

**PROBLEMS AND SOLUTIONS IN IMPLEMENTING CRM SYSTEMS IN THE
SERVICE SECTOR**

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Abstract

This article presents a detailed analysis of the nature, functions, and role of CRM systems in business. CRM is viewed as a strategic tool that improves the effectiveness of customer relationship management.

Keywords

CRM systems, customer relationships, business processes, information technology, customer base, sales management, marketing strategy, service quality, digital management, efficiency.

Introduction. Today, digital transformation processes are developing rapidly in the global economy. As a result of the widespread implementation of information technologies, the forms of doing business are changing fundamentally, and traditional management methods are being replaced by modern, data-driven management approaches. In particular, the use of digital solutions in the service sector, including fast-food centers, is becoming an important factor in ensuring competitiveness. The increasing complexity of market conditions, the variability of customer demand, and the growing expectations regarding service quality require enterprises to organize customer relations on the basis of a new approach.

This article provides an in-depth analysis of the importance of implementing a CRM system in the service sector, as well as its economic and organizational efficiency. During the research, the situation before and after the implementation of the CRM system is compared, and the evaluation is carried out on the basis of important indicators such as the Customer Satisfaction Index (CSI), Retention Rate (RR), and Customer Acquisition Cost (CAC). In addition, the short-term economic effect of the CRM system is highlighted through a three-month forecast.

The results of this research serve to develop practical recommendations for the implementation of CRM systems in the service sector, and also contribute to a deeper understanding of the importance of digital management technologies in this field.

Literature review. The review of the literature on CRM systems shows that these systems are widely used in enterprises as a strategic tool for managing customer relationships. Theoretical sources describe the concept of CRM, its functions, its impact on business processes, and its integration with modern digital technologies. Practical recommendations on the implementation of CRM systems have been presented by researchers on such topics as the theoretical and technological foundations of CRM, the main components of CRM and the

implementation process, as well as data analysis and segmentation methods in CRM. These sources were analyzed during the course of the research.

Research methodology. The study used Uzbek and foreign literature, reports on CRM systems in enterprises, as well as survey and interview data. In addition, such methods as theoretical analysis, comparison, statistical analysis, case study, generalization, and conclusion drawing were employed.

Results and discussion. The service sector has its own distinctive features, in which speed, service quality, pricing policy, and customer experience are of great importance. For enterprises operating in this field, retaining customer flow, strengthening customer loyalty, and encouraging repeat purchases are among the main strategic objectives. However, practice shows that in many small and medium-sized service enterprises, customer relations are still managed in an unsystematic, disorganized, and traditional manner. As a result, important customer information is lost, marketing activities become ineffective, and customer loyalty is not formed at a sufficient level.

From this perspective, CRM (Customer Relationship Management) systems are emerging as a management tool of strategic importance for modern business. Through CRM systems, enterprises are able to collect customer information in a unified database, analyze it, and make managerial decisions on the basis of this information. This contributes to improving marketing strategies, increasing sales volume, and enhancing service quality.

The importance of CRM systems is becoming even greater, especially in the context of the digital economy. Today, customers attach importance not only to the quality of a product or service, but also to the attention they receive, an individual approach, and convenience. CRM systems serve precisely to meet these needs. They create opportunities for building long-term customer relationships, analyzing customer behavior, and providing personalized offers.

In the context of Uzbekistan, the service sector, particularly the fast-food market, is also developing rapidly. The growth of household incomes, the acceleration of urban lifestyles, and the widespread popularity of fast-food culture among young people are intensifying competition in this sector. Under such conditions, every fast-food center is compelled to introduce modern management technologies in order to retain its customers and attract new ones.

The research findings show that CRM systems are a key tool for the effective management of customer relationships in enterprises (Payne & Frow, 2005). The results of observations and surveys revealed that the implementation of CRM systems helps increase employee efficiency and ensures accuracy in data management. At the same time, the full implementation of such systems and the training of employees require certain resources and time.

We will conduct an in-depth practical analysis of the importance of implementing a CRM system in a fast-food center, as well as its economic and organizational efficiency.

In order to improve customer service processes, it was planned to introduce a CRM (Customer Relationship Management) system in a fast-food center operating in the service sector. On average, the enterprise serves 30 customers per day, which amounts to 900 customers per month. The average order value per customer is UZS 62,500.

