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SIGNIFICANCE AND EFFECTIVENESS OF INVESTMENT IN POSITIVE BUSINESS RELATIONS WITH CUSTOMERS

Summary: *With this paper we tried to prove that one of the main causes of the decline in the efficiency and effectiveness of our companies is the insufficient respect for the category of customers, i.e. in insufficient investments in positive business relations, which reflects in poor business results. Namely, on one hand, we have a situation in which future customer needs and demands are so rapidly changed that they are created before the buyers are aware of the possibilities of new offers. So far, "cosmetic" changes do not follow the changes in the business environment. They did make changes in their work, but nothing changed significantly in relation to customers. Our primary goal is to explore and examine the subjective feelings of customers in terms of treatment by the manufacturer and point out the possibilities of improving relationships for the purpose of making the most effective business decisions, which will ultimately ensure a long-term stable competitive position of the company. As we have said, the aim of this research work is to point out the importance of the customer in relation to the business results of the company, which can decisively influence the fate of the company, its competitive position and market participation, the direction of further technological development and even its survival.*

Key words: *customers, competitiveness*

JEL classification: *D11, D41*

INTRODUCTION

Contemporary market conditions dictated by drastic changes in the business environment require significant efforts, from owners and company management, to establish long-term stability and improve the competitive position of their products. Certainly the most competitive weapons in the modern market are, of course, the quality of products or services, but this feature does not have to be determining factor of customer's preferences. Today's customer seeks complete care not only for the moment of purchasing products and services. In modern business conditions, the manufacturer support is implied, in terms of maintenance, servicing, "upgrade" activities. Modern business is characterized by a pronounced, continuous, dynamic, business environment where there is a necessity for developing models, techniques and tools that will enable more successful and efficient corporate governance. The most important general goals of the company are primarily the profit, growth and development of the company. According to Porter, the primary goal of the company is not only maximizing total revenue and profits, but also the ability to influence business conditions and constraints, which creates and achieves a competitive advantage. If a company, as we have already noted, aims at sustainable growth of revenue and profit, then it entails continuous investment in increasing competitiveness. The fact is that it often happens that companies, regardless of their technological advantage, financial power, and the like, lose

competition with their competitors whose market share is smaller. In a dynamic and ever-changing business environment, it is important for the customer to provide the customer with a service / product that exceeds his expectations, that is, create his needs; it is important to be flexible, meet the demands of the market quickly. Such a thing requires continuous investment in one's own business, flexible organization, promotion, innovation, management tools whose usability is not an issue.

By studying the available literature, we can conclude that this problem is increasingly getting the attention of the theoreticians as well as the practitioners themselves, and the conclusion is that management systems should be changed in synchronized manner with production processes; the changes are inevitable, considering the fact that companies turn to customers (Wickramasinghe and Chandana 2007, 4-23), which is the key to maintaining long-term competitiveness. With a high degree of certainty we can assert that there is agreement among theorists about the importance of focusing the company towards the buyer (Wickramasinghe and Chandana 2007, 205-237). From the aforementioned we can conclude that the basis of the problem lies in the fact that the efficiency of the business, that is, the good competitive positioning depends on the ability of the company itself to correct and change the way of thinking of the owners and the administration in order to gain the full attention of their customers, in accordance with the rapid changes in the requirements of customers and other market conditions. Of course, such changes require additional efforts from the management and all employees. The topic of this research paper is a positive business relationship with customers as a basic business postulate, which is expected to provide quick answers to very delicate questions, are of crucial importance for the survival and development of the company, within the modern business environment. We are talking about a management concept that needs to respond to the pronounced changeability of a business environment that continuously increases the risk in doing business.

1. CUSTOMERS AS A BASIC INITIATOR OF GROWTH AND DEVELOPMENT OF ENTERPRISES

The greatest asset of each company are the customers, therefore their satisfaction is the basic parameter of successful business in the future. Trust and satisfaction are key concepts in understanding between customers and sellers (Selnes 1998, 305). The purpose of measuring customer satisfaction is to adapt the company to ever faster and more demanding changes in the market, as well as proactive market activity. Almost every definition of the mission of modern companies highlights the top commitment to the customer and his satisfaction, in this regard, the basic task of management should be to point out the importance of customer satisfaction with its business culture and by personal example.

How to define the notion of customer satisfaction? Because using a product or service, customers have certain expectations; in using the products they perceive benefits and compare them with their expectations and upon that they create a sense of satisfaction. In order to understand customer satisfaction, its needs and future intentions, the need to measure this satisfaction is imposed. In this way, the company learns about the experiences of customers related to their offer. Measurement of satisfaction implies continuous collection and analysis of data on customer's emotional experience, and is measured by modern methods (on-line questionnaires, direct contact, by e-mail, by telephone, social networks, publications, magazines, databases ...) through survey questionnaires. The aim of collecting data on customer satisfaction is the high response ratio in order to achieve a representative sample result, and to establish and build a relationship of trust and mutual interest with the buyer.

