire, because 10% of customers can give positive ratings, and the cleaning company may not know the opinion of the remaining 90%, and therefore be happy to be unaware of existing problems in the company.

In order to get a larger number of answers, it is necessary to carefully consider the channels for obtaining information from clients of the cleaning company.

The cleaning company has a call center that can conduct a customer survey. The survey should not be carried out too often, but there should be constant communication with key clients of the cleaning company through the key account manager. This is necessary so that the cleaning company is aware of the problems and can respond to them, which brings us to the next tip.

2. A system for responding to customer surveys. Good grades are not a subject of reaction. A cleaning company should be primarily interested in poor grades. When calculating the NPS, the “critics” are your best helpers in the process of continuous improvement of the company. If you are criticized - rejoice, now you understand what you are doing wrong, there is a chance to fix the problem and find a super-grateful client. A dissatisfied client is unlikely to recommend a cleaning company to his friends. But in fact, at least half of the customers are ready to remain yours if you respond to the negative and solve the problem.

Feedback always helps to understand each other and become closer. After all, leaving a review, the client not only releases steam, but also begins negotiations, expecting you to discuss what happened and find a solution that will satisfy everyone.

Respond to all bad customer ratings. If the client did not leave a comment, ask what is wrong. Do not limit yourself to “we are very sorry; we will definitely figure it out”. Not every reaction is good, unsubscribing is only annoying. Understand first, then answer. Suppose you do not respond immediately, but immediately on the case.

3. Analyze the causes of poor ratings, they help identify “bottlenecks” in the activities of the cleaning company.

Examine the low marks up and down - what is the mistake, why it happened, how to prevent it. The employee did not comply with what is written in the procedure, or the procedure is spelled incorrectly. To do this, create a database of poor ratings, fix the person responsible for the occurrence of each error, understand the causes of its occurrence, develop a set of measures to prevent them, and be sure to write to the client of the cleaning company about the result of the work done (see table 3.4).

Table 3.4 - Ratings Database of cleaning company “Chisty Svit”

№	Client_id	rating	Comment	date	Cause of mistake	Comment of staff	Solution
1	Ciklum	0	the company provided all the documents, but your manager requested them again	2020-03-12	employee	did not notice the attachment of documents	apologies, response provided
2	Silpo	5	Everything is good. Taken into account our requirements/	2020-03-12			
3	Billa	4	Did not take into account changes in the schedule of shops. Quickly responded to the complaint, agreed on all the changes caused by the epidemic.	2020-03-13	employee	the employee noted the status of the issue as resolved	apologies, response provided

Information in the table is entered as complaints from customers are received and is constantly being processed. Based on this table, the main customer complaints can be identified, their grouping is carried out, and standards for responding to customer complaints and possible options for their prevention can be developed.

Information can be collected by the quality control department and the customer service department. Each bad assessment is sorted out with an employee and gaps in knowledge and training are clarified. This shows the connection with the algorithm we proposed in paragraph 3.1 for implementing the assessment of the customer focus

system of the cleaning company. If the staff is not ready for the implementation of new standards, company fire them and recruit a new one.

So, the implementation of the proposed system for assessing the customer focus of a cleaning company, in our opinion, will lead to such economic results, which are summarized in table 3.6.

Table 3.6 – New opportunities for cleaning company “Chisty Svit” as result of implementing system for assessment client orientation

№	New opportunities	Result
1	For business development	Increases profit. With the growth of the CSI index by 1-2%, revenue may increase by 20%. A 2% increase in loyalty results in a 10% reduction in costs, which in turn leads to an increase in profits of 16% on average without an increase in sales and prices.
		Work is being done ahead of competitors
2	To engage employees	There is pride in their work and a desire to work better;
		There is confidence that the client receives a truly valuable cleaning service
3	To support a customer-orientation of cleaning company	Identify and satisfy the true needs of the client;
		This is an opportunity to learn to listen and hear the client;
		The data obtained is an excellent basis for improving the service and internal differentiation of the company.

