THE MANAGER IN THE PROCESS OF CLIENT TRANSFORMATION INTO PARTNER

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Abstract: *The traditional relation between the organization and its clients is mostly adverse because the parties have opposed objectives in many situations. As a rule, the attention is on the negative aspects under the decisive sign of uncertainty. The clients are considered suspicious. In turn, it is considered that the client organization is not concerned about the future perspectives and mainly monitors the price and neglects the quality during contractual negotiations.*

The system of relations with clients in the 21st century company needs to change the mentality at each level, both within the organization and of clients, aspects which we intend to further present.

Key words*:* companies, clients, management of clients, competitive game, marketing.

JEL Classification: M10, M31

Introduction

We are still living the days in which the needs of clients are quite different from their expectations. Clients express their needs at the beginning but measure the organization performance depending on expectations, included in the notion of "level of desires", when the client requirements meet the needs. Hence the need to understand the clients, their needs, expectations and desires and to satisfy at least the needs and expectations. Its desires need to be fulfilled to enter in the group of "favorite provider". More steps need to be taken for this purpose (Eppen, D., 1987).

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1. Establishing excellent relations with clients

1.1. From the "client on the first place" mentality to client-oriented assessment

The "client on the first place" mentality ensure the organization's orientation to satisfaction of client requirements. Careful and intense focus on the client gives rise to many projects. New slogans appear, such as: "quality for client" or "client satisfaction is our priority". Many organizations claim that "they are client-oriented". Many companies are totally oriented to clients, providing desired services, considering that the rest will come automatically (Florescu, C., s.a., 1992).

In the context of these efforts to not only improve the mentality and facts, assessment appears essential. Improvements in this field are already obtained. The management system of client relation assessment from the point of view of suppliers (which insist on knowing and assessing the profile, yield of assets, market share) is replaced with new systems that meet the client needs. The activity is quite methodical in this respect. Thus, lists with all circumstances in which the client enters into contact with the company are drafted. The important contacts are separated from unimportant ones and the extent to which the latter have a negative impact on the company reputation is identified. A set of indicators for each aspect is designed, which reflects the client impression. Essential aspects include: packaging, instructions, cleaning, easy use, viability, safety, competitive price etc.

Managers must help employees see the client in a new light in the client-oriented assessment (Harrington, H. J., 2000). In turn, as synthetized by R. Norman (1974), the clients will consider that the company:

- is receptive to their requirements and able to listen their opinions;
- adds value by new products and services;
- shares information available for commonly solving the problems, generally adopting a cooperative approach;
- recognizes the importance of third-party accreditation in creating the feeling of client confidence;
- understands the client activities and critical factors for their success;
- pays attention to the way in which each client is treated.

R. Norman notices at the same time that the competitors, shareholders, community, employees have similar considerations, as follows:

- the competitors believe that the company in question is strong;
- the shareholders consider that the company in question is a safe and profitable investment;
- the community of the company in question considers it a careful partner concerned about the social and economic environment;
- the potential employees consider that they would be proud to work in that company;
- the energy and potential of employees from all levels contributes to the creation of a more powerful, dynamic and responsible organization;
- the partnership programs guarantee that only the best suppliers are kept and reduce the effort of generating new business because the growth results from the loyalty of clients and mutual development.

The actual benefits for the growth and prosperity of the company are also important, presented by R. Norman as follows:

- guaranteed service quality becomes a marketable product itself, the additional price being accepted by clients;
- quality improvement increases the activity profitability by reducing scrap, repairs and compensations;
- existence of an objective and common orientation ensures the training efficiency and eliminates organization compartmentalization, generating trust and enthusiasm;
- if they are well trained and competent, managers and employees of organization can better face changes, have more confidence in themselves, even in case of market damage, the change becoming a welcomed and sought element; the desperate calls for stability disappear;
- the managerial systems and processes are constantly improved; the continuous improvement climate ensures regular analysis of their efficiency, as well as their modification or replacement.

1.2. Providing necessary information by competitive information system

The companies are concerned with the maximization of advantages which distinguish them from competitors. Their positioning is involved in the competitive strategy, where a special place belongs to the analysis of competitors (Porter, E. M., 2001). It mainly aims to discover the strategic changes intended to be used by competitors. It also targets the reactions to strategic actions taken by other companies.

The competitors must be analyzed systematically based on many information obtained with considerable effort. Informal, conjunctural and intuitive impulses must be avoided in the collection of information about competition.

