Summary

Subject matter of qualification paper: IMPROVING THE CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM THROUGH THE INTRODUCTION OF CUSTOMER-CENTRIC BUSINESS PROCESSES (based on the example of the affiliation of the health resort center “Don” SHK «Donagrokurort»).

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Information about internship organization: Affiliation of the health resort center “Don” SHK «Donagrokurort».

Topicality of the research is determined by the fact that, in current socio-economic conditions, one of the prerequisites for survival and development of health resort institutions is the quality of relationships with customers. In a market environment there is a shift of emphasis in shaping business processes of health resort enterprises from the model of "what organization wants from the customer" to the development and implementation of individual customer oriented business processes by identifying the client's membership in a particular group and formalization of optimal transparent business processes.

Objective of the research is development of recommendations aimed at improving the relationship management with customers of the health resort center affiliation “Don” SHK «Donagrokurort» through the use of customer-oriented business processes.

To fulfill the objective of the final qualification paper, the following tasks were set:
- to examine the essence of the concept "business process", its peculiarities in establishing relationships with customers;
- to describe the elements of customer relationship management system, highlighting the stages of its development on the basis of business processes;
- to consider the experience of the application and to identify trends in the development of customer relationship management systems in tourist and health resort areas;
- to carry out research activities of the health resort center "Don" in the sphere of customer-relations establishment;
- to analyze the structure of the client groups of health resort center "Don" and identify opportunities for the implementation of customer-oriented business processes;
- to develop recommendations for improving the relationship management with customers for the health resort center "Don".

Theoretical significance consists in generalization of theoretical developments associated with the need and the possibility of using client-oriented management, as well as implementation of business processes in the health resort
sphere, methodical provision of transformation process of health resort business processes based on customer relationship management technology.

**Practical significance** is determined by the submitted recommendations on how to improve the customer relationship management through the introduction of customer-oriented business processes in the health resort center "Don". The recommendations can be used by the authorities of the health resort center to form the system of mutually beneficial relations between the guests and the health resort center.

**Results of the research:**

Client-oriented business process refers to the business process including direct customer involvement in its management based on the principle of feedback.

The methodological basis of customer-oriented management is a systematic approach, using which producers and consumers of tourism services can be presented in the form of two complex interacting systems in which all the structural elements are interconnected. The subject of the customer-oriented management implementation is the management subsystem of a tourist organization. The object of customer-management application is the business processes implemented in all subdivisions of the abovementioned tourist organization.

The modern approach to the use of customer-oriented management in tourism and health resort areas is a cyclic process that includes elements such as: obtaining information about the client; market planning; interaction with customers; data processing and analysis.

**Recommendations:**

We believe that the following recommendations related to the formation of customer-management system can be used by founders of SHK "Donagrokuort":

- to provide access to the system "Global" to all departments, including the emergency department, medical department, catering department, the economic, administrative and management units;
- to train the key personnel and the allocate top-level business processes;
- to use the description of business process based on such components as the analysis and approval of the client's request; the provision of services to the client; settlement of payment with the client.

The proposed guidelines for the development of customer-oriented business processes provide the possibility to identify the responsible people for each stage of the process, to tie together all the structural units of the health resort center, ensuring internal communication, to obtain accurate operational information for each department of the health resort center.