Editor-in-Chief
Janina Stankiewicz
University of Zielona Góra
Faculty of Economics and Management

Editorial Office
University of Zielona Góra
Faculty of Economics and Management
ul. Podgórna 50
65-246 Zielona Góra

Editorial Board
Mariusz Brzutnicki /University of Economics in Katowice, Poland
David Chapell /University of Sheffield, United Kingdom, England
Pedro Irago Fernandez /University of Oviedo, Spain
Daniel Fic /University of Zielona Góra, Poland
Magdalena Graczyk /University of Zielona Góra, Poland
Yury Kalyukh /Ukrainian Academy of Public Administration of The President of Ukraine, Kiev
Wolfgang Kohn /University of Bielefeld, Germany
Kazimierz Kozakiewicz /University of Economics in Poznań, Poland
Ryszard Gutka /University of Gdańsk, Poland
Jan Skolik /University of Economics in Wrocław, Poland
Janina Sterkiewicz /University of Zielona Góra, Poland
Stanisław Urban /University of Economics in Wrocław, Poland
Herbert Witte /University of Friedrich-Schiller, Jena, Germany
Lidia Zbiegoli-Mackie /University of Mining and Metallurgy, Kraków, Poland

Typeset by Ilona Politowicz, Ewa Antonowicz

ISSN 1429-9321

© Copyright 2009
Faculty of Economics and Management Press, Zielona Góra, Poland

Printed in Poland
MANAGEMENT

The periodical "Management" is aimed at publishing original, empirical and theoretical studies, short communications and preliminary reports on modern management. Emphasis is laid on investigations in strategic management. The journal also intends to give an insight into the computer-related aspects of management, integrated and manufacturing systems, information systems, robotics and other related fields.
CONTENT

1. MARIusz BRATNICKI
   Lifting the barriers to entrepreneurial growth in transitional economy:
   A dialectical approach to entrepreneurial management ..........................7

2. KAZIMIERZ JAREMCZUK
   On the essence of entrepreneurship and its preconditions .....................22

3. MIeCZYSŁaW MORAWSKI
   The management of an enterprise thoroughly oriented towards knowledge.
   Basic directives on changes ...................................................................32

4. BOGUSŁaW KACZMAREK
   Knowledge of management in SME .........................................................42

5. KAROLiNA MAZUR
   Tobin’s q usefulness in IC valuation in unstable economical conditions in
   Poland .......................................................................................................54

6. LIDIA ZBIEGIEŃ MACIĄG, DAGMARA LEWickA
   Shaping Employee Incentives and Commitment in Polish Enterprises –
   Based on Empirical Research .................................................................61

7. MARIA WANDA KOPERTYŃSKA
   A background to changes in the incentive systems in small and medium
   enterprises ..............................................................................................75

8. PRZEMYSŁAW STACH, JANUSz BAK
   Job Satisfaction – Validation of a Proposed Measurement Scale ..........86

9. ANNA CIERNIAK-EMERYCH
   Premises and trends in approach to employee participation ................100
10. MARTYNA WRONKA
   Identification of critical success factors of social enterprises – research res-
   ults.............................................................................................................113

11. JAN SKALIK, MAREK WĄSOWICZ
   Values and goals in an organization executing project.............................130

12. JANINA STANKIEWICZ, PATRYCJA ŁYCHMUS
   Forming the skills of adjudicating ethical dilemmas through cooperation
   based coaching.....................................................................................142

13. STANISŁAW A. WITKOWSKI, DOROTA KANABA-CHMIELEWSKA
   Psychological conditioning of political involvement. Research report.......154

14. JANINA JĘDRZEJCZAK-GAS, ANNA CISAKOWSKA
   Companies’ bankruptcy forecasting – part II........................................165

15. PIOTR KULYK
   Risk management-support policy versus insurance system in agricultur...
   ...........................................................................................................179

16. ŁUKASZ SUŁKOWSKI
   The Application of the Neo-evolutionary Paradigm in Marketing............190

17. IWONA STANIEC, MAREK MARTIN
   The structure of the demand for the work force in the Lodz Region........199

18. JUSTYNA PATAŁAS, SŁAWOMIR KŁOS
   Benchmarking methodology of ERP systems evaluation in manufactur-
   ing enterprises....................................................................................215

19. RENATA KASPERSKA ANDRZEJ KASPERSKI, DARIUSZ RUPIŃSKI
   Computer system for managing Czert export dokument.........................223
20. BRYGIDA CUPIAL
Corporate Social Responsibility (CSR) Versus Ethical Issues of
the Contemporary Polish Organizations in View of SA 8000
implementation..............................................................................................................234