Customer satisfaction can be defined as a subjective perception of benefits, that is, a value given to it by a certain product or service, or a subjective feeling of benefits by the customer that is returned to him for the price he has paid. Satisfaction with the product is upgraded by the satisfaction of the mutual relationship between the buyer and the company, which builds

mutual trust and loyalty. The experiences of a buyer acquired through the use of a product or service can sometimes exceed customer's expectations and therefore we are talking about customer satisfaction. Such experiences lead to product loyalty, or to the company loyalty. Does this make loyal customer? First and foremost, it is the quality and price that accompanies it (overrated, underrated) and then the relationship of the company towards the customer in terms of meeting the customer's needs in terms of maintenance, adequate distribution and all other elements that may seem more or less important to the company, and it can be of a crucial importance for the customer. However, there are not rare cases where these expectations are significantly lower than expected which reveals customer dissatisfaction. Every company has a temptation ahead of itself in terms of retaining existing ones and attracting new customers. Extreme effort is needed for the satisfied or relatively satisfied customers to be taken from their current suppliers, so it is estimated that the cost of attracting new customers is five times the cost of maintaining the satisfaction of current customers. Given the damage that customer dissatisfaction can cause to the particularly through expansion of a bad reputation, the companies place the basic focus of their business, in modern business conditions, on the customer.

Customer satisfaction is measured first of all to find out whether our product meets certain requirements, whether it is necessary to put the finishing touch, what is the availability of the product, how many complaints are there, the level of responsiveness, whether the opinions, ideas and attitudes of customers are considered. Otherwise, the product will not have a future on the market. Since measuring customer satisfaction draws significant costs, it is very important for the process to give valuable information. Customer satisfaction index is a measure of customer satisfaction, which is often used. It is very often transparent in the company's financial statements as an indicator of customer satisfaction in business with the company. In order to keep track of trends, it is important to have continuity in monitoring this indicator. In order to maintain customer satisfaction at a desired level, the company should continuously maintain contact with customers, and periodically conduct customer satisfaction surveys. The customer is the path leading to a desirable business result, his satisfaction provides us with a lower risk associated with creating of income, provides us with a favorable competitive position. Therefore, we can conclude that the built-in relationship of trust between the company and the buyer of its products and services is the main driver of further development of the society.

2. POSITIVE BUSINESS RELATIONS TOWARDS THE CUSTOMERS IN THE FUNCTION OF COMPETITIVENESS OF THE ENTERPRISE

A modern business environment requires attention towards the essence of business rather than form, emphasizes the balance between detail and precision, requiring top-level sensitivity to customers. Why is it like that? The quality of each man, guide, navigation, and thus the plan, is manifested not only by the rate of their realization, but primarily by their preparation, which dictates the contribution that the plan brings to the company in terms of its position on the market. Competitive advantage has been defined in numerous ways, but a simple definition is that a competitive advantage exists when a firm has generated above-normal returns (or economic value) compared to its competitors (Peteraf and Barney 2003, 313). Under modern business conditions, the company can achieve a long-term stable competitive advantage by successfully implementing the differentiation strategy, which is based on competitive positioning that enables the establishment of a unique position of the enterprise in the industry. The differentiation strategy implies the organization of business activities in a way that the company will differ in a better way from its competition. Customers are offered a unique product or service that has a special value for them that other suppliers in the industry can't offer. The essence is to create such an offer whose price will not be based exclusively on costs, but on special features. The goal of differentiation is to create preferences and loyalty of

customers towards a specific offer and thus reduce their sensitivity to the offered price differences. Differentiation can be based on:

- Features of the product / service
- The product distribution system
- Marketing approach and
- Other factors of a value chain.

The inevitability that modern business puts as a basis for competitiveness is a complete understanding of the demands of customers. In order to fully understand customer demands, we must be able to offer diversity, that is, to offer a better product, service, compared to our competitors. Since customers are the ones who shape the attitude and give a rating on the quality and special features of the products, they put their demands, interests and ideas about the necessary changes and innovations a very important factor that insists on lower prices. Therefore, we can conclude that just buyers are insisting on achieving quality, innovation, efficiency and lower prices, which in fact directs business focus on superior responsibility towards customers. The long-term successful and quality relationship between the company and the buyer requires the focus of the manufacturer on the customer and his needs, that is, the requirements of the manufacturer to identify ways to better meet those needs. In today's business environment, it is especially important to pay attention to the demands of individual buyers and to respond quickly to the stated needs and requirements of the customer. Such a concept certainly produces higher operating costs, however, the essence is finding the flexible technologies that will enable the production of a large number of variants, without a significant increase in costs.