So, the practical recommendations that we have proposed on the implementation of a cleaning company’s customer focus assessment system will allow it to realize the capabilities that are defined in table 3.6.

3.4 Chapter 3 summary

The customer orientation of the company is achieved by a combination of many key factors, including staff, product (service), processes and standards, level of service and level of interaction with customers. It is only clients who can determine that a company is customer-oriented; therefore, an algorithm for introducing customer-oriented services standards was proposed for a cleaning company. One of the main stages of this algorithm is the choice of a customer orientation assessment system.

There are no clear systems for assessing customer-oriented services. Existing methods evaluate different aspects of customer orientation, namely: loyalty, customer satisfaction, reliability, etc. The analysis of these methods allowed us to justify the feasibility of introducing a combination of a loyalty index and a customer satisfaction index for a cleaning company. Based on the proposed methodology for evaluating these indices, the calculation of these coefficients yielded the following value: loyalty index -74%, customer satisfaction index-84.3%. Given that, according to experts, the satisfaction index should not be lower than 95%, the cleaning company should improve the level of customer service. The proposed practical recommendations will give cleaning company “Chisty Svit” such opportunities.

The value of the customer oriented assessment system is to evaluate the work of the cleaning company from an “outside perspective” in order to be able to improve customer service processes based on their vision. This is one of the requirements of the modern market, which states that the client is always right!

CONCLUSIONS AND RECOMMENDATIONS

In our service-oriented society, customer-oriented has service become one of the most important success factors for a company. And those companies that go along the path of customer-oriented get a clear competitive advantage.

Conducted literature review made possible to generalize the main approaches to determining customer-oriented, to identify the main criteria for customer-oriented.

We support the following definition of client-oriented - orientation of the employee in his work to an internal or external client in order to determine his needs and interests, as well as to take them into account in future work.

Various aspects of the demonstration of customer orientation can be demonstrated on the basis of the McKinsey 7S model, which considers the organization as a system consisting of seven elements. Thus, it is possible to determine the following prerequisites for an organization that claims to be customer-oriented: the presence of conscious and purposefully developed key competencies and the absence of declarative key competencies of a general nature (examples of the latter: production of quality goods at a fair price, meeting consumer expectations); unambiguous definition of target groups and identification of their unique needs. Willingness to refuse a non-target customer for priority key service; the priority of long-term profit over short-term profit. The urgent task of development, not survival.

Among the factors that prevent an organization from becoming customer-oriented are the following: an aggressive strategy of the organization aimed at a significant increase in market share; short-term profit orientation.

Company "Chistyj Svet" is a national operator of cleanliness since 1997. The company is one of the largest suppliers of equipment and services for cleaning, washing, and cleaning tasks arising in any industry. Company mission - We make the world cleaner! Among the values of the company, we identify leadership, professionalism, teamwork, responsibility, and customer-oriented. The company

provides a wide range of services to companies from various industries. Among the clients of the company is National Aviation University.

The analysis of the activities of the cleaning company made it possible to draw conclusions about the stable financial condition of the company. The company's service structure has 4 main blocks, which include a wide range of services to fully satisfy customer demand.

The group of companies "Chistyj Svet" is the interaction of 9 structural divisions, which are presented on slide 6. The company introduced quality standards that reflect the common modern requirements for the organization of services. The company separately identifies customer-orientation as the competence of the employee and managers. This allows the company to implement the basic principle of a customer-oriented strategy in a company - everyone should be involved in achieving this strategy.

Many companies consider themselves customer-oriented, but "99% of companies say that they are customer-oriented, and only customers themselves say about customer-oriented 1% of companies." Therefore, only customers can evaluate customer focus. Thus, the company needs to offer a method in which the company could get an assessment of its customer-oriented but from their customers. The first step is to develop a standard for assessing the customer-oriented of a cleaning company. So, the introduction of customer-oriented service standards provides the following benefits for the company - a formalized customer service process, which leads to increased customer loyalty, the competitiveness of the company, and increased company profitability.

