Unapređenje strategije inovativnosti malih i srednjih preduzeća u građevinskoj industriji kroz ulaganje u razvoj CRM programa i BSC matrice

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Inovativnost za mala i srednja preduzeća predstavlja jedan od ključnih faktora uspeha u poslovanju na sve turbulentnijim tržištima. Ulaganje u unapređenje softverskih aplikacija za upravljanje odnosima sa potrošačima je odlučujuće za podizanje inovativnosti, poboljšanje poslovnih performansi i maksimizaciju profita kroz adekvatan sistem upravljanja i primenu strategije fokusirane na korisnika. Ulaganje u inovativnost je siguran put u obezbeđivanju poslovnog rezultata i profitabilnosti malih i srednjih preduzeća

Ključne reči: inovativnost, mala i srednja preduzeća, CRM, upravljanje odnosima sa potrošačima

1. UVOD

Globalizacijom svetskog tržišta, razvojem Internet tehnologija, prelazi se sa tržišta proizvoda na tržište potrošača. Inovativne kompanije uspešno sprovode svoju strategiju pod ovakvim tržišnim okolnostima, stavljajući u centar svojih poslovnih aktivnosti potrošače.

Životni vek proizvoda se konstantno smanjuje. Konkurentsku prednost kompanije je teško izgraditi i zato kompanije treba da usavrše predviđanja potreba potrošača u budućnosti, u čemu će im u mnogome pomoći implementacija novih tehnologija.

Savremeno tržište, u uslovima sve zahtevnijih i informisanih potrošača, oštre i nelojalne konkurencije, zahteva novi pristup strategiji inovativnosti malih i srednjih preduzeća, u čemu im upravljanje odnosima sa potrošačima može dosta doprineti.

Cilj ovog rada je prikaz mogućnosti unapređenja metrike poslovanje, kroz integraciju tablice uravnoteženih rezultata (BSC) i CRM metrike u novu CRM tablicu uravnoteženih rezultata, u okruženju malih i srednjih preduzeća, sa posebnim osvrtnom na građevinske firme,

2. CRM KOCEPT

Upravljanje odnosima sa potrošačima (CRM - Customer Relationship Management) predstavlja relevantan deo poslovnih aktivnosti jedne kompanije. CRM koncept jedan je od važnijih segmenata poslovnih procesa kojim se može unaprediti inovativnost malih i srednjih preduzeća, i koji je potrebno posmatrati kao deo posebnog segmenta integrisanih marketinških komunikacija. Međutim, ljudi iz marketinga se često isključivo rukovode principom „4P“, zapostavljajući stratešku funkciju marketinga, koja treba da pomogne generalnom menadžeru da upravlja kompanijom i njenim stepenom inovativnosti u smeru strateškog i funkcionalnog uticaja koristeći koncept CRM-a.

Upravljanje odnosima sa potrošačem predstavlja relativno mlad koncept, koji u savremenoj tržišnoj privredi, paralelno sa razvojem informacionih tehnologija označava dvosmernu komunikaciju kompanije i potrošača

kao prioritet poslovnih aktivnosti. Za mnoga mala i srednja preduzeća, CRM predstavlja inovaciju u informacionim tehnologijama, koja može ojačati njihovo poslovanje i da im obezbedi stratešku prednost [1]. Liza O'Meli naglašava tehnološki fokus CRM i kaže da, iako CRM uključuje mnogo više od softverskog paketa i aplikacije za unos i analizu podataka, u praksi se kompanije koje ga kupuju (i prodaju) ne zalažu za nešto više osim tehnološkog pristupa [2], koji vrlo često zbunjuje obične korisnike i ne daje ključne koristi i prednosti upotrebe softverskog rešenja za vlasnike poslovnih procesa.

2.1. Lanac vrednosti CRM-a

U cilju održanja kontinuiteta aktivnosti usmerenih ka stvaranju lojalnih potrošača, Batl [3] ukazuje na važnost implementacije aktivnosti CRM lanca vrednosti (slika 1), jer primena ovog koncepta pomaže organizacijama da izgrade dugoročne odnose sa ciljnim potrošačima.

Batl je u primarne aktivnosti je stvrstao: portfolio analize kupaca, upoznavanje potrošača, razvoj mreže, razvoj vrednosti u ponudi i upravljanje odnosima sa potrošačima. Aktivnosti za podršku su: liderstvo i kultura, IT i baze podataka, ljudi i procesi. CRM lanac vrednosti je koncept formulisan na teoretskoj i praktičnoj bazi i principima koji imaju za cilj kreiranje baze lojalnih kupaca što obezbeđuje dugoročnu profitabilnost. CRM lanac vrednosti ukazuje da se aktivnosti usmerene ka stvaranju lojalnih potrošača moraju kontinuirano sprovoditi.