Competitive advantage is basically a comparative, metric between companies based on relations towards other companies. Not simply profit, revenue, or growth, competitive advantage is about generating above normal returns (Ployhart and Hale 2014, 148). Competition presupposes the response of the company to the requirements of the buyer as soon as possible. Today's life rhythm does not tolerate time wasting, so it's quite logical that customers do not like and do not want to wait regardless the type of shopping. The traditional concept of doing business can't respond to such requests. Especially today, in dynamic living conditions, time is a key factor, and therefore companies must take into account the fast meeting customer needs, in all segments of development, production, marketing, delivery, servicing, maintenance... Businesses succeed or fail based on competitive advantage (Johnson and Busbin 2000, 153). Previously, we said that product quality and price are the two basic parameters that are targeted both by manufacturers and customers, however, the crucial feeling of satisfaction that customers create in the consumption of a product and returns them to that product. A logical sequence is the question, which is the "third dimension" in business that provides customer loyalty. A key role here is communication that is, talking to customers, in order to achieve mutual respect and trust. The priorities of each company are to keep the existing ones and to acquire new customers (Duvnjak 2018), not as a policy of habit and compulsion to purchase (nonexistence of an adequate alternative), but by building loyalty based on customer satisfaction and luck, or an emotional affinity to the product. Additional effort is required here in terms of proactive action in order to exceed customer expectations and cause a sense of enthusiasm, which certainly brings back the customer. When such a relationship is built, such behavior becomes a standard that leads to success. The global market is characterized by harsh and never-ending competition. We will not be strict if we conclude that competition in the markets of our region is still slowly entering the door, and that its real effects will be felt very quickly. How much and to which extent domestic companies manage in such an environment is a big question. It is quite clear that the support of the state and institutions in this "struggle" will not be given. Therefore, companies must be aware of the fact that their survival, growth, development and ultimate competitive position correspond to the choice of their business philosophies. The traditional concept can't respond

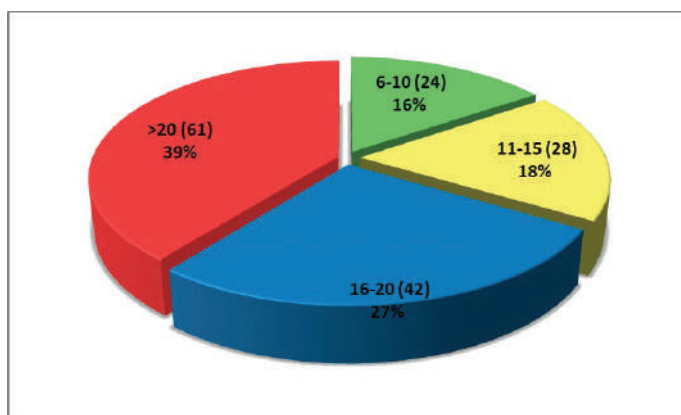
to the new ambiance. It is therefore very important to recognize the importance of the customer and his crucial role for the company. It is necessary to focus on loyalty, customer satisfaction and loyalty, but not to neglect the role of other business perspectives.

3. RESULTS OF EMPIRICAL RESEARCH

Analyzing the results of the conducted empirical research, based on the subjective sense of the customers related to their perception how much and in which manner they were respected and respected by the manufacturer, a source of very useful information. In order to examine the overall picture, the questionnaire starts with questions that generally identify the profile of respondents in terms of gender structure, age, employment and level of education. Out of a total of 155 respondents, 57% were women, and 43% were male respondents.

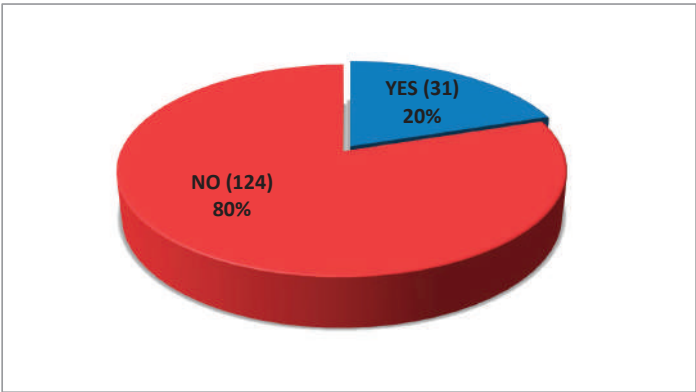
The most significant respondents participate in the age structure of 31-40 years old with 23%, and then 21-30 years of age with 21%, which is understandable due to the payment capacity and then the interest for telecommunication services. Focusing on the work life of the respondents, the most significant are the unemployed of 24%, and then employed with a working life of 11-20 years and less than 5 years, in a percentage of 19%. In the survey process, the most important were those with a secondary education degree of 57%, and with a high professional education of 32%.

Given that the three customer perceptions are of primary interest: service quality, satisfaction, and loyalty (Liao and Chuang 2004, 52) we concentrated on these issues. First, in a series of issues relevant to customer satisfaction, there was a question concerning the time, that is, the maturity of using the service, where we wanted to gain the impression of customer loyalty so far. Even 39% of respondents said they had used services over 20 years. Also, 27% of respondents use the service for 16-20 years. Bearing in mind the past period, we know that this is a postwar period characterized by low payment ability and almost nonexistence of alternative operators. Also, one should bear in mind that the research was conducted in the Republic of Srpska, Bosnia and Herzegovina, where the lack of competition has been a reality for so long, and the liberalization that was taking place was more of a promotional nature than a real deal. Also, it is a geographical area, in which we can freely say, the awareness of customers as consumers of products and services is still not developed in the sense that they seek alternative opportunities.



