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ANALYSIS OF CUSTOMER RELATIONSHIP MANAGEMENT PROCESSES AND PROBLEMS IN SERVICE ENTERPRISES

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Abstract: Effective customer relationship management in the service sector is an important condition for the sustainable development of enterprises. This article systematically analyzes the processes of customer relationship management in service enterprises and identifies the main problems arising in this process. The study analyzes the organizational, economic and institutional aspects of customer relationship management from the perspective of the specific characteristics of the service sector. The obtained scientific conclusions serve as a theoretical basis for developing practical recommendations for improving customer relationship management mechanisms in service enterprises.

Key words: service sector, customer relationship management, service quality, loyalty, management processes, problems.

Annotatsiya: Xizmat ko'rsatish sohasida mijozlar bilan munosabatlarni samarali boshqarish korxonalar barqaror rivojlanishining muhim sharti hisoblanadi. Mazkur maqolada xizmat ko'rsatish korxonalarida mijozlar bilan munosabatlarni boshqarish jarayonlari tizimli tahlil qilinib, ushbu jarayonda yuzaga kelayotgan asosiy muammolar aniqlangan. Tadqiqotda mijozlar bilan munosabatlarni boshqarishning tashkiliy, iqtisodiy va institutsional jihatlari xizmatlar sohasining o'ziga xos xususiyatlari nuqtayi nazaridan tahlil qilinadi. Olingan ilmiy xulosalar xizmat ko'rsatish korxonalarida mijozlar bilan munosabatlarni boshqarish mexanizmlarini takomillashtirish bo'yicha amaliy tavsiyalar ishlab chiqish uchun nazariy asos bo'lib xizmat qiladi.

Kalit so'zlar: xizmat ko'rsatish sohasi, mijozlar bilan munosabatlarni boshqarish, xizmat sifati, sodiqlik, boshqaruv jarayonlari, muammolar.

Аннотация: Эффективное управление взаимоотношениями с клиентами в сфере услуг является важным условием устойчивого развития предприятий. В данной статье систематически анализируются процессы управления взаимоотношениями с клиентами в сфере услуг и выявляются основные проблемы, возникающие в этом процессе. В исследовании анализируются организационно-экономические и институциональные аспекты управления взаимоотношениями с клиентами с точки зрения специфики сектора услуг. Полученные научные выводы служат теоретической основой для разработки практических рекомендаций по совершенствованию механизмов управления взаимоотношениями с клиентами в сфере услуг.

Ключевые слова: сектор услуг, управление взаимоотношениями с клиентами, качество обслуживания, лояльность, процессы управления, проблемы.

INTRODUCTION

In recent years, as a result of profound structural changes observed in the global economy, the service sector has increasingly become one of the leading drivers of economic growth, employment generation, and the stimulation of innovative activity. The experience of both developed and developing countries shows that as the share of services in gross domestic product continues to grow, intensified competition within this sector compels enterprises to adopt new management approaches. Under these conditions, the sustainable development and competitiveness of service enterprises are becoming increasingly dependent on the quality of relationships established with customers and the effectiveness with which these relationships are managed.

By its economic nature, the service sector differs fundamentally from material production. The intangibility of services, the simultaneity of production and consumption processes, the predominance of the human factor, and the subjective assessment of service quality transform customer relationship management into a complex

and multifactorial economic process. As a result, in service enterprises, customer relationship management should no longer be viewed merely as a task within marketing or sales activities, but rather as an independent strategic management direction.

In the contemporary economic environment, customer relationship management is emerging not so much as a tool for increasing short-term revenues, but as a key factor in ensuring long-term economic sustainability for enterprises. Customer satisfaction, loyalty, and trust levels have a direct impact on the financial performance, risk profile, and market position of service enterprises. Therefore, the systematic analysis of customer relationship management processes and the identification of problems arising within these processes constitute one of the most relevant directions of scientific research in the service sector.

Practice indicates that in many service enterprises, customer relationship management processes are fragmented in nature and have not been formed as a unified, integrated management system. This situation creates a clear necessity to reconsider customer relationship management processes in service enterprises on a sound scientific basis.

REVIEW OF LITERATURE ON THE SUBJECT

The issue of customer relationship management in service enterprises has emerged as an independent field of inquiry in contemporary economic research and has been examined by foreign, CIS, and local scholars using various theoretical and practical approaches. In these studies, customer relationship management processes are interpreted in close connection with the economic characteristics of the service sector.