Before the implementation of the CRM system, the enterprise's monthly marketing expenses amounted to UZS 2,500,000. After the introduction of the CRM system, as a result of optimizing marketing activities, these expenses were reduced to UZS 1,875,000. In order to use the CRM system, the enterprise pays UZS 3,750,000 per month.

Based on the conditions of the problem, the following indicators should be determined:

1. The enterprise's monthly revenue
2. Customer Acquisition Cost (CAC) before and after the implementation of the CRM system

3. The change in marketing expenses resulting from the implementation of the CRM system

4. A conclusion on the economic efficiency of the CRM system for the enterprise's operations

Based on the given data, first of all, let us determine the enterprise's monthly revenue.

$$\text{Monthly revenue} = 900 \times 62,500 = \text{UZS } 56,250,000$$

Considering that the enterprise serves an average of 900 customers per month and that the average order value per customer is UZS 62,500, it is determined that the enterprise's monthly revenue amounts to UZS 56,250,000. This indicator is regarded as a key financial measure in assessing the profitability level of the enterprise's operations.

At the next stage, the Customer Acquisition Cost (CAC) is determined.

Before the implementation of the CRM system, the enterprise's monthly marketing expenses amounted to UZS 2,500,000. When calculated against the 900 customers acquired per month, the cost of acquiring one customer averaged UZS 2,778.

$$CAC = \frac{\text{Number of customers}}{\text{Marketing expenses}} ; \quad CAC_{\text{before}} = \frac{2\,500\,000}{900} \approx \text{UZS } 2,778$$

After the implementation of the CRM system, as a result of the optimization of marketing processes, marketing expenses were reduced to UZS 1,875,000, and consequently, the cost of acquiring one customer amounted to UZS 2,083.

$$CAC_{\text{after}} = \frac{1\,875\,000}{900} \approx 2083 \text{ so'm}$$

This finding indicates that the CAC declined by approximately 25 percent.

$$CAC_{\text{before}} - CAC_{\text{after}} = 2778 - 2083 = \text{UZS } 695$$

As a result, the percentage decrease in the CAC indicator

$$CAC_{\text{in percentage}} = \frac{695}{2778} \approx 25 \%$$

The implementation of the CRM system also had a positive impact on the overall volume of marketing expenses. In particular, the difference between marketing costs before and after CRM implementation amounted to UZS 625,000, which means that this amount is being saved every month.

$$\text{Marketing expenses} = 2,500,000 - 1,875,000 = \text{UZS } 625,000$$

At the same time, it is taken into account that a monthly payment of UZS 3,750,000 is made for the use of the CRM system. As a result, the total monthly expenses, including both the CRM system and marketing costs, amount to UZS 5,625,000.

$$\text{Total expenses after CRM implementation} = 3,750,000 + 1,875,000 = \text{UZS } 5,625,000$$

When these expenses are compared with the enterprise's monthly revenue, their share is found to be 10 percent.

Ratio of marketing and CRM expenses to the enterprise's monthly revenue:

$$\text{Expense-to-revenue ratio} = 5,625,000 / 56,250,000 = 10\%$$

The expense-to-revenue ratio amounts to 10%, which is considered a standard and efficient indicator for the service sector.

The analysis showed that before the implementation of the CRM system, customer relations were not sufficiently systematized, which led to a lower level of customer satisfaction and a limited share of returning customers. As a result of implementing the CRM system,

marketing processes in the enterprise were optimized, the customer acquisition cost decreased by 25 percent, and marketing expenses were significantly reduced. Compared with the monthly revenue, the share of marketing and CRM costs amounted to 10 percent, which indicates that the CRM system is economically justified. This confirms that the CRM system is an effective management tool in the enterprise's operations.

The results of the conducted research show that CRM systems are an important strategic tool in the modern business environment, especially in highly competitive service sectors such as fast-food. Effective customer relationship management contributes not only to increasing sales volume, but also to strengthening customer loyalty and ensuring long-term sustainable development. During the research, the economic and organizational aspects of implementing a CRM system in a fast-food center were analyzed in detail.

In conclusion, the results of the study scientifically and practically substantiated the necessity of implementing CRM systems in the operations of a fast-food center. CRM systems play an important role not only in effectively managing the customer base, but also in automating business processes, increasing employee efficiency, and strengthening competitiveness. Therefore, for fast-food centers and other service-sector enterprises, the implementation and effective use of CRM systems are of strategic importance and should be regarded as a key factor of long-term success.

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