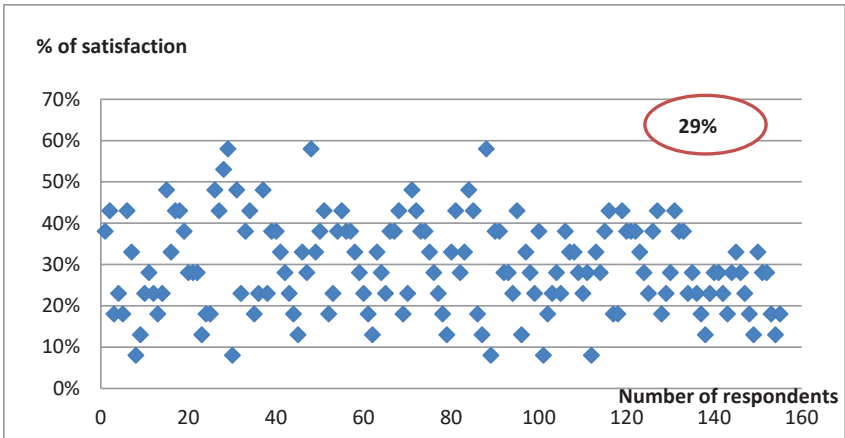
Graph 1. Time of use of the service (Author based on the results of the conducted research)

When asked about the sense of customer satisfaction, we received, perhaps unexpectedly, a highly negative response, by which 80% of respondents declared themselves as an unsatisfied customer.



Graph 2. Customer satisfaction (Author based on the results of the conducted research)

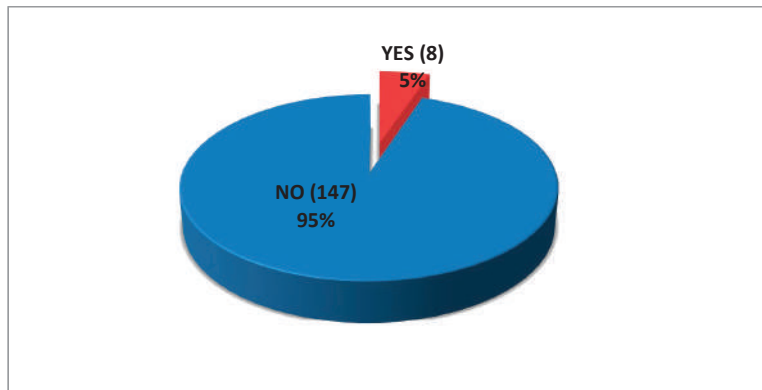
Wishing to measure the percentage of satisfied customers, one of the questions asked in the survey questionnaire was that the customers determine the percent of satisfaction with the treatment. Using the Scatter diagram, the approximation of the obtained customer satisfaction data showed that on average 155 of our respondents rated 29% satisfaction with service, support and overall treatment by the service provider. We believe that this is an extremely low percentage, with which more expresses dissatisfaction or revolt on the relationship between the manufacturer and the service provider, but in a way it is also a chance for those who want to improve their competitive position.



Graph 3. Customer satisfaction expressed in% (Author based on the results of the conducted research)

The next question in the questionnaire was about the habit of customers in terms of whether they took advantage of the opportunity, to provide themselves with better treatment and try to change the provider of services or providers. 95% of respondents said that they did not change service providers in the past, which also speaks of loyalty, and further on in the questionnaire we will try to find out what this loyalty is based on. Whether loyalty was built on the

customer's satisfaction and his "loyalty" to the manufacturer or on the inability to change something, no longer falls under loyalty but compulsion.



Graph 4. Change of service providers in the past (Author based on the results of the conducted research)

When asked what was needed to clarify what is being based, if any, the dissatisfaction was defined in the maintenance of services (in terms of customer care - service and support) with 28%, then pricing (tariff policy) of 26%, communication with the service provider of 17%, and ultimately dissatisfaction with the quality of 14%, and content of 15%. From the obtained results we can see that the content, quality and price itself must not be determining factor in the customer's perception of satisfaction. The customer seeks constant care and communication to express his needs. Search respect. All this supports the confirmation of our other auxiliary hypothesis.