The complete analysis of competition is based on identification of elements represented in figure 1. Figure 1. shows that the four elements underlying the competition analysis are: future objectives, current strategy, competitor's assumptions and its capacities.

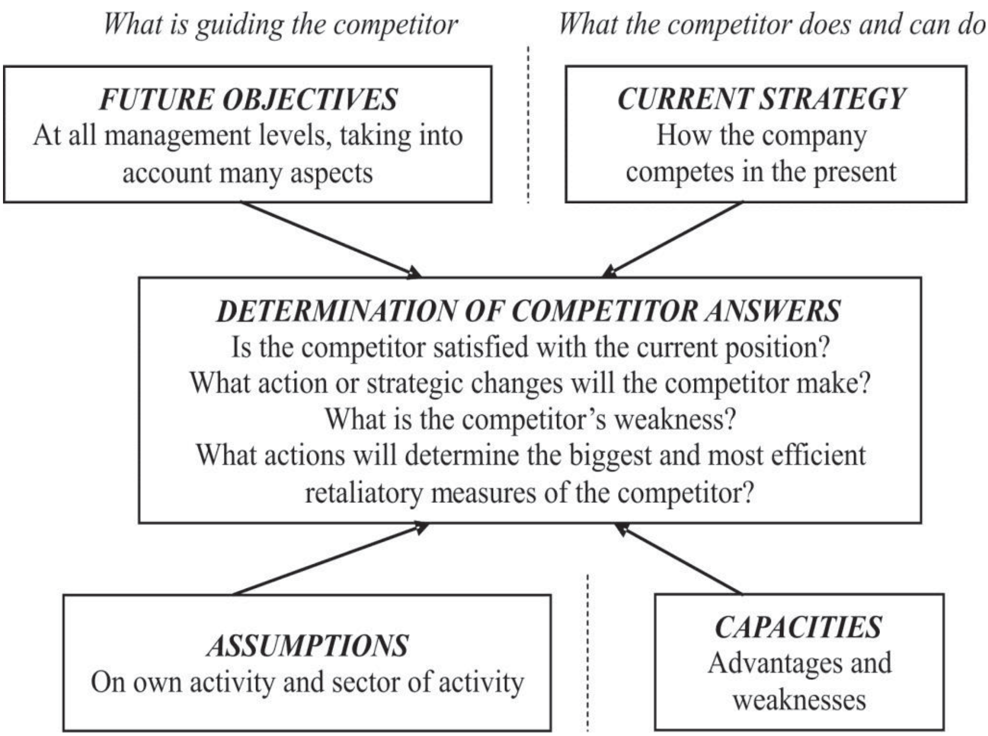

Fig. 1. Constituent elements of competition analysis model (according to Porter, E. M., 2001)

The competitor's capacities, advantages and weaknesses are analyzed based on the model conceived by Robert Buchele (1962) and presented below:

Competitor's advantages and weaknesses:

- Products:
  - position of products on each market segment (from the user's perspective);
  - size and depth of line of products.
- Distribution:
  - range and quality of distribution channel;
  - relations within distribution channel;
  - service capacity of channel.
- Marketing and sale:
  - competence with respect to each aspect of marketing mix;
  - competence with respect to market research and production of new products;
  - qualification and mode in which the training of sale staff is carried out.
- Operations:
  - production costs – scale economies, learning curve, new equipment etc.;
  - technological complexity of facilities and equipment;
  - ownership right on know-how and patents or cost advantages;
  - competence in supplementing the capacity, quality control, machining process etc.;
  - positioning of facilities, including labor and transport cost;
  - atmosphere among employees, situations of trade unions;
  - access to raw material and their cost.
- Research and technology:
  - patents and copyrights;
  - internal capacities in research-development process;
  - competence of research-development staff from the point of view of creativity, simplicity, quality, safety etc.;
  - access to external sources of research and technology.
- Total costs:
  - relative total costs;

  - common costs or activities to those of other activity units;
  - fields in which the competitor obtains scale economies or other essential factors that influence its position related to costs.
- Financial advantages:
  - cash flow;
  - capacity to lend money on short and long-term (relative debt/ratio of actions;)
  - future evolution of shares;
  - capacity of financial management.
- Organization:
  - connections between the values and clarity of organization objective;
  - demand degree of organization in relation to the requirements to be met;
  - correlation between the company organization mode and its strategy.
- Capacity of general management:
  - leader qualities of company president; its capacity to mobilize subordinates;
  - capacity of managers to coordinate the functions or group of functions;
  - age, training and functional orientation of managers;
  - depth of managers;
  - flexibility and adaptability of managers.
- Company portfolio:
  - capacity of the company to support the transformations planned for all units of activity;
  - capacity of the company to consolidate or reinstate the advantages of the activity unit.