Adrian Payne interprets customer relationship management in service enterprises as a value-oriented process. According to him, in the service sector, customer relationship management should not be viewed as a set of isolated operational functions, but rather as a process integrated into the enterprise's strategic management system. Payne identifies the key problem of customer relationship management in service enterprises as the lack of a close linkage between this process and corporate strategy.

In the studies of Christian Homburg, customer relationship management processes in service enterprises are substantiated as being directly related to service quality and internal management systems. The scholar argues that the main challenge in customer relationship management lies in the lack of standardization of service delivery processes and their excessive dependence on the human factor. This situation complicates the achievement of stability in management processes.

Katherine Lemon analyzes customer relationship management in the service sector through the lens of customer experience. According to her approach, the effectiveness of customer relationship management processes in service enterprises depends on coordinated managerial decisions across all customer touchpoints. Lemon identifies the primary cause of problems in customer relationship management as the fragmented management of customer experience.

In the research of scholars from CIS countries, the issue of customer relationship management in service enterprises is more often examined from the perspectives of managerial efficiency and competitiveness. E.P. Golubkov considers customer relationship management processes in the service sector in connection with the enterprise's overall management system. According to the scholar, in practice, customer relationship management is often confined to the level of marketing departments, which prevents the full utilization of the strategic potential of this process.

Similarly, in the studies of O.A. Tretyak, particular attention is paid to the institutional aspects of customer relationship management processes in service enterprises. He emphasizes that the insufficient development of mechanisms of trust, commitment, and long-term cooperation in service markets constitutes one of the key systemic problems in managing customer relationships.

In domestic economic literature, the issue of customer relationship management in service enterprises is studied in the context of modernizing the service sector and improving management efficiency. Sh.X. Karimov emphasizes that the effectiveness of customer relationship management processes in service enterprises is directly linked to the capacity of service personnel and the level of managerial culture. According to him, without adequate attention to the human factor, sustainable customer relationship management cannot be achieved.

In the studies of M.Q. Pardaev, customer relationship management processes in service enterprises are analyzed in close connection with economic performance. The scholar explains the problems in managing customer relationships in service enterprises primarily by the narrow application of evaluation criteria and the neglect of intangible outcomes.

RESEARCH METHODOLOGY

This study is aimed at identifying customer relationship management processes and the problems associated with them in service enterprises. The research applies a systemic approach based on the

theories of service economics and relationship marketing. In analyzing the scientific literature, analytical and comparative methods were used, while the study of management processes employed logical abstraction and systematization methods. Induction and deduction methods were applied to identify problems in customer relationship management.

ANALYSIS AND RESULTS

The analysis of practice shows that in many enterprises this process is implemented in a fragmented manner and has not been formed as a single integrated system.

In service enterprises, the customer relationship management process has been modeled on the basis of systematic stages, taking into account the intangibility of services and their dependence on the human factor. This model encompasses the entire management cycle, starting from customer-related information and extending to final economic and strategic outcomes.

Unlike the linear management approach typical of manufacturing enterprises, the proposed model takes into account the high level of customer participation and the variability of the service delivery process inherent in the service sector.

The identification of customer-related information and demand as the initial stage of the model is not accidental. In the service sector, customer needs, expectations, previous experience, and market demand constitute the key factors that determine the content of the service delivery process. The lack of systematic collection and analysis of this information may lead to a decline in service quality and customer satisfaction.

At the next stage, the process of customer segmentation and analysis is carried out. This stage enables the provision of an individualized approach in the service sector, facilitates service personalization, and allows for more efficient use of resources. Segmentation forms the analytical basis necessary for making strategic decisions in customer relationship management (Figure 1).



Figure 1. The general model of the customer relationship management process in service enterprises

In the model, the organization of the service delivery process is *выделена* as a separate stage, which is explained by the simultaneity of service production and consumption. At this stage, service technologies, internal processes, and organizational mechanisms play a crucial role.

The employee–customer interaction model represents one of the central elements. In the service sector, the human factor is decisive, and the qualifications, communication skills, and motivation of employees directly influence the quality of relationships with customers. Positive or negative experiences formed at this stage have a strong impact on the further development of these relationships.