21. SŁAWOMIR KŁOS, WALDEMAR WOŹNIAK
The method of maintenance processes improvement in manufacturing
enterprise......................................................................................................................246

22. JOANNA ZARĘBSKA
Selected Problems of Packaging Waste Management in View of Recent
Legal Regulations........................................................................................................258

23. MARCIN RELICH
The implementation data mining techniques in small and medium
enterprises ......................................................................................................................271

24. TOMASZ KOCH, MONIKA OLEJNIK
Process Variability Identification As the Key To Successful Process
Management: Overview and Characterization of Main Existing Process
Quality Management Approaches ................................................................................284

25. ANDRZEJ RAPACZ, IZABELA MICHALSKA-DUDEK
Application of customer service phone systems in the functioning of
tavel agencies ..............................................................................................................295

26. ANDRZEJ MASIAREK
Patents as a source of information in selected processes of surface engine-
ing..........................................................................................................................304

27. ANDRZEJ CZYŻEWSKI, AGNIESZKA POCZTA-WAJDA, AGNIESZKA
SAPA
Budgetary Expenditures on Agri Sector in Poland after Integration with
the EU in the Light of the Financial Transfers.........................................................315
1. Introduction

In the contemporary reality, when offers provided by travel agencies are similar to one another and easily available, but clients' expectations keep growing, the implementation of a customer service phone centre provides an opportunity for servicing a large number of visiting clients, while preserving an individual nature of each phone contact and creating conditions, owing to which the calling client can easily obtain the proper connection or an information searched for. The objective of the hereby study is to present the concept of customer service phone centres, the advantages resulting from their application by travel agencies and the popularity of such customer service system among travel agencies functioning at Polish market.
2. Call/Contact Centre as the module of company management supporting systems representing CRM standard

Customer Relationship Management (CRM) represents the recent tendency in integrating systems for company management support\(^1\), in which the following communication channels are most frequently used (A. Pętera 2003, p. 15):

- stationary phone\(^2\), fax, mobile phone – CRM systems module Call/Contact Centre; it allows for the identification of the caller, obtaining information regarding the history of cooperation or contacts with a particular client, as well as enables transferring calls to the due employees, responsible for given tasks,
- e-mail – facilitates automatic registration of an incoming or outgoing e-mail, including its content, allows for sending a series of e-mails for marketing purposes and also helps in automatic redistribution of e-mails arriving at particular units of company structure,
- www – allows for registering average time and map of visiting the service by a client, in order to define preferences and needs of the visiting Internet user – a potential client,
- text message – development of the Internet applications helped in combining the functioning of text messages with electronic mail (by informing a client using a text message about the received e-mails), sending information to clients about current offers, products, competitions, information about payment deadlines, as well as providing travel agency field employees (residents, tour operators, tour guides) with information about a client.

3. Call/Contact Centre application opportunities in the functioning of travel agencies

Call Centre facilitates automatic dialling and connecting a travel agency employee with a client, automatic recording of the conversation and including


\(^2\)A telephone represents, at present, one of the most popular media used in marketing. Its application allows for: presentations and sales of services, obtaining information for data base, providing clients with due information, establishing and continuing contacts with customers.
information in the database, e.g., whether a client wishes to be contacted again, what is his/her major interest, what attitude towards the travel agency he/she represents. In its simplest form Call Centre represents just a duly configured telephone operator centre and a group of operators (agents), who carry out manually all operations connected with servicing customers.

Call Centre is regarded an important facility representing CRM standard, both active, resulting from a travel agency initiative and passive, related to clients' initiative (clients contact a travel agency in order to make reservations of services, ask questions, make remarks, file complaints or obtain information about an offer).

What is important for clients, is the fact that it is enough to know just one Call Centre number and have an opportunity to deal with most issues by calling this particular number. These are usually toll free numbers, or almost free ones. Additional technological simplifications of Call Centre are the following functions (A. Dejnaka 2002, p.123-125):

1. Automatic Call Distribution (ACD) is the function consisting in automatic transfer of in-coming calls to the due operator. It assumes an excessive number of phone lines as compared to the number of employees servicing clients, which imposes the necessity of putting clients on hold. It may result from different reasons, both independent from a client (e.g., directing him/her to the first free operator), or depending on data introduced by a client (e.g., the selected type of service, client's number, contacts with a given client which have occurred so far).