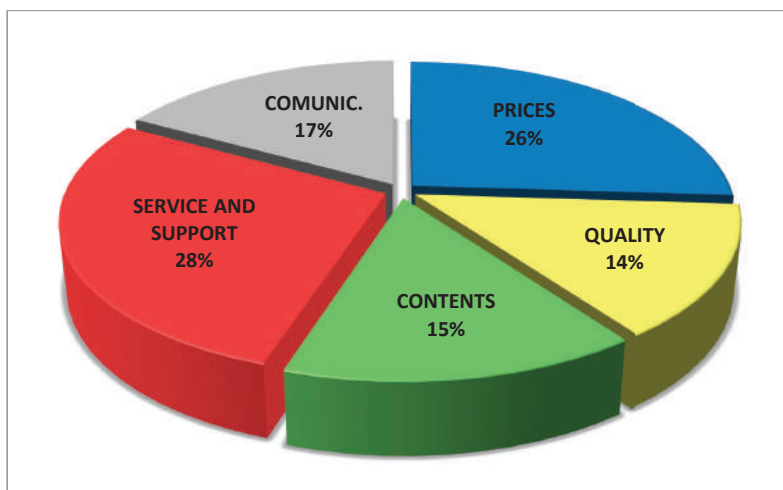
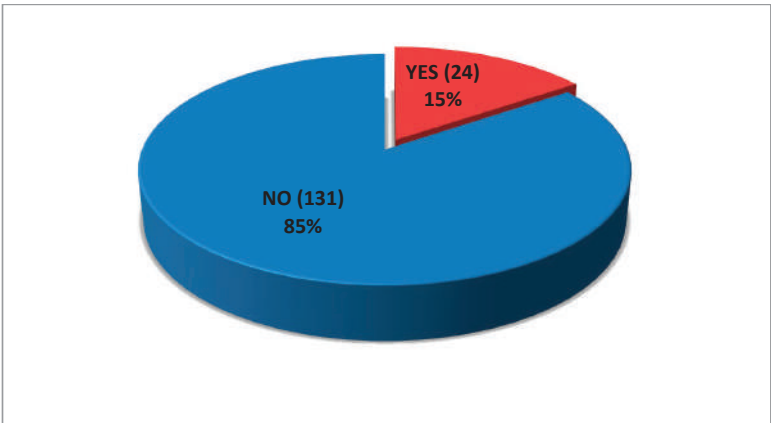


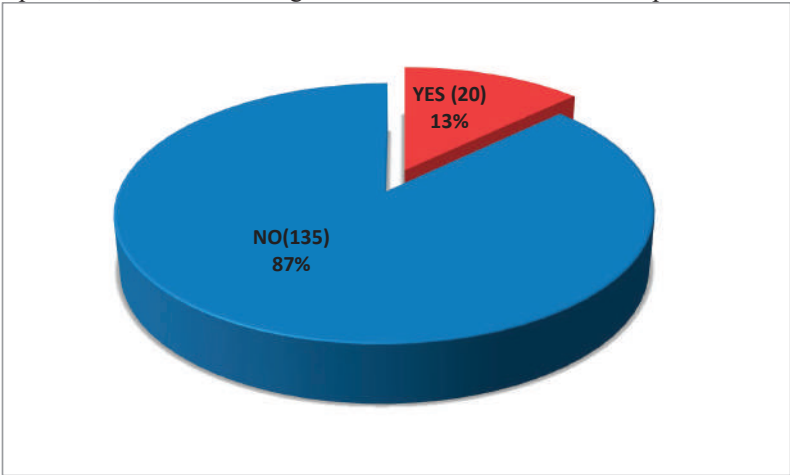
Chart 5. Significance of the subject of customer dissatisfaction (Author based on the results of the conducted research)

The next question concerned the subjective sense of appreciation and respect, which is respect by the manufacturer-service provider, which was rated negatively at 85%.



Graph 6. Customers sense of respect by the provider (Author based on the results of the conducted research)

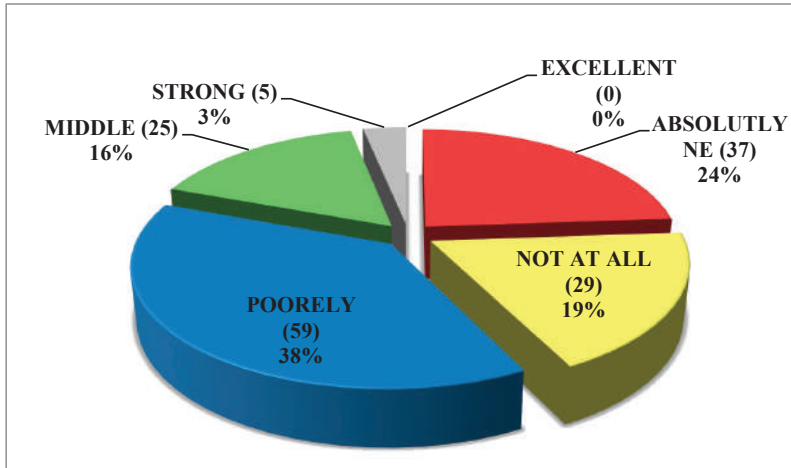
Asked if the customer was contacted by the service provider regarding his existing and future needs and opinions, we received a negative answer with 87% of the respondents.



Graph 7. Customers contacted for needs and opinions (Author based on the results of the conducted research)

Nowadays, the inevitability is the need to keep every buyer, every user, in the long run. Short-term sales policies have been condemned and to failure. Customers do not forgive such a relationship, and punish it by changing it. Such damage is difficult or impossible to rehabilitate. Therefore, in today's modern business world, it is impermissible to ignore the views of consumers from whose determination to purchase, finally, the fate of the company depends. No less important is the answer to the survey question whether the customer feels that it is important to the provider, where with 43% of the respondents the answer is that they feel that they are completely or totally not important to the service provider, that is, 54% of

the respondents are of low or medium importance. So, only 3% of respondents have a strong sense of importance for the service provider.