There are no clear systems for assessing customer-oriented services. Existing methods evaluate different aspects of customer orientation, namely: loyalty, customer satisfaction, reliability, etc. The analysis of these methods allowed us to justify the feasibility of introducing a combination of a loyalty index and a customer satisfaction index for a cleaning company. As practice shows, attracting new customers is more expensive than retaining existing ones. Therefore, customer loyalty must be maintained. This can only be achieved by satisfying his expectations regarding price, product quality, and the level of service provided.

The calculation of these coefficients gave the following value: loyalty index - 74%, customer satisfaction index-84.3%. Given that, according to experts, the satisfaction index should not be lower than 95%, the cleaning company should improve the level of customer service.

In addition to the implementation of the developed system for assessing the aspects of customer-oriented of a cleaning company, it is proposed to create a customer assessment database. Particular attention in this database should be given to identifying the causes of low ratings, the culprits, and ways to resolve the problems.

The economic effect that the cleaning company can get from the implementation of the developed proposals is also highlighted.

The results of measuring the level of customer happiness and “work on mistakes” today are no longer a bonus for business, but an urgent need. The competitive environment is tightening, which means that it is important to clearly understand your advantages and deal with disadvantages. Moreover, this is important not only for large corporations, but also for medium and even small companies.

Satisfied customers are the key to commercial success, and sometimes business survival. They will not only be happy to use your services, but will also more often make a choice in favor of your brand, more willing to recommend your product to friends and acquaintances. In addition, loyal consumers will perceive your news with interest, will not be negative with minor overheads in service, and will be more willing to provide feedback. And most importantly - they will stay with you longer.

To sum up we want to say that the value of the customer oriented assessment system is to evaluate the work of the cleaning company from an “outside perspective” in order to be able to improve customer service processes based on their vision. This is one of the requirements of the modern market, which states that the client is always right!

REFERENCES

1. Fader, P. (2012) Customer centricity: focus on the right customers for strategic advantage. Wharton University Press, Philadelphia.
2. Gebhardt, G.F. et al (2006) 'Creating a market orientation: a longitudinal, multifirm, grounded analysis of cultural transformation, Journal of Marketing', No 70, pp. 44-59.
3. Homburg, C. and Pflesser, C. (2000) 'A multiple – layer model of market – oriented organizational culture: measurements issues, performance outcomes', Journal of marketing research, No 4, pp. 449-462.
4. Kazakov, S.P. (2012) 'Market orientation as an effective approach to the organization of marketing at service sector enterprises', Marketing and marketing research, No 1, pp. 42-45.
5. Khlebovich, D. (2012) 'Client oriented approach – research theory and practice', Clienting and management of the customer portfolio, No 3, pp.170-187.
6. Kohli, A. and Jaworski, B. (1990) 'Market orientation: the construct, research propositions and managerial implication', Journal of Marketing, No. 54, pp.1-18.
7. Kotler, Ph. (2003) Marketing Insights from A to Z: 80 Concepts Every Manager Needs to Know. John Wiley and sons. New Jersey:
8. Latyshova, L. et al (2015) 'Client-oriented approach is the main tool of business success', Building equipment Journal, Vol. 10 No. 856, pp. 59-62.
9. Mann, I. (2012) Client – oriented approach: what you need to do, how you need to do, why you need to do it. Companion Group, Moscow.
10. Narver, J., Slater, S. (1990) 'The effect of the market orientation on business profitability', Journal of Marketing, No. 56, pp. 20-35.
11. Oyner, O.K. and Latyshova, L.S. (2009), 'An impact of companies market oriented behaviour upon business efficiency'. Proceedings of the Xth International Scientific Conference for Economic and Society Development, GU-HSE, Moscow, Russia, pp. 287-296.