Slika 1: CRM lanac vrednosti

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3. ZNAČAJ PRIMENE CRM-A ZA INOVATIVNOST GRAĐEVINSKIH KOMPANIJA

Upravljanje odnosima s potrošačima daje očekivane rezultate samo ako je potpuno integrirano u poslovanje kompanije i podržano dobrim informacionim sistemom. Evidentno je da su vlasnici malih i srednjih preduzeća u prilici da potrebe svojih potrošača - ne samo spoznaju, kroz direktan kontakt sa njima - već i prilagode njihovim željama i mogućnostima, čime povećavaju poverenje potrošača u preduzeće.

CRM koncept se može posmatrati kao integrirani skup aktivnosti koji unapređuje poslovanja kompanije kroz:

- identifikaciju, razumevanje i uspešno obraćanje potrošačima,
- ciljanu prodaju postojećih proizvoda i usluga novim i postojećim potrošačima,
- razvoj novih atraktivnih ponuda, cenovnih popusta i marketinških programa namenjenih potrošačima i
- podelu dobiti sa najprofitabilnijim potrošačima, jer zadovoljan potrošač postaje lojalan potrošač.

CRM softver je od presudne važnosti za poboljšanje performansi malih i srednjih preduzeća [4].

Građevinske kompanije svoj fokus inovativnosti uglavnom usmeravaju na razvoj novih materijala, konstrukcijskih metoda, inovativan dizajn i arhitekturu. U građevinskoj industriji, CRM se posmatra kao skupa i kompleksna inovacija, koja zahteva napredne tehnološke performanse infrastrukture kompanije i njenih zaposlenih [5]. Prema jednom istraživanju među nemačkim kompanijama (slika 2), primena CRM koncepta je od najvećeg značaja za stvaranje dugoročne strategije[6].

Slika 2: Vrednovanje dugoročno održivih strategija u nemačkim kompanijama

U jednom intervju David Cooper je dao odgovore na pitanja kako je *British Gas* uspeo da poboljša svoju reputaciju i lojalnost korisnika, od kompanije koja je 2006. izgubila milion korisnika, do brenda koji je od 2008. do 2010. stvorio armiju zadovoljnih korisnika [7].

Zahvaljujući CRM aplikaciji, koju su unapredili i poboljšali, ostvaren je jednostavniji način obrade zahteva potrošača. Stara aplikacija je zahtevala između 20 i 30 koraka prilikom unošenja i obrade informacija, što je u novoj aplikaciji drastično smanjeno. Zahvaljujući tome što

je puno potrošača koristilo novu aplikaciju, smanjen je i broj poziva ka komercijalistima i *call-centru*. Na taj način je i povećano zadovoljstvo zaposlenih i smanjen broj grešaka.

Na primeru građevinske kompanije, implementacija CRM sistema je donela povećanje prodaje kompaniji za 750.000 dolara godišnje, odnosno povećanje profita za \$37.000 godišnje [8].

Efikasnost CRM procesa, koji treba da bude integriran u poslovanje jednog preduzeća podrazumeva:

- razvoj prakse razvoja odnosa sa potrošačima,
- praćenje prodaje kao i podršku potrošačima,
- identifikaciju faktora koji doprinose uspešnom odnosu sa korisnicima,
- razvoj procesa koji će odgovarati potrošačima i
- preporuku rešenja za potrošače koji imaju žalbu na proizvod/uslugu.

3.1. Implementacija CRM tehnologije

Dosadašnja istraživanja o prihvatanju i implementaciji CRM tehnologija u malim i srednjim preduzećima pokazuju usporen nivo usvajanja CRM-a, gde više od polovine ovih projekata završi neuspehom [9]. Razlozi neuspeha se ogledaju u averziji malih i srednjih preduzeća prema riziku [10]. kao i neprihvatanju od strane korisnika i nedovoljnoj integraciji sa postojećim softverskim rešenjima [11].

Uprkos želji velikog broja MSP da inovira svoje poslovanje kroz CRM rešenja, sposobnost organizacije da se prilagodi promenama procesa predstavlja ključni faktor inovativnosti. Pored toga, kao ključne faktore za primenu CRM-a Flečer ističe znanje menadžera i sposobnost za inoviranjem poslovnih procesa [12], dok Nonaka navodi upravljanje znanjem i stručnost zaposlenih u kompaniji kao oslonac podrške procesu inovacija u malim i srednjim preduzećima [13].