At the subsequent stage, service quality and customer satisfaction are assessed. This stage serves as a key feedback element in the customer relationship management process, enabling the evaluation of service effectiveness and the identification of shortcomings. The results of this assessment are used to review and adjust managerial decisions.

The model distinctly identifies the stage of relationship development and strengthening, which is aimed at forming long-term cooperation with customers. At this stage, loyalty programs, personalized offerings, and communication strategies play an important role.

The final outcomes of the process include customer loyalty, repeat interactions, revenue stability, and competitive advantage. These outcomes reflect the economic effectiveness of customer relationship management and contribute to strengthening the enterprise's market position.

At the same time, the model incorporates a feedback mechanism implemented through customer feedback and monitoring, which ensures the continuity of the management process. This mechanism enables continuous improvement of service delivery processes and adaptation to changing customer needs.

Therefore, Figure 1 is considered a process-based model of customer relationship management.

While Figure 1 illustrates the structural logic of the customer relationship management process, Figure 2 reveals the mechanism through which this process affects economic outcomes. The model systematically represents the cause-and-effect relationships between the level of customer relationships, intermediate management mechanisms, and final economic results.

On the left side of the figure, the level of customer relationships is presented across low, medium, and high stages. These levels reflect the degree of maturity in managing customer relationships in service enterprises. At the low level, relationships are episodic and unsystematic, characterized by unstable service quality and customer satisfaction. As a result, customer relationship management is often limited to operational decisions and does not rise to the level of strategic management. At the medium level, relationships are organized based on certain management elements; however, they have not yet evolved into a fully strategic mechanism. At the high level, customer relationships are formed as a central element of the enterprise's management system (Figure 2).

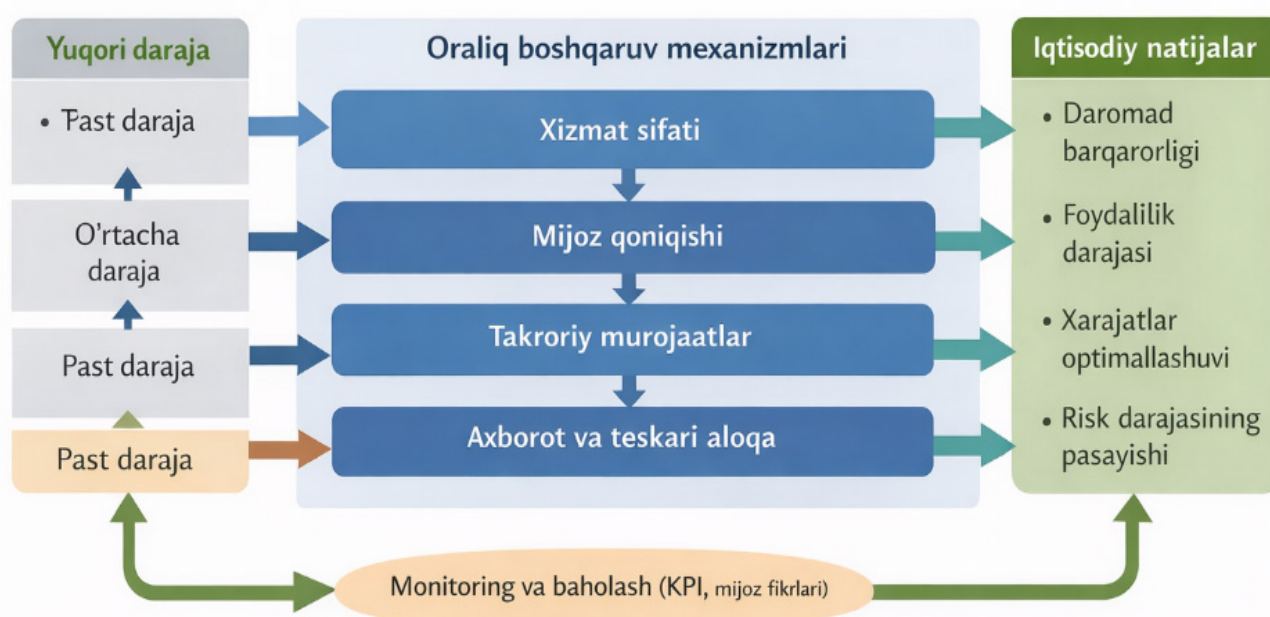


Figure 2. The mechanism of influence between the level of customer relationships and economic outcomes

The intermediate management mechanisms located at the core of the model serve as the key connecting link between the level of customer relationships and economic outcomes. In particular, service quality determines the degree of adaptability to customer needs and creates the basis for the formation of customer satisfaction. An increase in customer satisfaction leads to a higher share of repeat interactions, which in turn generates stable demand in service enterprises. The information and feedback mechanism enables the improvement of service processes based on customer feedback.