12. Latyshova, L. et al (2015), 'The customer-oriented approach: the concept and key indicators of the customer driven company'. Proceedings of the IInd Dubrovnik International Economic Meeting: Scientific Conference on Innovation, Leadership & Entrepreneurship – Challenges of Modern Economy, University of Dubrovnik, department of economics and business Economics, Dubrovnik, Croatia, pp. 637-646.
13. Popov, N. I. and Tretyak, O. A. (2014) 'Economic factors causing the low level of client oriented approach in countries of BRIC', Russian Journal of Management, No. 1, pp. 109-138.
14. Rebiazina, V. A. and Smirnova, M. M. (2014), 'Client oriented approach – results of empirical study'. Proceedings of the XIVth International scientific conference for economic and society development, GU- HSE, Moscow, Russia, pp. 265-269.
15. Rozhkov, A.G. (2012) 'Client orientation of the company – practical experience in research', Ural federal university bulletin: economics and management series, No. 4, pp. 20-31.
16. Rumani, G. et al (2008) 'Interaction orientation and firm performance', Journal of Marketing, No. 72, pp. 8-19.
17. Rust, R. et al (2000) Driving customer equity: how lifetime customer value is reshaping corporate strategy. Free Press, New York.
18. Semenov, I.V. et al (2009) 'Client oriented approach – research theory and practice', Marketing and marketing research, No. 6, pp. 360 – 378.
19. Shavrovskaya, M. N. (2013) Personnel client oriented approach – the forming and estimation [online]. Author's summary of PhD in Economics dissertation.<http://refdt.ru/docs/780/index-664900.html>
20. Vargo, S. and Lash, R. (2006) 'New dominant marketing logic development', Russian journal of management, No. 2, pp. 73-106.
21. Vlasova, E. S. (2011) The organization of high achievements as an example of the organization with the maximum engagement of employees. <http://www.innov.ru/doc/conf-up-oct-2011.pdf>

22. Yuldasheva, O.U. and Shirshova, O. I. (2013) 'Companies marketing orientation – methodology, research and measurements', The bulletin of Syktyvkar State University Research Center for Law and Venture investments, No. 3, pp. 96 – 112.

23. Бабенко, А. А. Анализ различных методов оценки потребительской лояльности / А. А. Бабенко // Вопр. экономики и упр. — 2016. — № 1. — С. 36—39.

24. Бойцов И. Клиентская любовь: как и зачем измерять уровень счастья пользователей. [Электронный ресурс]. – Режим доступа: <https://biz360.ru/materials/klientskaya-lyubov-kak-i-zachem-izmeryat-uroven-schasty-a-polzovateley/>

25. Бусаркина В.В, Понятие клиентоориентированности предприятия и проблемы ее оценки // Проблемы современной экономики. – 2007. – № 4. – С. 18-23.

26. Васильев, И.А. Оценка лояльности покупателей к торговым предприятиям современного формата / И.А. Васильев, О.М. Куликова, С.Д. Суворова // Журнал правовых и экономических исследований. – 2012. – № 1. – С. 172-176.

27. Величко Н.Ю. Совершенствование программ лояльности клиентов в гостиничной индустрии//Современные научные достижения и инновационные технологии в гуманитарной и технической сферах материалы внутривузовской научно - практической конференции для преподавателей и аспирантов. - Международный инновационный университет, 2016. - С. 164 -171.

28. Виноходова К. Как посчитать и преумножить счастье клиентов. [Электронный ресурс]. – Режим доступа: <https://usedesk.ru/blog/csi/>

29. Гельманова З.С., Спанова Б.Ж., Осик Ю.И. Менеджмент инновационной деятельности в условиях глобализации Учебное пособие Караганды: Издательско – полиграфический центр Казахстанско – Российского университета, 2014. – 168 с.