3.2. Unapređenje baze podataka

Razvoj informacionih tehnologija uključuje i softver za kreiranje baza podataka, koji kompanijama olakšava komunikacijske aktivnosti. Dobro formirana i funkcionalna baza podataka o potrošačima je usmerena ka kreiranju i održavanju trajnih odnosa sa njima, čime predstavlja osnov strategije zadržavanja potrošača. Softverski paketi koji su namenjeni upravljanjem potrošačima, osim što predstavljaju informacionu tehnologiju, oni zapravo započinju suštinsku promenu u filozofiji poslovanja, u čijem središtu se nalaze potrošači i njihove potrebe. Takvi softveri predstavljaju menadžerski alat za donošenje odluka i analizu situacije na tržištu. Oni obezbeđuju automatizaciju procesa CRM-a.

Međutim, uspešna CRM strategija ne može biti sprovedena jednostavnom instalacijom i integrisanjem programskog paketa i ne može se sprovesti preko noći. Promene se moraju desiti na svim nivoima, uključujući kompanijsku politiku, treninge zaposlenih, marketing sisteme, informacioni menadžment i sl. To znači da se svi aspekti poslovanja moraju uobličiti u skladu sa principima CRM [14].

Osnovni razlog za uvođenje i primenu CRM rešenja predstavlja mogućnost upravljanja i analize

kvalitetnim podacima, koji nastaju kao izlazna metrika iz ofih softvera. Pored CRM metrike, ovde treba pomenuti i tzv. tablicu uravnoteženih rezultata, poznatu još kao BSC matrica.

BSC (*Balanced Scorecard*) se prvobitno pojavio kao sistem za izveštavanje i merenje učinka u preduzećima, čija je osnovna suština da se povežu finansijske i nefinansijski aspekti poslovanja, kao i eksterne i interne perspektive u organizaciji. BSC matrica, na taj način, postaje sjajan alat za implementaciju strategije, filozofije i ciljeva kompanije, gde se misija, vizija i vrednosti, kroz BSC matricu, direktno predstavljaju zaposlenima, tako da ih oni razumeju, što povećava lojalnost zaposlenih i poboljšava organizacionu kulturu.

Slika 3: Prikaz BSC matrice

3.3. BSC matrica i metrika CRM-a

Suštinu korišćenja metrika u poslovnim aktivnostima su:

- čvršća kontrola poslovnih procesa i aktivnosti,
- sredstvo za merenje promena u prihodima, troškovima i profitima,
- uspostavljanje referentnih i ciljanih vrednosti radi postizanja određenih nivoa performansi,
- merenje povraćaja ulaganja (ROI),
- pomoć u pridobijanju i zadržavanju potrošača,
- sprečavanje odlazaka potrošača i pomoć u novom osvajanju profitabilnih potrošača i
- efikasno upravljanje raspoloživim resursima radi ostvarivanja ciljeva kompanije.

3.3.1. BSC matrica – Tablica uravnoteženih rezultata

Kvalitetno upravljanje CRM-om obezbeđuje kompanijama izlazne merljive podatke. Kaplan i Norton ističu da se ne može upravljati procesima koji nisu merljivi [15]. Kaplan i Norton su autori tablice uravnoteženih rezultata (engl. *Balance Scorecard* – tj. BSC matrica), za koju Kelen tvrdi da se može koristiti u CRM okvirima za merenje rezultata [16].

Tablica urovnoteženih rezultata predstavlja okvir koji obezbeđuje da strategija poslovanja bude operativna. Metrika performansi kompanije, prema BSC matrici se definiše iz četiri perspektive (Slika 3):

1. Finansijska perspektiva,
2. Potrošačka perspektiva,
3. Perspektiva internih poslovnih procesa i
4. Perspektiva učenja i razvoja.

Treća perspektiva se, u izvornom obliku koncepta BSC odnosi na proizvodno/uslužne procese, inovacijske i razvojne procese, procese upravljanja odnosima sa potrošačima, operativne procese i bezbednosno-ekološke procese.

Primena BSC matrice u građevinskoj industriji je jako važna, imajući u vidu projektno upravljanje poslovima u ovoj industriji.

Prema Štrausu i Frostu, glavni ciljevi BSC matrice su inovativnost proizvoda i usluga, stalno poboljšavanje u CRM sistemu [17]. Inovativni procesi uključuju razvoj i implementaciju novih proizvoda i usluga, koji donose kompetitivnu prednost.