2. Interactive Voice Response (IVR) represents an automatic, impersonalized servicing of a client (A. Mazur, D. Mazur, W. Belz, G. Dorenda, A. Parylak 2004, p. 95). On the basis of the introduced data (e.g., number dialled on the keyboard, voice orders) there occurs an identification of client's needs and eg., a phone connection with the due travel agency employee - Call Centre operator, or obtaining an answer to a standard question. The frequent component of IVR systems is clients' identification performed by using clients' data base at the disposal of the due travel agency.

3. Computer Telephony Integration (CTI) represents more advanced,
previously mentioned functions, allowing for computer systems integration with a phone system, as the result of which a user is immediately transferred from an automatic interface to an operator.

4. Voice mail is a computer phone system allowing for voice recording, in order for it to be later played to a suitable person. Voice mail may be used for supplying detailed information about a travel agency, or its offer, providing the latest information (every day the system of voice mail may be loaded with information for recipients about such issues as one day lasting, before unannounced price reduction, or a last minute offer about launching a new service or opening a new unit), collecting information for data base about clients (owing to direct connection between the system of voice mail and data base, a travel agency may collect additional information), providing answers to technical problems, spreading the opinion of clients most satisfied with travel agency services, providing clients with a possibility to place orders by means of phone dailing keyboard (B. Bishop 2001, p. 108-109).

5. Voice Recognition is the process of presenting human voice in an automatic, electronic form. For this purpose advanced algorithms are applied which use the elements of artificial intelligence.

6. Speaker Verification is the service consisting in confirming client’s identity based on the tone of his/her voice. In standard applications a client thinks up a code, utters it a few times “teaching” the system, in this way, his/her pronunciation and next identifies him/herself by saying the code. The condition for successful identification is a significantly high similarity of the uttered voice sample and the recorded pattern. Speaker verification usually represents an additional form of authorization, supplementary to providing Personal Identification Number (PIN).

7. Outbound Call is a service in which a phone connection becomes initiated by an automated telephone system, and not by a client. After initiating the connection the system presents due recording or transfers the call. In practice the systems of servicing the client by phone - Call Centre type become more and more frequently substituted by more useful interaction Contact Centre systems\(1\); Contact Centre represents a team of workers, equipment and technology facilitating contacts between a supplier and a client by means of all possible means of communication which, apart from a telephone, also

\(\text{\footnotesize \text{\textsuperscript{1}}\ Polish translation used in professional literature reads: centrum obsługi klientów, centrum kontaktów z klientami.}}\)
take advantage of other ways of spreading information, such as: e-mail, voice mail, fax, the Internet, WAP protocol, or transmission of pictures. In case of most advanced solutions Contact Centres may also include (A. Dejna 2002, p. 123)

1. Fax servers facilitating automatic distribution (sending and receiving) of a large number of fax messages aimed at a large number of senders and recipients, or received from them.

2. Internet servers allowing for making contact via the Internet and e-mail.

The internet server represents a computer system which regulates access to the Internet, provides other users some information resources, as well as coordinated data transfer between other servers. Fax may play diversified functions in a Contact Centre. Its basic role is to receive information from a client and send different information to him/her. The most frequently received faxes are stored in an electronic, not paper, form and are referred to data about a client. Owing to the above, a person servicing a client may, at any time, bring up on the screen all faxes sent to and received from him/her. A more advanced option is represented by a, so called, "requested fax". This function consists in client's calling a selected Contact Centre number, sends an e-mail or fills in the Internet form, quoting what information (eg. folders, price lists, latest bulletins or special offers) and at which fax number should be sent to him/her. By means of the Internet a travel agency may, in many different ways, communicate with its targeted auditorium, which may be the type of communication requiring from a targeted client to be active, or the one during which a travel agency itself initiates the contact. Among most important ones, which may be applied while establishing Contact Centre one should mention, among others: www sites, e-mail, direct e-mail, Frequently Asked Questions (FAQ), Call Back, VoIP.

---

Call Back represents the service provided very frequently to clients by the Internet servers, it consist in calling the client back. A client, browsing through the Internet sites would like, at a certain moment, to obtain additional information about eg. the searched product. He/she presses the button Call Back, fills in a form in which he/she states at which phone number and at what time he/she is available for an agent representing a Contact Centre. The agent, ready to provide all indispensable information, calls at the required time and answers client's queries or uncertainties.

VoIP represents the function similar to Call Back, but the conversation is conducted not via the telephone connection, but via the Internet.
3. GSM gate which facilitates contact by text messages and WAP protocol, so sending text messages by means of the Internet and transmitting data together with initiating the Internet applications by means of a mobile phone.
4. WAP allows access to the same information as typical www sites offered in the Internet. Text message may be used for asking questions, making payments and orders by clients and informing a client about anything which may be of importance to him/her, such as eg. price changes. From the point of view of a mobile phone user this form of communication seems most effective, since this device is at his/her disposal for the most part of the day.