Graph 8. Customers sense of its importance to the provider (Author based on the results of the conducted research)

The logical sequence of the questionnaire is the question whether there is an alternative, where we received the answer 32% of respondents that there is an alternative, 43% may exist, and 25% are convinced that there is no alternative.

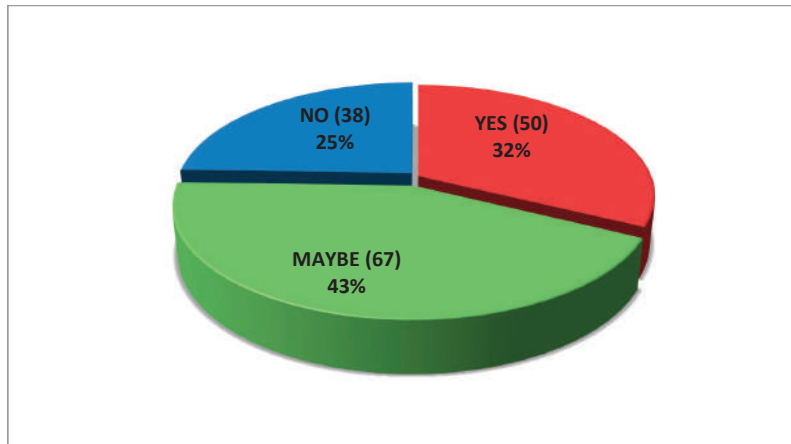


Chart 9. Customer's opinion on whether there is an alternative (Author based on the results of the conducted research)

When asked if the customer intends to change providers in the future, 44% of respondents said they intend to change the service provider and 33% are not sure. 23% of respondents said they did not intend to change the service provider.

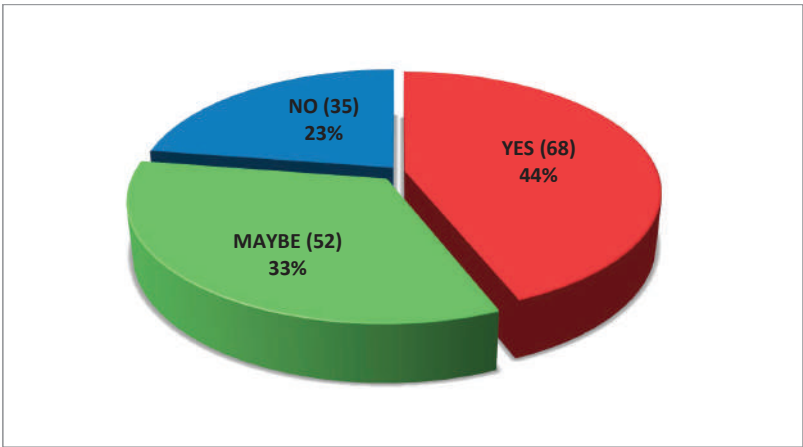
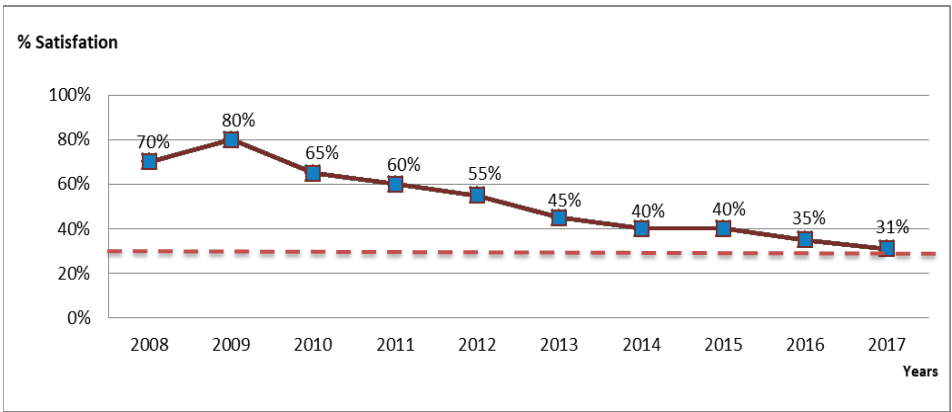


Chart 10. The intention of the buyer to change the provider in the future (Author based on the results of the conducted research)

One of the very indicative issues is whether the line on the chart, whose abscissa represents chronologically the last ten years that should be used to outline its satisfaction over the last ten years of using the service, summing up all the information gathered has led to the conclusion that in the observed time the customer's satisfaction is falling significantly. A high level of customer satisfaction at the beginning of the period is probably based on the fact that ten years ago the services and packages offered in today's telecommunication environment were not so developed and available today, neither in our country nor abroad. Telecommunication services are specific in the sense that the user must have a constant attention from service provider at any time of using the service. It's quite logical that nobody wants to wait for a TV signal, a Wi-Fi service, a telephone signal. If there is no user satisfaction in this segment, and considering the speed of today's life, it is quite possible to expect customers to look for a better solution.