3.3.2. Metrika CRM-a

CRM daje veliki broj podataka koji kompaniji mogu da koriste u aktivnostima kompanije u odnosu na potrošače i to:

1. pridobijanje potrošača (proces pridobijanja novih potrošača osnova je celog CRM procesa),
2. zadržavanje potrošača (građenje odnosa s postojećim potrošačima),
3. odliv potrošača (proces analize aktuelnih potrošača koji odlaze kod konkurencije ili jednostavno gube interes za proizvode i usluge koje nudite),
4. ponovno pridobijanje potrošača, koje se odnosi na uspostavljanje nove saradnje s potrošačima koji su otišli kroz odliv.

Dok se u BSC matrici posmatra poslovanje kompanije u celini, CRM metrika, na drugoj strani, daje parametre predstavljaju merljivi izlaz iz CRM sistema, kao što su su promet, profitabilnost, zadržavanje potrošača troškovi transakcije i troškovi pridobijanja potrošača [18] [19] [20], kao i zadovoljstvo potrošača, njihova lojalnost i psihografski i procesi ponašanja sa strane potrošača [21], prodajne kampanje, dodatna i unakrsna prodaja [22], kao i podatke o socijalnim Internet-mrežama [23]. Svi ovi parametri, prema Hyung-Su i Young-Gul, treba da postanu deo posebne CRM tablice uravnoteženih rezultata [24].

Uzimajući u obzir metrike BSC-a i CRM-a, postoji neophodnost dodavanja perspektive potrošača i inovativnosti performansama CRM [25]. Istraživanje u građevinskoj industriji je pokazalo da praćenje statusa potrošača povećava njegovo zadovoljstvo [26], što govori da se proširenjem metrika BSC i CRM i njihovim integrisanjem u strategiju malih i srednjim preduzeća može uticati na finansijski rezultat kompanije.

3.3.3. CRM tablica uravnoteženih rezultata

Kako je BSC matrica već dokazana kao koristan menadžerski alat za merenje sveukupne strategije organizacije, a iskustva sa primenom CRM strategija i CRM metrike pokazuju nedostatak podrške menadžmenta i samim tim veći broj neuspeha u primeni od BSC matrice, neki autori predlažu CRM tablicu uravnoteženih rezultata (tabela 1), koja će [27]:

- sadržati metriku za svaki segment potrošača koji je targetiran u CRM-u;
- biti fokusirana na osnovne funkcije CRM-a;
- pratiti učinak svih kanala kontakata sa potrošačima.

4. ZAKLJUČAK

Istraživanje, koje je sprovedeno tokom 2006. godine u Evropskoj Uniji, potvrđuje da firme koje nemaju razvijen CRM [28]:

- u proseku izgube 50% svojih klijenata svakih pet godina;
- oko 65% od svih izgubljenih klijenata je otišlo zbog loše usluge i komunikacije;
- troškovi pridobijanja novog klijenta su pet puta viši nego troškovi zadržavanja starog.

Nasuprot njima, kompanije sa razvijenim CRM konceptom:

- rastu skoro 60% brže od konkurencije koja nema razvijen CRM,
- proširuju tržište za 6% godišnje,
- naplaćuju 10% više za svoje proizvode,
- ostvaruju povratak na investiciju (ROI) od 12%.

Promene u razmišljanju potrošača, dostupnost informacija, globalizacija, otvorenost tržišta, digitalizacija i mnogi drugi faktori utiču na strateški pristup u postavljanju odgovarajućeg modela poslovanja, koji treba da stvori dodatnu vrednost za sve stakeholdere. Unapređenjem CRM-a kroz inovativni pristup, obezbeđuje se stvaranje dodate vrednosti, preko stvaranja dugoročnih odnosa sa potrošačima.

Približavanjem zemlje Evropskoj Uniji, mala i srednja preduzeća, koje žele da učestvuju na tom tržištu, moraju prilagoditi svoje poslovanje zahtevima vezanim za standarde u građevinskoj industriji, što pokazuje potrebu i neophodnost uvođenja sistema kontrole poslovanja i projektnog izvođenja, gde je korist od primene tablice uravnoteženih rezultata evidentna.

Podizanje konkurentnosti malih i srednjih preduzeća u građevinskoj industriji se oslanja na unapređenje inovativnosti, koje zavisi od transformacije podataka u informacije i znanje, i njihovu dostupnost menadžerima koji ovo znanje treba da pretvore u mogućnost za realizaciju poslovnih rezultata. Na kraju nivo inovativnosti određuje uspeh malih i srednjih preduzeća u građevinskoj industriji u radu sa klijentima i izgradnju dugoročnih odnosa sa korisnicima.

