

**Zerkal Anastasiia**

*PhD in Economics, Associate Professor, Deputy Head,  
Associate Professor of Finance, Accounting and Taxation Department  
Classic Private University*

**Зеркаль Анастасія Вікторівна**

*кандидат економічних наук, доцент, заступник завідувача,  
доцент кафедри фінансів, обліку та оподаткування  
Класичний приватний університет*

**Зеркаль Анастасия Викторовна**

*кандидат экономических наук, доцент, заместитель заведующего,  
доцент кафедры финансов, учета и налогообложения  
Классический приватный университет*

*ORCID 0000-0002-3155-1302*

**MECHANISMS OF EMPLOYEE AWARENESS INFLUENCE TO THE  
EFFICIENCY AND BUSINESS DEVELOPMENT OF ENTERPRISES**

**МЕХАНІЗМИ ВПЛИВУ СВІДОМОСТІ ПЕРСОНАЛУ НА  
ЕФЕКТИВНІСТЬ ТА РОЗВИТОК ПІДПРИЄМСТВ**

**МЕХАНИЗМЫ ВЛИЯНИЯ СОЗНАТЕЛЬНОСТИ ПЕРСОНАЛА НА  
ЭФФЕКТИВНОСТЬ И РАЗВИТИЕ ПРЕДПРИЯТИЙ**

***Summary.** The article deal with mechanisms of employee awareness influence to the efficiency and business development of enterprises. Employee need to be aware when advising clients, so that you really understand what it is they are trying to achieve and where your advice fits in their bigger picture. And managers need to be good at business development to gain more work from existing clients and to win new ones.*

*The best source of new work and new business is existing clients. They act as your ambassador, telling everyone how great you are. When individuals change jobs to a new organisation they bring their new employer to you. Clients are disappearing all the time - they get taken over or go bust or change the nature of their business; or a new management regime takes over that prefers to use other advisers. And clients for their part are shopping around more. In modern economic conditions employee awareness' mechanisms influence to efficiency, business development of enterprises and human resource management.*

**Key words:** *efficiency, development, mechanism, awareness, employee, enterprise, clients, relationship.*

**Анотація.** *У статті розглядаються механізми впливу свідомості персоналу на ефективність і розвиток підприємств. Співробітники повинні мати високий рівень свідомості при консультуванні клієнтів, що дозволяє збільшити продажі і дати зрозуміти клієнтові, як товар або послуга підприємства впливає на його бізнес. Керівництво підприємства, в свою чергу, має добре розбиратися в механізмах розвитку бізнесу, щоб розширити базу існуючих клієнтів і завойовувати нових.*

*Краще джерело нової роботи, підвищення ефективності та розвитку бізнесу - існуючі клієнти. Вони можуть виступати для підприємства рекламою, розповідаючи всім наскільки товар або послуга якісні. В умовах жорсткої конкуренції йде боротьба за кожного клієнта, тому що клієнти весь час зникають - їх захоплюють, розоряють, змінюють характер їх бізнесу; або нове керівництво воліє працювати з новими підприємствами. Свідомість персоналу же дозволяє кожному співробітникові підприємства зрозуміти своє місце в ланцюгу бізнес-процесів, усвідомити свій вплив на ефективність діяльності*

підприємства, а, отже, і збільшує залученість співробітників в діяльність підприємства.

В сучасних економічних умовах механізми управління свідомістю працівників мають великий вплив на ефективність, розвиток підприємств і управління персоналом.

**Ключові слова:** ефективність, розвиток, механізм свідомість,, працівник, підприємство, клієнти, взаємини.

**Аннотація.** В статті розглядаються механізми впливу свідомості персоналу на ефективність і розвиток підприємств. Співробітники повинні мати високий рівень свідомості при консультуванні клієнтів, що дозволяє збільшити продажі і дати клієнту, як товар або послуга підприємства впливає на його бізнес. Керівництво підприємства, в свою чергу, повинно добре розуміти механізми розвитку бізнесу, щоб розширити базу існуючих клієнтів і завоювати нових.