For a complete analysis of competition, intense work of collecting information and its inclusion in the competitive information system are required. The functions of this system are presented in figure 2.

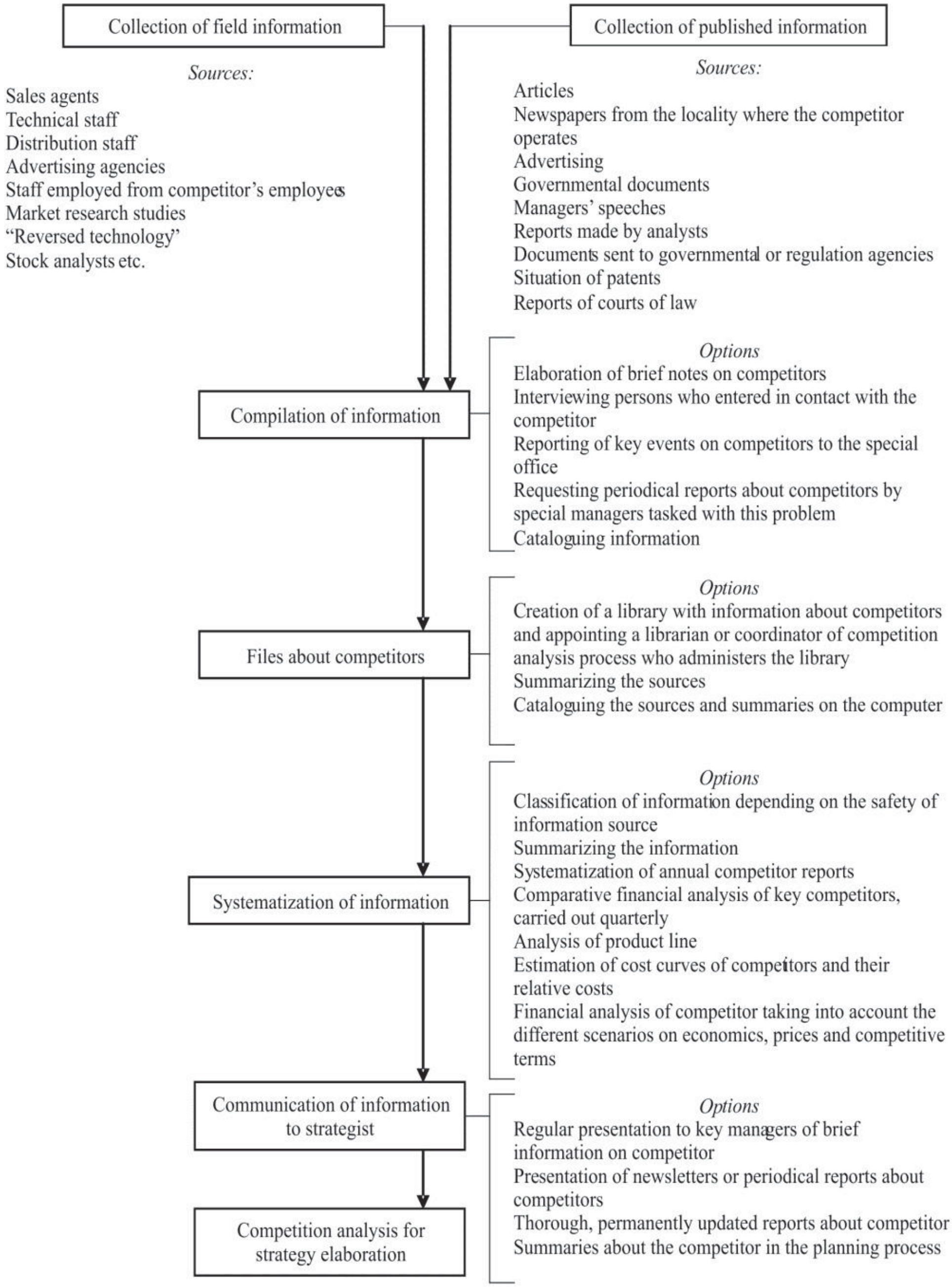

Fig. 2. Functions of competitive information system (according to Porter, E. M., 2001)

The efficient collection, classification, systematization and communication of information are carried out by the competition analysis group, part of planning department.