Perspektiva		Dijagnostički faktori	Pokazatelji
Performanse organizacije		Vrednost za akcionare	vrednost za akcionare - SHV (engl. <i>Shareholder value</i>)
		Profitabilnost	prinos na ukupnu aktivu, prinos na ukupne prihode, neto prihod, prihod po zaposlenom
		Vrednost potrošača	vrednost potrošača, dugoročna vrednost potrošača, profit po potrošačima
Potrošači		Lojalnost potrošača	datum poslednje kupovine, učestalost realizacije transakcija i novčana vrednost kupovine
		Zadovoljstvo potrošača	stepen zadovoljstva potrošača
		Vrednost iz perspektive potrošača	žalbe potrošača
Procesi		Akvizicija potrošača	broj kontakata po marketinškom kanalu, troškovi po kontaktu, posete potrošačima, broj novih potrošača, broj poseta na web stranici, profitabilnost novih potrošača, stopa odgovora potrošača, stopa konverzija potrošača po prodajnom kanalu, stopa kontakata potrošača
		Zadržavanje potrošača	vreme čekanja, stopa rešenih primedbi prilikom prvog poziva, stopa zadržavanja potrošača, vreme isporuke, stopa odbijanja potrošača
		Ekspanzija potrošača	povećanje prodaje po potrošaču, učešće stalnih potrošača, stopa dodatne i unakrsne prodaje, vrednost po porudžbini
Infrastruktura	IT	CRM tehnologija	dostupnost informacija od strateškog značaja, tačnost informacija o potrošačima, integracija informacija o potrošačima, stabilnost sistema
	Ljudski kapital	Ponašanje zaposlenih	spremnost ljudi, vreme potrebno za izvršenje posla, pozivi obrađeni od strane call-centra
		Zadovoljstvo zaposlenih	stopa jako zadovoljnih zaposlenih, stopa zadržavanja zaposlenih
		Stav menadžmenta	podrška menadžmenta CRM-u
	Usaglašavanje strategije	Trening i obuke	broj dana obuka po zaposlenom
		Sistem nagrađivanja	/
		Organizaciona struktura	poboljšanja u profilu raznovrsnosti
	Kultura	Partnerstvo	raznovrsnost dobavljača
		Tržišna orijentacija	učestalost istraživanja tržišta, stvaranje znanja potrošača
		Eksplicitnost ciljeva	/

Tabela 1: Primer CRM tablice uravnoteženih rezultata

Uzimajući u obzir istraživanje koje su sprovedi Nguyen i Voring, gde su pokazali da inovativnost menadžmenta i stepen koristi koje obezbeđuje CRM doprinose pozitivnom stavu prema tehnologijama. [29], kao i činjenicu da preduzeće, samo po sebi treba da poseduje sposobnost da apsorbuje znanje, transformiše ga i koristi u stvaranju novog znanja, koje za uzvrat promoviše inovacije [30], mala i srednja preduzeća u građevinskoj industriji treba da rade na osnaživanju aspekta inovativnosti u svojim organizacionim kulturama i na poboljšanju metrike svojih poslovnih rezultata. U tome im u mnogome može pomoći efikasan CRM sistem. Uz podršku top menadžmenta, CRM tehnološke inicijative će biti uspešne i samim tim dobar poslovni rezultat, koji se ogleda u maksimizaciji profita.

Građevinske firme treba da razviju strategiju za implementaciju CRM-a kako bi iskoristile benefite koje CRM pruža. U sadašnjem poslovnom okruženju, u kojem se poslovanje odigrava u otežanim tržišnim uslovima, inoviranje poslovnih procesa kroz unapređenje CRM softverskih aplikacija, uz kvalitetnu upotrebu metrike iz tablice uravnoteženih rezultata, predstavljaće tačku diferencijacije uspešnih od manje uspešnih preduzeća, posebno u građevinskoj industriji.

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Improving Strategy of Innovation in Small and Medium-sized Enterprises in the Construction Industry Through Investment in the Development of the CRM Programs and BSC Matrix

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Innovation of small and medium-sized enterprises represents one of the key success factors in the business at all turbulent markets. Investing in the improvement of software applications for managing relationships with customers is crucial to raise innovation, improve business performance and maximize profits through an adequate management system and implementation of strategies focused on the user. Investing in innovation is a sure way in securing business results and profitability of small and medium-sized enterprises.

Keywords: innovation, small and medium-sized enterprises, CRM, customer relationship management.

1. INTRODUCTION

With the globalization of the world market, the development of Internet technology, we transit from the market products on the consumer market. Innovative companies successfully implement their strategy under these market conditions, placing consumers at the center of their business activities.