4. The application of client service phone systems in travel agencies in Poland

The studied subjects were asked to list different forms of communication with a client and the frequency of their application, used in their business activity. The research results point to the fact that travel agencies in Poland apply tools related to making phone contact with a client relatively rarely. As few as 6.23% of respondents declare that they have established a Call Centre, 13.44% confess
to having an info-line and 5.25% say they conduct telemarketing activities.*

Figure 1. The frequency of using a phone to establish contacts with clients

82.62% of respondents do not use a telephone for the purposes of direct sales and for encouraging clients to purchase services, while 8.20% take advantage of this form of communication only sporadically (figure 1). Establishing a Call/Contact Center may help travel agencies in creating clients' loyalty and generating new opportunities for gaining profit (W. Popiótek 2000, p. 12). This may take place owing to:
1. Possibility of an individual approach towards each client, supporting the preparation of new offers or promotions for a client based

*Telemarketing consists in establishing contact made by a salesman with a potential client by means of a phone. There are two forms of telemarketing: active and passive one. Active telemarketing takes place when a salesman calls potential clients in order to encourage them to make a purchase, evaluate their interest in the offer by providing catalogues, folders or other advertising materials, to perform market research or pave the way for personal phone contact about the sales. Passive telemarketing is applied as a parallel strategy, together with other carriers and frequently consists in an opportunity to place orders by phone.
on information about purchases made so far, and providing a client with direct access to data collected about him/her by the travel agency. 

2. Opportunity for obtaining automated mechanisms of information flow and tasks for passing on problems, as well as contacts or enquiries made by clients between different departments, or within one, given department between Call Center agents (employees of the first contact line) and higher level staff,

3. Integration of all departments dealing with clients and allowing for a free flow of information among the office units, which facilitates its concise image outside,

4. Full integration with the Internet, which allows for using it as a two-way, interactive communication channel on the line: travel agency – client.

5. Supporting the evaluation of client's satisfaction level with products offered by the company and with Call Center services.

6. Opportunities for generating sales: depending on the client's profile the system prompts the agent new sales options. By taking advantage of scenarios in the system an agent evaluates and classifies a client and next performs the sales, or passes the information on to the sales department.

5. Conclusions

Call/Contact Centre should play a crucial role in establishing the perception of a given travel agency by its clients, but also serve as the strategic tool for keeping the already captured clients and for entering into contacts with the potential recipients of tourist services. The presented possibilities of modules responsible for client service phone systems facilitate the significant increase of travel agencies effectiveness since an interactive Call/Contact Centre not only creates the image of a travel agency sensitive to client's needs, but also takes care in establishing new relations with him/her and obtains new advantages resulting from the increasing value of loyal clients in the future, as well as generates profits from growing sales. Besides Call/Contact Centre performs numerous additional functions starting from taking orders, passing on information, catalogues distribution, or answering simple questions from clients, to solving problems which require voice contact with the due travel agency staff member. Even though the Call/Contact Centre primary objective is servicing the biggest number of calling clients, it may also be used by a travel agency in an active way for making out-going telephone calls in order to perform market research, to persuade potential clients to become interested in the offered services, or in case of clients – institutions, obtaining new projects to be carried out and having considered, in every single
case, the optimal time for contacting the particular client (time of the day, or day of a week).

Summary

Application of customer service phone systems in the functioning of travel agencies

The hereby article presents the idea of functioning and major advantages resulting from the implementation of Call/Contact Centres for servicing clients, as well as survey results referring to the application of this tool by travel agencies during the communication process with their clients.

Streszczenie

Wykorzystanie systemów telefonicznej obsługi klienta w działalności biur podróży

W niniejszym artykule zaprezentowano ideę funkcjonowania oraz główne korzyści z wdrożenia telefonicznych centrów obsługi klienta, a także przedstawiono wyniki badań ankietowych dotyczących wykorzystania tego narzędzia przez biura podróży z procesie komunikacji z klientami.

References:

4. Pioters A., SMS czyli CRM w komórce [Text message i.e. CRM in a mobile phone], "Manager" 2003, nr 4.
5. Popiołek W. (2003), Customer Loyalty Center-Call Center XXI wieku [Customer Loyalty Center-Call Center of 21st century], [w:] "Modern Marketing" nr 7-8.