Найкращим джерелом нової роботи, підвищення ефективності і розвитку бізнесу - існуючі клієнти. Вони можуть виступати для підприємства рекламою, розповідаючи всім, наскільки товар або послуга хороші. В умовах жорсткої конкуренції йде боротьба за кожного клієнта, тому що клієнти все час зникають - їх захоплюють, розоряють, змінюють характер їх бізнесу; або нове керівництво віддає перевагу роботі з новими підприємствами. Свідомість персоналу ж дозволяє кожному співробітнику підприємства зрозуміти своє місце в ланці бізнес-процесів, усвідомити своє вплив на ефективність діяльності підприємства, а, відповідно, і збільшує залученість співробітників в діяльність підприємства.

*В современных экономических условиях механизмы управления сознательностью работников оказывает огромное влияние на эффективность, развитие предприятий и управление персоналом.*

*Ключевые слова: эффективность, развитие, механизм, сознательность, персонал, предприятие, клиенты, взаимоотношения.*

**Introduction.** Doing a good job these days is no guarantee that the client will give you their next job, or that other clients will come to you. You also need to be involved in business development (BD). This used to be the preserve of partners in firms. Nowadays everyone is expected to play a role. If you want to get on in your career you need to know how to do this - especially if you, too, want to be a partner.

In the old days, professionals sat at their desks and clients came to them. They charged what they liked and clients paid. Professional services were a black art - clients didn't understand them and the professionals who provided them commanded great mystique. As a client you felt privileged if a professional person deigned to act for you.

Professionals have lost their mystique. Clients are demanding. They want to know what they are getting for their money. They are courted by other professionals offering more for less. Competition is on the increase (although it's still not, in most professions, as competitive as they think it is, and the degree of competition can only increase). Clients shop around and move around a lot more. So professionals need to be good at BD (also know as marketing).

You need to do the work well - that is what your professional training and qualifications will equip you to do. You need to be commercially aware when advising clients, so that you really understand what it is they are trying to achieve and where your advice fits in their bigger picture. And you need to be good at BD to gain more work from existing clients and to win new ones.

**The purpose of the article.** The article looks at mechanisms of employee awareness influence to the efficiency and business development of enterprises in modern economic conditions.

**Research results.** These days talk about client relationship management (CRM), client service, branding and market positioning and although they have large BD and marketing departments, it is still down to the individual - you - to develop his or her practice and client following. There are marketing or business development activities that over time you will be encouraged to do, such as speaking at conferences, writing articles and organising client seminars. These all help to raise your firm's - and your - profile, but they rarely of themselves lead to more work [1, p. 317].

Work comes from making contacts; in short, from networking. Networking is a fancy term for getting out into the market and building a set of business relationships. Many professionals hate doing this. They think it's about selling, about trying to be friendly with people you don't know in order to get business from them. None of us likes doing this because it is insincere. However, effective networking is not like this. It begins as an attitude of mind.

What professionals find over time is that their best clients, the ones they serve over a long period, keep coming back to them because the client and professional have points in common. At base it is because the client likes the professional. 'Like' is a feeble word that encompasses 'faith, trust and confidence', the qualities that David Maister sees as being at the heart of the successful professional/client relationship. It also embraces friendship - having things in common, possibly a shared outlook [2].

Your best clients will be those with whom you feel you have something in common. Some will become actual friends. Professionals devote the bulk of their waking hours to work, so work is going to provide the most natural source of social contact. Those who keep clients and fellow professionals at arm's

length are missing out on one of the greatest rewards that professional life provides: working with like-minded people.

The term 'multiplier' covers referrers of work who may not become clients themselves but who can endorse you and tell prospective clients how good you are. In other words, other professionals.