1.3. Efforts to remove competition and be at the head of the competitive game

Specialists in game theory (Geroski, P. A., 2001) claim that the notion of competition is “a game in which success depends both on own actions and reactions of competitors, clients, partners and stakeholders”.

Another significant aspect emphasized by the specialists is: “as the competition intensifies, these “games” become more and more difficult to play or win. Globalization and technological progress determine the multiplication of competition sources, liberation changes its rules in many industries, markets become more and more complex and unpredictable and the exchange of information in a world with tight connections allows the companies to identify competitors and to spring into action faster”.

Globalization leads to the acceleration of competition which forces the managers, economic agents andbusiness people to act before their competitors. They are called to understand the signal words of the era and to act in two major directions: to protect themselves against the competition and to remain at the head of the competitive game.

It is known, without exceptions, that nobody likes competition. However, the companies that dominate the market make considerable efforts to remove their potential competitors and to obtain a competitive advantage.

The competitive advantage must be kept by strategic exploitation of market penetration barriers or mobility barriers. The first ones cause persistent differences between industries while the others create persistent profitability differences within the same market.

More concretely, the penetration barriers are structural characteristics of the market, which allow the existing companies to permanently increase their prices above the value of costs, without attracting revenue.

On the other hand, the mobility barriers protect the companies which act on a certain market segment against the accepted companies acting on other segment of the same market.

The business practice gives us many examples of strategic discouragement of market penetration, but the companies frequently use the following modes of action:

- invested costs, leading to the increase of the cost for coming onto the market;
- germination of newcomers, for example by filling the supermarket shelves;
- increase of competitor costs, by intensifying advertising.
- These methods aim to discourage the market penetration of others and maintain profit. Those who do not succeed lose their market position and gradually disappear.

The theory and practice from the field of business management insistently recommend managers to organize actions for remaining at the head of the competitive game, in parallel with competition protection actions. From this point of view, George Day and David Reibsteinstate that "the basic element in defining the competitive strategy is the ability to foresee the competitors' movements, to anticipate the environment, their reaction to our movements and to spring into action taking them all of these into account".

It certainly results that one must act before the competitor by anticipating and preparing for any situation which must be counteracted rapidly in the competition acceleration process, so as not to have only temporary advantages.

No company can allow its competitors to gain time for too long because clients usually choose their products depending on the perception of offer made by each company, compared to what we have on the market. A new offer of competition always manages to change the client's perception on the product's quality in question.

George Day and David Reibstein make the following recommendations, with their practical experience and professional competence:

- concerning the competition management:
  - because "the competitive games are played in a fog", the following fatal consequences must be avoided in case of taking wrong steps:
- ignoring a less important competitor that can win sufficient points on the market in this case;

- losing a long-time advantage, following the unexpected movements of competitors;
- launching a product before estimating the competition reaction.
- concerning the interpretation of competitive arena:
  - determination of real competitor (must have the same set of clients or market segment and provide approximately the same products and/or services);
  - analysis and presentation of situation: is it worth taking measures or not (especially in the cases in which the market is not affected or when the position of "peaceful coexistence" is well established);
  - evaluation of competitive advantages and especially their durability;
  - establishing new candidates for entering the market and those who can become new competitors.
- concerning the elaboration of competitive strategy:
  - the selection of optimum strategy is carried out in close connection with the competitor's strategy;
  - the optimum action mode is established (open competition or cooperation with competitor/competitors);
  - selection of the easiest and fastest way to stabilize the market and the most advantageous position (leader or simple participant) based on knowing the competitor's strategy;
  - foreseeing the dimension of competitor reaction and taking the initiative by adopting the action which prevents any similar movement from competition, in case of opportunity.
- concerning the evaluation of potential competitive strategies:
  - defining the mechanism for evaluating potential consequences of each option:
    - simulation of competitive strategy;
    - simulation of negotiations with the client;
    - estimation of financial consequences;
    - comparison of own strategy with the competitor's one.