Product lifetime is constantly decreasing. Competitive advantage of the company is difficult to build and, therefore, companies need to improve forecasting of customer needs in the future, which will greatly assist the implementation of new technologies.

Modern market, under conditions in increasingly demanding and informed consumers, harsh and unfair competition, demands a new approach to the strategy of innovation in small and medium-sized enterprises, in which, in managing relationships with customers they can greatly contribute.

The aim of this paper is to present opportunities to improve business metrics through integration of the table balanced result (BSC) and CRM metrics into a new CRM table balanced outcome, in an environment of small and medium-sized enterprises, with special attention to construction companies.

2. CRM CONCEPT

CRM - Customer Relationship Management is a relevant part of the business activities of a company. CRM concept is one of the most important segments of business processes that can improve the innovativeness of small and medium-sized enterprises, and that needs to be seen as part of a special integrated marketing communication. However, people in marketing are often exclusively guided by the principle of "4P", neglecting the strategic marketing function, which should help general manager to lead the company and its degree of innovation in direction of strategic and operational impact of using the concept of CRM.

Customer relationship management is a relatively new concept, which in modern market economies, along

with the development of information technology means the two-way communication between companies and costumers as a priority of business activities. For many small and medium-sized enterprises, CRM is an innovation in information technology, which can strengthen their business and provide them a strategic advantage [1]. Liza O'Malley emphasizes technological focus of CRM and says that although CRM involves much more than software packages and applications for data entry and analysis, in practice, companies by buying (and selling) do not stand for something more than a technological approach [2], which often confuses the casual users and does not give the key benefits and advantages of using a software solution for owners of business processes.

2.1. The value chain of CRM

In order to maintain continuity of activities aimed at creating loyal customers, Battle [3] points to the importance of implementing the activities of CRM value chain (Figure 1), for the application of this concept helps organizations to build long-term relationships with target consumers.

Battle in primary activities has classified: customers' portfolio analysis, exploring customers, network development, development of value to offer and customer relationship management. Activities to support are: leadership and culture, IT and database, people and processes. CRM value chain is a concept formulated in theoretical and practical basis and principles that aim to create a base of loyal customers, which provides long-term profitability. CRM value chain indicates that the activities aimed at creating loyal customers must be continuously implemented.

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Figure 1: CRM value chain

3. THE IMPORTANCE OF CRM APPLICATION FOR INNOVATION OF CONSTRUCTION COMPANIES

Customer relationship management produces the expected results only if it is fully integrated into the operations of the company and supported by good information system. It is evident that the owners of small and medium-sized enterprises have the opportunity the needs of their customers - not just to comprehend, through direct contact with them - but also adapt to their needs and capabilities, thereby increasing consumer confidence in company.

CRM concept can be seen as an integrated set of activities that promote the company's business through:

- identifying, understanding and successful communication to consumers,
- targeted sales of existing products and services to new and existing customers,
- development of new attractive offers, price discounts and marketing programs aimed at consumers and
- profit share with the most profitable customers because a satisfied customer becomes a loyal customer.

CRM software is of crucial importance in improving the performance of small and medium-sized enterprises [4].

Construction companies their focus of innovation mainly direct to the development of new materials, construction methods, innovative design and architecture. In the construction industry, CRM is seen as costly and complex innovation, which requires advanced technological infrastructure performance of a company and its employees [5]. According to a survey among German companies (Figure 2), the application of the concept of CRM is of the utmost importance to create a long-term strategy [6].

Figure 2: Evaluation of long-term sustainable strategies in German companies

In an interview, David Cooper gave answers to the questions in which way British Gas has managed to improve its reputation and customer loyalty, from a company that lost a million of users in 2006 to a brand that from 2008 to 2010 created an army of satisfied users [7].

Thanks to the CRM application, which has been advanced and improved, there has been a simpler way of processing the requests of customers. The old application required between 20 and 30 steps when entering and processing information, which in a new application is dramatically reduced. Thanks to the fact that a lot of customers used the new application, it reduced the number of calls to sales and call-centers. In this way is increased employee satisfaction and reduced the number of errors.

In the case of construction companies, the implementation of CRM system has brought an increase in sales of the company for \$ 750,000 per year, or an increase in profits of \$ 37,000 in a year [8].

The efficiency of CRM processes, which should be integrated into the operations of a company involves:

- the development of practices to develop relationships with customers,
- sales monitoring and customer support,
- identify factors that contribute to a successful relationship with users,
- development of a process that will suit customers and
- recommending solutions for customers who file complaints about product/services.