The economic outcomes presented on the right side of the figure reflect the final results of this mechanism. Specifically, under conditions where customer relationships are highly developed, revenue stabilization, increased profitability, and cost optimization are observed. At the same time, a higher proportion of loyal customers reduces the impact of market uncertainty and contributes to a decrease in economic risks.

The presence of a feedback mechanism implemented through monitoring and evaluation (KPIs, customer feedback) ensures the continuity of the management process. This mechanism makes it possible to revise customer relationship practices based on economic outcomes, update strategic decisions, and continuously improve service quality.

The practical results of this mechanism are empirically confirmed in the subsequent table, which reflects how economic indicators change depending on the level of customer relationship development.

The practical outcomes of this mechanism are empirically validated through a table illustrating changes in economic indicators according to different levels of customer relationship development (Table 1).

Table 1. Key problems in customer relationship management in service enterprises and their economic consequences

Type of problem	Description	Impact on the process	Impact on economic outcomes
Non-systematized management	Customer-related activities are carried out by separate departments without a unified strategy	Customer information and segmentation stages are disrupted	Revenue instability, low level of repeat interactions
Insufficient information and CRM	Customer data are not collected and analyzed on a regular basis	The feedback mechanism does not function effectively	Declining satisfaction, increased risk level
Imbalance in employee–customer interaction	Employees lack sufficient communication and service skills	Service delivery process and communication quality deteriorate	Reduced loyalty, declining profitability
Weak service quality monitoring	Service quality and customer satisfaction are not assessed regularly	Evaluation and feedback stages weaken	Rising costs, reduced efficiency
Limited loyalty development mechanisms	Personalized offers and loyalty programs are absent or ineffective	Relationship development stage does not function fully	Decline in repeat purchases, reduced long-term revenue

The data presented in Table 1 indicate that the problems encountered in customer relationship management processes in service enterprises are systemic in nature. The problems outlined in the table cover almost all stages of the management process illustrated in Figure 1 and emerge as key factors disrupting process continuity.

In particular, the lack of systematized management and insufficient information support limit the effective use of customer data, leading to the incomplete functioning of segmentation and feedback mechanisms. This situation has a direct impact on the economic outcomes shown in Figure 2, causing revenue instability and an increase in risk levels.

Problems in employee–customer interaction represent one of the most critical constraints in the service sector, given the predominance of the human factor. When communication quality deteriorates, service quality and customer satisfaction fail to develop adequately, resulting in a decline in customer loyalty.

Furthermore, weak service quality monitoring and limited loyalty development mechanisms create disruptions at the final stages of the relationship management process. As a result, long-term partnerships with customers are not established, and the economic sustainability of service enterprises

CONCLUSIONS AND SUGGESTIONS

The conducted analyses demonstrate that customer relationship management in service enterprises is a complex, multi-stage process composed of interrelated elements. The research findings confirm that the effectiveness of this process directly depends on the consistent and systematic implementation of customer data collection and analysis, segmentation, organization of the service delivery process, employee–customer interaction, service quality monitoring, and feedback mechanisms.

Based on the developed management model and the mechanism linking customer relationship management to economic outcomes, it is revealed that under conditions where customer relationships are highly developed, service enterprises experience revenue stabilization, increased profitability, and a reduction in economic risks. Conversely, fragmented and unsystematic management of customer relationships leads to a decline in service quality, insufficient formation of customer satisfaction, and a decrease in the share of repeat interactions.

The analysis identified the main problems in managing customer relationships in service enterprises as the lack of integrated management, insufficient implementation of information systems, low levels of employee qualification and motivation, and weak monitoring and evaluation mechanisms. These problems disrupt the continuity of the management process and negatively affect economic efficiency.

Overall, the research findings substantiate the necessity of forming customer relationship management in service enterprises not as a separate functional activity, but as an integral part of the enterprise's overall strategic and economic management system. These conclusions serve as a methodological foundation for developing scientific and practical recommendations aimed at improving customer relationship management mechanisms in subsequent stages of research.

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