

because of its alleged anticompetitive effect on the market, only certain types of tying arrangements, meeting a number of specified criteria, are actually deemed to be per se unlawful. On the whole, the issue of tying arrangements within franchise agreements remains highly disputable and as such it deserves further examination.

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CLIENTING: A FAIRY TALE OR MODERN REALITY? КЛИЕНТИНГ: СКАЗКА ИЛИ РЕАЛЬНОСТЬ?

В работе рассматриваются вопросы клиентоориентированности современного рынка и деятельности отдельных предприятий; дается общая схема организации работы в условиях предельной корректности с контрагентами.

Any firm should be client-oriented if it wants to be successful and modern. It means that there should be such catering for the clients on any management level that will give them an opportunity to satisfy their requirements in full measure.

What is necessary for a client-oriented firm (COF)?

1. Client policy should be established for the specific period of time. It should contain exact and clear goals, tasks, priorities and sources of means for organizing a proper client-base of the firm.

2. A firm should create and maintain efficient functioning of special departments and services for professional work with clients and contractors, such as a department of client relations, sales department, department of info-analytical work with clients, program for attracting new clients, sector of developing new products and services.

3. Direct and permanent work for attracting new clients to the firm should be revised daily in order to make operative corrections.

4. A certain technology of interaction with clients should be worked out and applied in main working places; permanent monitoring of competitiveness of these technologies should be introduced.

5. Evaluation of the quality of serving clients, analysis of their remarks and proposals, client surveys should be conducted permanently.

6. Clients should be provided with certain real rights.

7. A system of selling self-manufactured products should be established.

8. A firm should have an annual schedule of clients' meetings with leaders of any management level of the firm.

9. The client-base should be segmented. The successful technologies of work with every segment should be processed daily, including the so-called account-management technology of work with VIP-clients.

10. Development of client-firms will consolidate relations with them.

11. A firm should have Corporate Client Culture (CCC).

12. A company should promote its image as a client-oriented one.

One of the main principles of a client-oriented firm functioning is the principle of segmentation. It means that the client-base should be segmented or divided into several levels. Such a division will give an opportunity to work more efficiently with every category of clients.

There is a common scheme of client-base segmentation:

1. Extremely important clients: these are subsidiaries, affiliates and other enterprises, which have close relations with the firm.

2. Very important clients (VIP-clients) are those who give the company the biggest amount of profit (up to 80 %). Taking into consideration this fact successful firms usually have their special procedure of work with such clients.

3. Business-partners of the firm: a separate group of clients, who proved their reliability, diligence and efficiency and are granted such a status for one year.

4. Mass client: a group of small firms (enterprises), which may aspire to usual mass services according to their status.

All these groups of clients should be thoroughly revised in order to work out a certain client policy relevant to every counteragent. It takes a lot of resources: time, labor, and funds. As a result there are both supporters and antagonists of this theory. At the same time the question is: would you like to deal with a client-oriented firm? The answer is obviously YES! Because everybody wishes to be well served and well received. It means that revenues will exceed the costs. This is what business really is.

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**ECONOMIC BEHAVIOR OF ENTERPRISES
IN TRANSITION ECONOMIES
ЭКОНОМИЧЕСКОЕ ПОВЕДЕНИЕ ПРЕДПРИЯТИЙ
В ПЕРЕХОДНЫХ ЭКОНОМИКАХ**

Рассматриваются основные проблемы, с которыми сталкиваются предприятия бывшей государственной собственности в экономике переходного типа. К ним относят прежде всего отягощение излишними