3.1. Implementation of CRM technology

So far studies on the acceptance and implementation of CRM technology in small and medium-sized enterprises demonstrate the slowed level adoption of CRM, where more than half of these projects end in failure [9]. The reasons for failure are reflected in the aversion of small and medium-sized enterprises to risk [10], as well as the non-acceptance by users and insufficient integration with existing software solutions [11].

Despite the desire of a large number of SMEs to innovate their business through CRM solutions, the ability of organizations to adapt to changing processes is a key factor in innovation. In addition, as key factors for the implementation of a CRM-Fletcher highlights the skills of managers and the ability to innovate business processes [12], while Nonaka said management knowledge and expertise of employees in the company as a pillar of support for the process of innovation in small and medium-sized enterprises [13].

3.2. Improving database

Development of information technology includes software for database creation, which companies facilitates communication activities. Well formed and functional database on consumers is focused on creating and maintaining lasting relationships with them, which is the basis strategy of customer retention. Software packages that are designed for the management of customers, except that represent the information technology, they actually start a fundamental change in the philosophy of business, the core of which are consumers and their needs. Such

software represent managerial tool for decision-making and analysis of the market situation. They provide process automation of the CRM.

However, a successful CRM strategy cannot be implemented simply by installing and integrating a software package and cannot be implemented overnight. Changes must occur at all levels, including company policy, employees training, marketing systems, information management and the like. This means that all company activities must be complied with the principles of the CRM [14].

The main reason for the introduction and implementation of CRM solutions represents the ability to manage and analyze quality data, which occur as output metrics from this software. In addition to CRM metrics, it should be mentioned the so-called. Table balanced outcome, also known as BSC matrix.

BSC (Balanced Scorecard) originally appeared as a system for reporting and performance measurement in companies whose core essence is to link financial and non-financial aspects of the business, as well as external and internal perspective of the organization. BSC matrix, thus, becomes a great tool for the implementation of the strategy, philosophy and goals of the company, where the mission, vision and values, through the BSC matrix directly represent the employees, so that they understand, which increases employee loyalty and improve organizational culture.

3.3. BSC matrices and metrics of CRM

The essence of using metrics in business activities are:

- firm control of business processes and activities,
- a means of measuring changes in revenues, expenses and profits,
- establishment of reference and target values in order to achieve a certain level of performance,
- measuring the return on investment (ROI),
- assist in attracting and retaining of customers,
- prevent departures of customers and help in winning new profitable customers and
- efficient management of available resources in order to achieve the goals of the company.

3.3.1. BSC matrix – Balanced Scorecard

Quality management of CRM provides companies a measurable output data. Kaplan and Norton emphasize that it cannot manage processes that are not measurable [15]. Kaplan and Norton are authors of Balanced Scorecard – ie, BSC matrix), which Kelen claims that it can be used in CRM framework for measuring of the results [16].

Balances Scorecard is a framework that ensures that the business strategy to be operational. Performance metrics of the company, according to the BSC matrix is defined from four perspectives (Figure 3):

1. Financial perspective,
2. Customer perspective,
3. Perspective of internal business processes and
4. Perspective of learning and development.

The third perspective, in the original form of the concept of BSC refers to the production/service processes, innovation and development processes, management processes, relationship with customers, operational processes and security and ecological processes.

Figure 3: Display of BSC matrix

Application of BSC matrix in the construction industry is very important, considering the project management jobs in this industry.

According to Strauss and Frost, the main objectives of the BSC matrix are innovation of products and services, continuous improvement in the CRM system [17]. Innovative processes include the development and implementation of new products and services that provide competitive advantage.

3.3.2. Metrics of CRM

CRM provides a large amount of data that a company can use in the company's activities in relation to consumers such as:

1. the gaining of the customers (the gaining process of new customers is the basis of the entire CRM process),
2. the retention of customers (building relationships with existing customers),
3. the outflow of customers (analysis process of current customers who leave the competition or simply lose interest in the products and services you offer),
4. re-gaining of customers, which refers to the establishment of a new cooperation with customers who have gone through the outflow.

While in the BSC matrix is considered the company's operations as a whole, CRM metrics, on the other hand, provides the parameters that are measurable output from the CRM system, such as turnover, profitability, customer retention, transaction costs and the costs of gaining the customers [18] [19] [20], as well as customer satisfaction, their loyalty and psychographic behavior processes of the customers [21], sales companies, additional and cross sales [22], as well as data on social Internet networks [23] All of these parameters, according

to Hyung-Su and Young-Gul, should become part of the specific CRM balanced scoreboards [24].