Some of the best new business comes from clients (1) having heard of you and (2) getting an endorsement from another professional in a different field. So cultivate those other professionals. They'll be doing the same to you (which is another reason for using networking occasions to meet as many people as possible - everyone's doing it) [3, p. 2219].

Now, if you view networking, first, as a way of extending your circle of possible friends and, only second, as a possible source of future work, then you are developing the right mental approach. The professionals who are best at this do it as a way of helping others. For example, they give up evenings to have beers with people to discuss their careers and personal concerns. They do it not to get work, although that is often the indirect result - and I say indirect because you never really know where work comes from. Usually it's a combination of someone knowing you and a fellow professional recommending your firm [4, p.548]. So it follows that the more people you know - the wider your network - the more work will result one way or another.

You can make work pleasure and vice versa by having the right attitude to networking. You cultivate like-minded people because you want to, not because you feel you have to in the name of business. Having this sort of outgoing attitude, this generosity of spirit, will in any case make you a more interesting person - the sort of professional that clients are more likely to relate to. So get out there and get networking. Not because it's good for business, but because it's good for you and for the people you meet.

The most important point to realise is that BD or marketing is not 'selling'. Selling implies trying to get someone to buy something he or should

doesn't need or want. Marketing is about trying to understand someone's needs and demonstrating that you can meet them. In fact, a simple definition of marketing or business development was coined some years ago by Neil A Morgan. He said it was 'meeting clients' needs profitably'. I like this simple definition enormously. I don't think it's restricted to business development or marketing (which I see as more or less the same thing). I see it as defining the role of the professional generally: meeting clients' needs profitably [5, p.302].

Professionals are very poor at staying in touch with clients between projects. Again, they think it is insincere and smacks of selling. But imagine if your doctor or dentist rang you every so often and asked how you were; or if your garage rang every so often asking how the car was running. You'd be pleased they were showing an interest, even if you knew they were doing it for business reasons. The best clients become friends over time - not necessarily friends like your school friends or the neighbours, but friends nonetheless; people you like and like talking to; and they feel the same way about you [6, p.120]. So it becomes natural to call them up from time to time to see how things are. They are part of your network and some of the best new clients you get will come from existing business contacts moving to new organizations. They will bring their new employer to you [7, p. 505].

An easy way of staying in touch between jobs is to look out for comments in the press about a client or the industry it is in, and calling the client up when you do. It shows them that (1) you are thinking of them and (2) are sufficiently interested in their business and industry to look out for these things. You'd be amazed how pleased they are.

All the research and literature will tell you that the best source of new work and new business is existing clients. They act as your ambassador, telling everyone how great you are. When individuals change jobs to a new organization they bring their new employer to you. So a good question to ask a client in the post completion review is 'What's next? Where is the business



going? What other work is there coming along?' [8, p. 1192]. Tell the client how much you enjoyed working for them. It all helps to encourage them to think that you will go that extra mile for them.

**Conclusions.** Yet - and it's only human nature - getting new clients is still regarded in all professional service firms (PSFs) as benefit. If you can say that you have won a new client, you are a hero back at the ranch. Even though all the studies show that winning new clients is expensive: it takes a lot of time to win new clients (and time in a PSF is money).

It is true that PSFs do need to attract new clients for the reasons as a PSF moves up the food chain it wants to attract bigger and better clients offering more complex, profitable work and paying bigger fees. And it needs to get rid of the tail of smaller, less profitable clients. Besides, clients are disappearing all the time - they get taken over or go bust or change the nature of their business; or a new management regime takes over that prefers to use other advisers. And clients for their part are shopping around more. So there's always a need to attract new clients, but PSFs tend to put an undue focus on it. Winning new business is often called 'pitching' because a prospective client will ask a number of competitors to pitch - i.e. each to put a proposal together with the prospective client choosing the one it likes best. In an ideal world, you are so close to your clients that you never have to pitch - either for the client or for his or her work.

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