

TBE'S MODEL FOR LEADING A CLIENT ORIENTED ORGANIZATOAN

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As a profesor, manager and consumer, I have come about to notice the lack of focus on the clients of numerous organizations on the Romanian market. Due to increasing competition and the phenomenon of globalization, the growth of difficulties on the market because of the curent crisis, the orientation towards the clients in order to satisfy his demands, is a necessity. The development of a business based on the principle of focusing on its clients implies a considerable group effort, TBE presented in this paper being a very useful tool for that purpose.

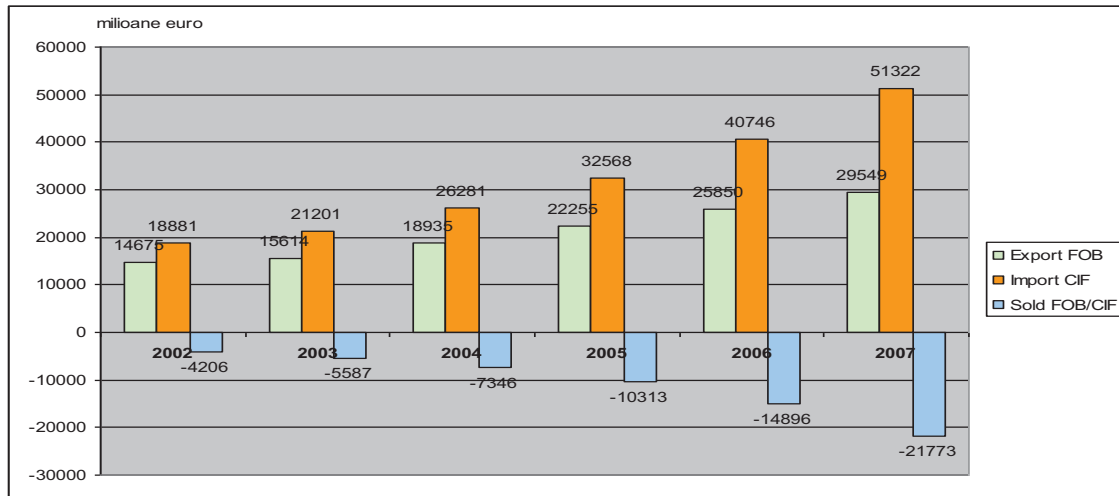
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The need to improve client satisfaction policies in Romania's organizations

I took the opportunity to design a model graphic for leading an organization that wants to improve its global performance through a better client oriented policy, taking into consideration the following:

- client satisfaction represents the basis for a long term succesful business in today's competitive environment, which forces organizations to promote a client satisfaction oriented business, focusing on his needs and demands;
- the existence of numerous organizations on the Romanian market whose performances and competitiveness would be highly improved if they would promote client satisfaction policies as a basic principle of their business. In my opinion, the proof of this remark is represented by Romania's commercial balance deficit.

Fig. 1 – Evolution of Romanian imports and exports²²⁰



During the studied period, the value of imports was constantly greater than the value of exports, the exports being only 66,42% of the total value of imports. Unfortunately, the growth of internal consumption depends on imports, due to the internal productions' incapacity to respond to this opportunity. The commercial balance is a relevant indicator concerning an economy's competitiveness (and the economic organizations that are part of it) on the international market. The severe deficit of the commercial balance reflects a dramatic lack of competition on internal supplies (or their inexistence on certain product markets). At the center of this lack of competition also lies the lack of a client oriented policy of the Romanian firms.

TBE model – Instrument for leading a client oriented organization

Next I will analyze the critical success factors, objectives and performance indicators specific to the TBE model in order to guide a client oriented organization. The goals concerning the performance indicators and improvement plans are set by every organization taking into account specific realities of their internal and external environment.