30. Гельманова З.С. Конкурентоспособность: (теория, методология, практика) Монография. – Алматы: «Гылым», 2000. – 331 с.
31. Гельманова З.С. Методология исследования клиентоориентированной стратегии компании АО АрселорМиттал Темиртау» Монография Темиртау, ЦНТИ. 2013. – 147 с.
32. Гельманова З.С., Петровская А.С. Клиентоориентированный подход к развитию фирмы// Международный журнал прикладных и фундаментальных исследований. – 2016. – № 10-2. – С. 292-298.
33. Дослідження задоволеності клієнтів. [Електронний ресурс]. – Режим доступу: <https://staff-capital.com/uk/csi/>
34. Зинкевич А. Секреты клиентоориентированности. [Электронный ресурс]. – Режим доступа: <https://avidreaders.ru/book/sekrety-klientoorientirovannosti.html>
35. Измерение лояльности клиентов и анализ результатов NET PROMOTER SCORE [Интернет ресурс]. - Режим доступа: <http://www.a-klik.org/uploads/1/3/0/5/13059370/1.pdf>
36. Как измерять лояльность: NPS, CSI, CLI и не только. [Электронный ресурс]. – Режим доступа: <https://spark.ru/startup/adn-digital-studio/blog/44245/kak-izmeryat-loyalnost-nps-csi-cli-i-ne-tolko>
37. Лосев С.В. Принципы построения клиентоориентированной организации // Менеджмент в России и за рубежом. – 2008. – № 6. – С. 42-45.
38. Лояльность потребителей: типы и методы оценки [Электронный ресурс] // Новый маркетинг. — URL: <http://marketing.web-standart.net/node/2879>
39. Малькова И. Лояльность потребителей//Вестн. Моск. ун-та. Сер. 21. Управление (государство и общество). 2008.№3 – С. 56-57.
40. Методы оценки потребительской лояльности [Электронный ресурс] // Экономическая библиотека. — URL: <http://eclib.net/21/21>
41. Оценка удовлетворенности и лояльности клиентов. [Электронный ресурс]. – Режим доступа: <https://mtp-global.com/customer-satisfaction-index-2/>

42. Офіційний сайт клінігової компанії “Чистий Світ”. [Електронний ресурс]. – Режим доступу: <https://chisto.ua/>
43. Оценка уровня лояльности клиентов [Электронный ресурс]. – Режим доступа: https://nafi.ru/upload/presentation_nps.pdf
44. Папазян, Ж. В. Современные методы исследования лояльности клиентов [Электронный ресурс] / Ж. В. Папазян // Современ. проблемы науки и образования. — 2013. — № 3. — URL: <http://scienceeducation.ru/ru/article/view?id=9393>
45. Повірте в якість своїх послуг настільки ж щиро і сильно, як в сімейні цінності і патріотизм: «Делівері» презентує результати досліджень NPS і CSI за квітень. [Електронний ресурс]. – Режим доступу: <https://www.delivery-auto.com/uk-US/News/MobileContent?page=30&records=20&contentId=113167>
46. Пять способов измерить и повысить счастье клиента. [Электронный ресурс]. – Режим доступа: https://e.kom-dir.ru/659625?btx=2671497&utm_medium=refer&utm_source=www.kom-dir.ru&utm_term=1615&utm_content=art&utm_campaign=red_bloc_content_button
47. Рыжковский Б.Н. Когда клиент голосует деньгами // Управление компанией. – 2005. – № 7. – С. 42-45.
48. Удалова, И.Б. Маркетинговые онлайн-исследования потребителей и их применение в рамках реализации программ лояльности клиентов / Удалова И.Б., Кириллова К.В. // Экономика и предпринимательство. – 2014. – № 4-2. – С. 813-815.
49. Ширяева А. CSAT, CES, NPS: какие метрики использовать для оценки работы поддержки. [Электронный ресурс]. – Режим доступа: <https://usedesk.ru/blog/metrics>
50. Юдин О.И., Юлдашева О.У. Моделирование цепочки по созданию потребительской ценности // Проблемы современной экономики. 2012. № 1. С. 218–222.