Taking into account the BSC and CRM metrics, there is the necessity of adding the perspective of customers and innovation performance of the CRM [25]. Research in the construction industry has shown that monitoring the status of the customers increase their satisfaction [26], suggesting that the expansion of BSC and CRM metrics, and integrating them into the strategy of small and medium-sized enterprises may affect the company's financial results.

3.3.3. CRM of Balanced Scorecards

As the BSC matrix has been demonstrated as a useful management tool for measuring the overall strategy of the organization, and the experience with the use of CRM strategy and CRM metrics show a lack of management support and therefore a larger number of failures in the implementation of the BSC matrix, some authors propose a CRM of balanced scoreboards (Table 1), which will [27]:

- include metrics for each segment of a customer which is targeted in the CRM;
- be focused on the basic functions of CRM;
- monitor the impact of all channels of contacts with customers.

4. CONCLUSION

The study, which was conducted in 2006 in the European Union, confirms that companies that do not have developed CRM [28]:

- averagely lose 50% of their clients every five years;
- about 65% of all lost clients went because of poor services and communications;
- costs of re-gaining of a new client are five times higher than the costs of retaining of old one.

On the contrary to them, the companies with the developed CRM concept:

- grow of almost 60% faster from competition which have no developed CRM,
- expand the market by 6% per year,
- charge 10% more for their products,
- realize a return on investments (ROI) by 12%.

Changes in customer thinking, availability of information, globalization, open markets, digitization and many other factors affect the strategic approach in setting up an appropriate business model, which is to create added value for all stakeholders. Improving CRM through an innovative approach provides the creation of added value, through the creation of long-term relationships with customers.

Approaching the countries to the European Union, small and medium-sized enterprises that want to participate in that market, must adjust their business requirements relating to standards in the construction industry, which shows the need and necessity of introducing a system of control operations and project

execution, where the benefit of the application of balanced scoreboards is evident.

Raising the competitiveness of small and medium-sized enterprises in the construction industry relies on the promotion of innovation, which depend on the transformation of data into information and knowledge, and their availability to managers who need this knowledge to turn into an opportunity for the realization of business results. Finally, the level of innovation determines the success of small and medium-sized enterprises in the construction industry in dealing with clients and building of long-term relationships with users.

Perspective		Diagnostic factors	Indices
Performance of organization		Shareholders value	shareholders value
		Profitability	return on total assets, return on total income, net income, revenue per employee
		Value of customers	customer value, long-term customer value, profit by consumers
Customers		Loyalty of customers	date of last purchase, frequency of implementation of transactions and monetary value of purchases
		Satisfaction of customers	customer satisfaction degree
		Value from perspective of customers	customer complaints
Processes		Acquisition of customers	number of contacts per marketing channel, cost per contact, visits to customers, number of new customers, number of visits to the website, profitability of new customers, response rate of customers, customer conversion rates by sales channel, rate of customer contacts
		Retention of customers	waiting time, rate of resolved complaints during the first call, rate of customer retention, delivery time, rate of customers refusal
		Expansion of customers	increase sales per customer, share of fixed consumers, rate of cross-selling and added, value to order
Infrastructure	IT	CRM technology	access to information of strategic importance, accuracy of the information about customers, integration of information about customers, system stability
	Human capital	Behavior of employees	willingness of people, time required for execution of work, calls handled by the call-center
		Satisfaction of employees	rate of very satisfied employees, retention rate of employees
		Attitude of management	management support of CRM
	Harmonization of strategy	Training and instruction	number of training days per employee

		Reward system	/
		Organizational structure	improvement in the diversity profile
	Culture	Partnership	diversity of suppliers
		Market orientation	Frequency of market research, customer knowledge creation
		Explicit goals	/

Table 1: Example of CRM of the balanced scorecards

Taking into account the research conducted by Nguyen and Voring, which showed that innovation management and the level of benefits provided by CRM contribute to a positive attitude towards technologies [29], and the fact that the enterprise itself should have the ability to absorb knowledge, transform it, and used in the creation of new knowledge, which in turn promotes innovation [30], small and medium-sized enterprises in the construction industry should work on empowering aspect of innovation in their organizational cultures and to improve their business performance metrics results. In doing so, they can greatly be assisted by an efficient CRM system. With the support of top management, CRM technology initiatives will be successful and, therefore, good business results, which is reflected in the profit maximization.

Construction companies need to develop a strategy for the implementation of CRM in order to take advantage of the benefits that CRM provides. In the current business environment, in which business takes place in difficult market conditions, innovation of business processes through the improvement of CRM software applications, with the use of quality metrics from the balanced scorecards will represent a point of differentiation of successful from less successful enterprises, especially in the construction industry.

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