220 *** Direcția de Statistică a județului Bihor

FINANCIAL		
Critical success factors	Strategic objectives	Performance indicators
Growth	Expanding activities	Increasing turnover
		Increasing client portfolios
		Increasing number of markets on which the company works
		Increasing average income from clients
Profitability	Improving profitability	Increasing profit / client
		Improving cash flow
		Average profitability of development projects
		Growing profitability rate
		Increasing profits
CLIENTS		
Critical success factors	Strategic objectives	Performance indicators
Exceptional product and services quality (Q)	Raising product and service qualities	Level of external client satisfaction
		Level of internal client satisfaction
		Level of market share held
		Percentage of clients that end relations with the organization because they are not satisfied
		Percentage of returned products out of total sold products
		Percentage of products in need of service during their warrant period out of total sold products
		Level of client loyalty
		Average duration of a relation with the client
Cost (C)	Reducing purchasing costs	Reducing purchasing costs
		Practice of a discount system based on certain conditions (value, payment deadline)
		The offer of extra facilities or advantages for the same price
	Reducing utilization costs	Reducing the product's utilization cost (consumption, maintenance, disposal)
Delivery time (D)	Reducing a product's delivery time	Rate of deliveries on time
		Number of delayed days in order deliveries
		Average delivery time of an order
		Number of complaints concerning delivery deadlines
Product costumization	Improving the capacity to personalise products	Number of models of products offered within the product mix offered by the market
		Number of personalised products requested
		The percentage of satisfied requests out of the received requests
		Number of personalised products out of the total of sold products
		The percentage of sales of personalised products out of the

		turnover
INTERNAL PROCESS		
Critical success factors	Strategic objectives	Performance indicators
Quality management	Improving work quality within the organization	The rate for internal processes with QMP (quality management procedures)
		The rate for processes who's feedback concerning their performances is offered in real time
		Number of interruptions in the production process
		Number of unavailable hours of machines during work hours
	Improving the quality of products and services on the market	Rate of unfit products out of total produced
		Number of complaints received / total number of items sold
		The percentage of auctions won out of the total number of auctions the firm took part in
		Quality department buget / organization's total buget
	Lowering costs	Internal failure costs / value of production
		External failure costs / value of sales
		Reducing any cost by implementing development projects
Client relations management	Improving client relations	Number of visits to clients
		Number of meetings with groups of clients
		Number of communication channels between clients and the organization
		Number of employes with the main responsibility of interacting with the client
		Number of employes trained to interact with the client
		Number of complaints connected to the client's interaction with the organization's employes
		Percentage of clients pleased with the method used to solve their complaint
Time and logistics management	Reducing the time to go through a process and respond	Reducing the time it takes to accomplish a process
		Efficacy of the production cycle = processing time / time it takes to go through the process
		Percentage of orders not received on time from the suppliers
		Average time it takes to make an offer
		Average time it takes to solve a complaint
		Average time it takes to launch a new product on the market
		The stock rotation period
		The cost of stocking
Inovation management	Improving the inovation capacity of the organization	Number of pattented products created by the research and development department
		Number of new products on the market
		New products success rate
		Percentage of incomes from new products in turnover

		Percentage of the buget ditributed to research from the total buget
		Percentage of employes working in the science and development department
KNOWLEDGE AND LEARNING		
Critical success factors	Strategic objectives	Performance indicators
Competence and ability	Continous development of human potential in the organization	Percentage of employes who took training and perfectioning classes for one year
		Percentage of employes who meet the competence requierments of their jobs
		Anual staff training costs
		Percentage of employes who developed a carrier plan together with the department of RU
		Level of worker satisfaction
		Improvement of productivity
	Providing access to internal and external information	Percentage of employes who have internet access
		Number of magazines the organization has subscribed
		Number of levels in the organizations employee structure
	Know-how	Developing the resource knowledge of
Number of sugestions implemented / employee		
Number of projects for improvement successfully finalized		
Value of costs to prevent nonquality (for example: implementing a quality standard or a QMP, training in the area of quality)		
Value of quality evaluation costs		
Number of researches made (benchmarking, market studies)		
Number of partnerships with clients to receive information owned by them		
Number of management team meetings in order to evaluate and improve the quality offering capabilities of the organization		
Pro-quality organizational culture	Developing a pro-quality organizational culture *	Percentage of employes involved in quality teams and/or improvment teams
		Number of quality teams that are active in the organization
		Number of improvement teams that are active in the organization
		Percentage of time given by the management to the problem of quality (defining the policy and objectives, suporting improvement teams, analysis made by the management)
		Has the management team defined the policy and strategic objectives for quality?
		Has the management team communicated the policy and strategic objectives for quality?
		Are the quality objectives defined down to an individual level?
		Does the organizations reward sistem take into account

		employee performances when it comes to quality?
		Are the employees provided with a feedback for performances when it comes to quality?
		Is empowerment an often practice in the organization?
		Is visual management used to communicate and influence in the organization?
		Is there a suggestion system implemented in the organization?
		Are there meetings often held at all the levels of the organization in order to analyze aspects related to quality?

TBE represents ,for leading a client oriented policy, a vital management instrument to the success of the company. The competitiveness of the Romanian economy, its ability to catch up on to other more developed economies, the prosperity of Romanian society, depend considerably on the ability of Romanian organizations' management to amplify the client's relations with the firm using the tool presented in this paper.

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