Graph 11. Customer satisfaction of mobile telephony services in the last ten years (Author based on the results of the conducted research)

The information gathered through this survey questionnaire suggests that there is a prominent dissatisfaction, probably unaware of the service providers themselves, if they do not really do

a truly continuous market research. In the past period, everyone rely more on the fact that there is no alternative for customers, however, market liberalization has already done its thing, and those service providers who are not already properly positioned in the market will now will have to fight to maintain competitive edge, and the importance of each individual customer.

At the end of the analysis of the results of this empirical research, and for the purpose of easier interpretation of the conclusion, we will provide the key results of this research:

- 80% of respondents said they were an unsatisfied buyer
- 85% of respondents do not feel respected by the service provider
- 87% of respondents were never contacted for additional needs, requests and interests
- 43% of the respondents consider that they are completely or totally not important to the service provider, while 54% of the respondents consider them to be of low or medium importance to service providers
- 32% of respondents believe that there is an alternative, 43% that there is probably an alternative, and 25% are convinced that they have no alternative
- Satisfaction with the service, support and overall treatment by the service provider in the scale of 0% -100% was rated with an average grade of 29%
- Customer dissatisfaction refers to:
 - * Service and support 28%,
 - * Prices 26%,
 - * Communication with the provider 17%,
 - * Quality 14% and
 - * Content 15%.
- 95% of respondents said that in the past they did not change service providers
- Over 66% of respondents said they had used services over 15 years
- 44% of the respondents stated that they intend to change the service provider and 33% are not sure, while 23% of the respondents do not intend to change the service provider
- Customers who participated in the survey, observed a decline in service satisfaction from 80% to 31%, which is 49%.

4. DISCUSSION AND CRITICAL CONVERSATION

As we have already noted in identifying the subjects and problems of this research, modern business is characterized by a pronounced dynamic business environment where it is inevitable to develop models, techniques and tools that will enable the adequate management of enterprises that are interpreted in a long-term stable and ambitious competitive position. The management of local enterprises must be aware that, in the transition conditions of business, to recognize the opportunities that lead to better positioning in the market and at the same time achieving a competitive advantage (Djervida and Radosavac and Rodic, 2016, 375-385). Given the changes in the business environment and the increasing sophistication of the needs of customers, the management role is becoming more complex, more responsible and dynamic, which requires companies to identify different methods and ways and therefore make their business activity more effective and efficient. The aim of the research was to confirm or deny claims about the importance and effects of investing in better business relations with customers, which is increasingly discussed in contemporary literature. For this purpose, as we have already explained in detail, a survey was carried out on a sample of customers, telecommunication services about the subjective sense of customers regarding their perception how much and how they are respected by the manufacturers.

Customer satisfaction has a positive effect on economic returns (Anderson and Fornell and Lehmann 1994, 56). Our empirical research has confirmed the crucial importance of customers for the business success of the company, as well as the inability of quality

competitive positioning that should respond to the needs of modern business in terms of treating the customer as a top-notch significant factor of the business process. With a very high percentage, customers' dissatisfaction with the treatment of companies that have not yet developed an effective business strategy towards customers, with the stated intention to change service providers, has already adversely affected their competitive position, which will be even more dramatically interpreted in the near future (see Table 1. which shows the market participation of mobile telephony operators in the market of Bosnia and Herzegovina and Table 2. which shows the basic indicators of Telekom Srpske's operations in the period 2007-2016). By analyzing the basic performance benchmarks, we will focus on market share data for the past ten years. On the basis of the available data from the annual business reports of the telecom operator, the Communications Regulatory Agency of BH and the ITU (International Telecommunication Union), we observed data on the participation of mobile operators in the BH market. Based on the factual situation presented by the market share of mobile operators in the market of Bosnia and Herzegovina in correlation with the results of empirical research, we can assert the influence of customer relations on the performance of operations that shows market participation and we can see the link between these two variables. We see how much attention given to the user as the main driver of growth and development reflects on a competitive position.

Table 1. The Market Share of mobile phone operators in Bosnia and Herzegovina 2008 to 2016 (Saric 2017, 10)

Marcet Share of mobile phone	2008	2009	2010	2011	2012	2013	2014	2015	2016
BH Telekom 	44.88	39.21	43.34	42.93	44.54	44.36	46.95	44.88	46.36
TelekomSrpske 	34.91	38.58	44.60	43.45	42.10	42.05	39.6	40.72	38.03
Eronet 	20.21	22.21	12.06	13.62	13.36	13.32	13.18	13.94	14.55
Other 	0	0	0	0	0	0.27	0.27	0.46	1.06
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

In order to confirm this, we will point out that in the observed period from the last ten years this company has reduced the number of users of fixed telephony by 30%, and in the last five years the decrease of mobile phone users for 114,000, which is not adequately compensated by new services, in the last eight years revenues recorded annual drop of 50 million BAM, EBITDA margin dropped by 3.5%. All of these say that there are serious problems that need to be carefully and thoroughly analyzed.

