

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

активами, недостаток управленческих навыков и опыта; потерю традиционных рынков сбыта продукции; медленное развитие институциональных рамок; недостаток понимания необходимых изменений.

Для успешного преодоления кризисных явлений предлагается использовать методологию стратегического менеджмента, обогащенную понятием экономического поведения предприятий.

Дается определение понятия экономического поведения предприятий, а также называются положительные аспекты использования такого подхода.

Since political transition in former USSR countries began, the effectiveness and performance of former state-owned enterprises have been considered the chief forces driving the development of these transition economies. However, this expectation has been largely unrealized. For example, in our Republic 34,9 % of enterprises were non-profitable (situation on 01.01.2004). It became clear that internal changes in the organization are essential.

Recent research suggests several reasons for slow or inadequate transformation of enterprises in transition economies. First, many former state-owned enterprises in transition economies are burdened with mediocre assets and managers who lack the skill, resources, and experience to manage firms in competitive market environments. Second, many firms in former USSR countries lost their traditional markets because of new competition, vanished international trade relations, and reduced purchasing power. Third, the legal and institutional framework and the factor markets necessary to support organizational transformation have been slow to develop. Fourth, the magnitude of the required change may exceed many managers' and employees' cognitive abilities¹.

In order to solve all these problems it is necessary to use strategic management approach. I recommend to use the concept of enterprises' economic behavior within strategic management approach. Under 'economic behavior' in broad sense I understand the system of consistent actions carried out within definite economic conditions, determined by agent's economic interests and realized with the purpose of rational choice.

From the point enterprises' behavior' view under enterprises' strategy we can understand such behavior which is directed to determine the goals of enterprises' functioning, to define more precisely means of reaching these goals in order to strengthen its marketing position and satisfy customers.

¹ *Uhlenbruck K., Meyer K.E., Hitt M.A. Organization Transformation in Transition Economies: Resource-based and Organizational Learning Perspectives // Journal of Management Studies. 2003. March. P. 257—282.*

Using these approaches (I mean strategic management approach combined with the concept of its economic behavior) will provide more specific recommendations on how managers may better manage their resources. In particular, enterprises may improve their learning ability by actively searching for information in product and factor markets rather than relying on questionable information provided by traditional networks. Also, firms need to adapt organizational structure and processes to allow for more efficient information processing. Such changes should help firms to identify market opportunities and resources needed to exploit those opportunities and satisfy its stakeholders.

I strongly believe that there is a great potential for further development of this theory. Managers need to invest significant effort to integrate resources to achieve the internal consistency and strategic flexibility necessary to take advantage of recognized opportunities. And if they succeed their organizations will survive in rather difficult economic situation which usually accompany transitional periods.

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TELEPHONE COMMUNICATION FOR A BUSINESSMAN ОБЩЕНИЕ ПО ТЕЛЕФОНУ ДЛЯ ДЕЛОВОГО ЧЕЛОВЕКА

В данной работе рассматривается значение телефонной связи как источника информации, а умение эффективно и грамотно общаться по телефону — как необходимый навык делового человека.

Цель работы — показать, что в наши дни напряженный темп жизни заставляет нас все чаще прибегать к услугам телефонного аппарата. Один телефонный звонок может сделать больше, чем несколько долгих и представительных бесед. Поэтому телефонные средства связи все активнее внедряются во все сферы жизни.

Comparatively not long ago the telephone was considered to be luxury, and most of people preferred to have something more necessary and important. But when Belarus became an independent country, our intensive level of life provoked us to use the telephone as an effective means of communication.

Today you will hardly find a business enterprise without highly developed telephone communication. A middle-aged man with a mobile phone is the image of a contemporary businessman.