Thus, the general lessons can be summarized as follows: (1) in case of competition acceleration, one cannot wait for the competitor to make a movement and then decide how to react; (2) the new requirements are preparation and anticipation; (3) one must search for the moments to take the initiative and prevent competitors from making a similar movement.

1.4. Management of clients as strategic assets

Nowadays, the client satisfaction and partnerships with clients are major components of organization strategy. They bring a series of changes in the strategy elaboration process and managerial practices for achieving them. A special place belongs to the client's perception (Harrington, H. J., 2000). It starts from the fact that the number of clients lost due to inadequate service is three times higher than those lost due to poor product performance because the current clients evaluate the organization from all point of view and not only from the point of view of provided product. They especially want to perceive the product provided as having the best value, regardless of the facts. As such, understanding the client's perception is crucial for the company success and creating the basic components of strategy.

Starting from these arguments, more and more companies use the management of clients as strategic assets, by marketing of relations and loyalty, electronic trade and other initiatives.

The arguments and constituent steps are presented by David Schmittlein (2000) as follows:

- the action is justified and oriented as actions by the fact that the clients are stable, „segmentable". Moreover, the arguments in favor of client management as strategic assets are based on the following four considerations:
  - current clients are an unusually stable and predictable source of future sales;
  - clients can be divided very efficiently based on the potential for future sales;
  - clients are subject to depreciation;
  - clients can be bought and sold.
- creation of client database:
  - interactive marketing activities and Internet sales;
  - actions for preventing the loss of clients.
- creation of communication program, based on integrated marketing communication;
- organization of new products around certain groups of clients.

- ensure the client satisfaction by offering high quality products and services, based on information collected from the client and unstated needs; the design of client satisfaction process is presented in figure 4.

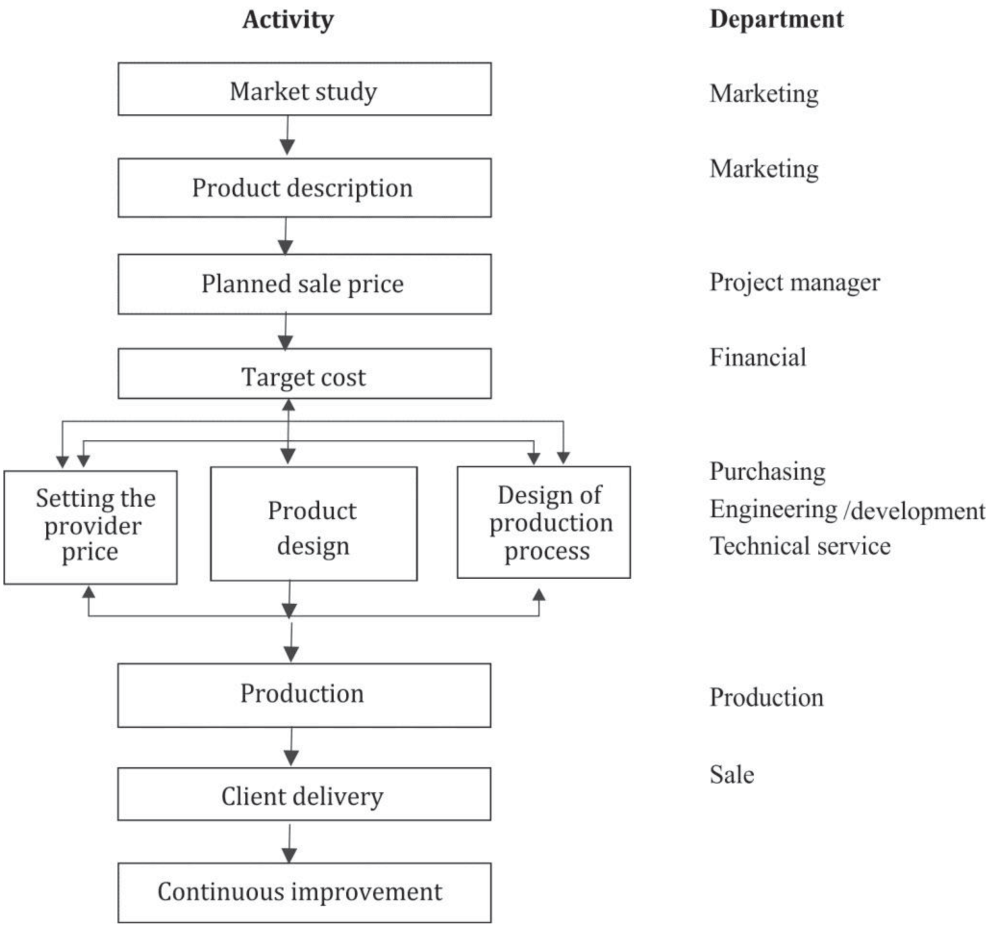

Fig. 4. Design client satisfaction process (according to Harrington, H. J.)