Table 2. Basic business indicators of Telekom Srpske 2007-2016 (Author)

	31.12.2007.	31.12.2008.	31.12.2009.	31.12.2010.	31.12.2011.	31.12.2012.	31.12.2013.	31.12.2014.	31.12.2015.	31.12.2016.
Total number of fixed telephony	356,748	359,784	354,800	344,132	320,131	305,230	291,371	280,725	263,574	251,000
Total number of ADSL users	4,981	23,682	52,790	80,712	98,894	110,204	118,759	124,048	127,085	129,150
Total number of IPTV/DTH use	0	0	0	5,284	13,849	24,168	35,519	43,736	51,548	57,840
Total number of mobile telephc	880,337	1,113,002	1,231,489	1,343,643	1,377,322	1,414,774	1,434,630	1,382,338	1,402,702	1,300,000
Total revenue	391,485,903	475,440,709	493,634,453	483,494,529	485,144,258	490,529,715	478,148,316	488,099,553	464,098,707	447,766,497
Total expenditures	311,046,366	342,454,481	379,376,551	363,217,370	365,691,313	368,293,533	366,845,830	369,773,812	373,382,065	369,901,537
EBITDA	165,943,528	218,880,875	215,210,138	225,637,606	230,224,837	230,663,879	213,675,879	213,353,430	180,027,015	174,637,608
EBITDA (in %)	42.65%	46.39%	44.15%	47.17%	47.88%	47.46%	45.22%	44.16%	39.19%	39.27%
EBIT	86,827,010	136,204,468	116,224,486	120,688,830	120,101,472	120,491,096	107,187,526	114,800,703	87,341,514	75,539,611
EBIT (in %)	22.32%	28.86%	23.84%	25.23%	24.98%	24.79%	22.68%	23.76%	19.02%	16.99%
Gross profit	80,439,536	132,986,227	114,257,902	120,277,159	119,452,945	122,236,182	111,302,486	118,325,741	90,716,642	77,864,960
Net profit	71,720,343	119,209,503	102,633,216	108,358,780	107,415,885	109,963,497	100,296,487	106,496,171	80,737,811	70,170,354
Number of employee	2,515	2,504	2,464	2,327	2,277	2,201	2,161	2,155	2,149	2,143
Total assets per employee	311,983	410,096	391,188	390,495	392,460	379,196	394,508	398,846	400,266	399,453
Net profit per employee	28,517	47,608	41,653	46,566	47,174	49,961	46,412	49,418	37,570	32,744

Based on the precise questions in the survey questionnaire, we managed to identify the significant correlation between the poor business results of the company and the neglecting of the customer as a crucial business factor.

Our research aimed at investigating the satisfaction of users (customers) with the treatment of telecommunications service providers, or more precisely mobile telephony services, in terms of whether users are really wondering about the relevant factors related to the product or service they use, quality, distribution, way of presentation, the possibility participation in their creation, terms of payment, service, support, and the like. Bearing in mind the "top-notch" significance and position of the customer in today's business conditions, given the profitability as the main goal of every company's business, the purpose of this research was to investigate whether the buyer's proclaimed place really belongs to him, or whether the customer really feels respected, respected, or forced to use a particular product or service due to a lack of supply or some other reason, to the fact that there are situations in which customers declare fraudulent or exploited.

CONCLUSION

Dynamic and turbulent changes at the end of the last and the beginning of this century require future managers to put special efforts into satisfy the sophisticated needs of consumers in order to maintain and improve the competitiveness of their products. Only innovative, proactive, flexible, risk-ready managers and in all business-focused aspects focused on quality can count on the good future of their businesses. The modern business environment, brings new challenges to the management, how to organize the business process, how to integrate all the activities at different levels and develop a long-term business strategy with a vision that focuses on meeting the needs and wants of consumers while simultaneously increasing competitiveness. In this sense, all management tools are reviewed i.e. their usefulness and contribution to the added value of the company. In developed economies, these changes have already yielded positive results through the application of modern business philosophies. As we have seen in our conditions, there is still no adequate interaction and response to the problem that we have explored.

How important is investing in positive "business relations" with customers is fact that tells us that customers are the ones who are directly affecting the business results of the company. At a time when consumers are exposed to the aggressive offer of a lot of very similar products and services, the question arises what is what decisively affects the buyer's commitment to purchase, that is, according to which criteria the customer decides on a product or service. Direct contact with customers is unlikely to reveal the right reasons, as sometimes they do not understand their reasons themselves or do not want to share the reasons of their choice. The company understands the behavior of its customers through their satisfaction and loyalty. It is clear that there is a strong link between customer satisfaction and sales results of the company, that is, the sales result depends on the level of satisfaction of its customers. Customer satisfaction over a long period of time goes to the loyalty of the buyer, which provides the company with secure sales results and more specific planning, which leads to business security not only satisfying the needs of the customer, but also its comfortable feeling when consuming the product, i.e. the customer's subjective sense of enthusiasm by the value it has bought. There are contradictory opinions about achieving the enthusiasm of a product or service, but also opinions that stand in the position of additional engagement of the company makes buyers become more enthusiastic, which further leads to recommendation of a product or service to others, and thus additionally provide a better sales result. It is therefore important to keep the attention of consumers and bring it to the level that your positive message spreads to a larger circle of consumers.

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