The conclusion is very important: all organizations must have the primary objective of becoming the preferred provider of all clients and potential clients, knowing that all stakeholders will win in this situation.

2. Practice in client relation management. Major strategic initiative in the companies of the 21st century

The tendency of companies to consider the client relation management as a strategic initiative resulted from the conditions of high complexity of products, the desire to be the first on the market and the global market which is more and more careful to quality [9]. It aims to obtain competitive advantage by faster, better and cheaper circulation of materials and information. It insistently pleads for excellence by internal development.

2.1. Evaluation of company-client relation

The introduction of client relation management involves mentality changes at each level in the client-company. The client must be considered an element from the production chain. All of them have to understand and accept the philosophy of “just-in-time” system – to produce small quantities of products according to specifications. The traditional relation between the company and the client must be fought because the two parties seem to have opposite objectives. Both parties need to direct their attention to positive aspects and the decisive element needs to be safety. The client must be involved in the company life by providing sufficient data on problems related to plan, financial aspects, future work schedule, changes of products and performance. The clients must not be considered suspicious by the company. In their turn, the clients must abandon the idea that the company is not preoccupied with the future perspectives and that it is mainly influenced by price during contractual negotiations, quality being a secondary criterion.

The clients must be pushed to collect information about the product’s behavior.

The uncomfortable relation with clients is a reality nowadays. To be protected from this situation, the companies must adopt the strategy of using more sources of clients. This practice leads to the creation of large client bases, with many favorable consequences (Allen, J., 1993):

- it provides safety in case of strikes or disasters;
- it provides flexibility, necessary in case of changes in product orders;
- it reduces stocks;

- it ensures protection against monopoly conditions;
- it facilitates competition;
- it reduces risks to the minimum;
- it ensures price advantages (the competition between clients can be used, leading to discounts).

Remaining in the field of traditional client relations, we notice that there are frequent situations when the companies do not assume clear responsibility on adoption of total quality programs. To remove this inadequate state of affairs, it is recommended that the contact points are well-defined, thus achieve a normally-coordinated data flow, define responsibilities and the contribution of employees from the quality department is no longer interpreted as interference by the staff.

The analysis of the current client relation management system must not be biased. The evaluation can provide the concrete overview on the functioning of client relation management system. To ensure objectivity, it is recommended that the evaluation is carried out by persons who do not work in that system. All sources that can provide useful information will be verified: company budget; subunits included in the list of departments that procure services, materials, taxes, parts, components etc.; performance of different supply operations. The procedures identified are evaluated according to the following aspects (Alen, A. L., 1964):

- how are clients selected?
- how are clients evaluated?
- are clients rewarded?
- how are clients involved in the engineering process?
- how complete and accurate is the system documentation?
- how good is the feedback to the client concerning its performance?
- how is the client's reputation?
- is the client with poor performance abandoned?
- what persons are trained to deal with the client relation?
- how much of the items are checked at reception?
- how well is the purchased equipment serviced?
- when and how were the clients certified and how often are they certified?
- is the cost related to stocks?
- how many clients are there for an item?

In practice, there are many methods to evaluate and monitor clients. We selected the following:

- certifications; a client must progressively pass through more and more difficult tests to become the “unique source” partner;
- investigations usually consist in the short self-evaluation which an existing client is required to carry out before the client revision team carries out the inspection on the site;
- mechanical and chemical tests or other tests of this type assess the product resistance. Other tests can target chemical, physical or dimensional properties of the product;
- viability test measures the long-term product quality. Such tests reproduce the conditions in which the product is used;
- verification of first item resulting from the examined process to establish if the product can be carried out according to all essential specifications;
- verification of materials upon reception can confirm or rule out the client reports on quality;
- analysis of failure mode and effects ensures the identification and elimination of main points in which the product could fail or the product resistance is increased in vulnerable points;
- experimental design is a method to identify the main factors that can cause deviations;
- statistical control of processes emphasizes if a process is under control and if it can satisfy the specifications;
- capacity studies emphasize if a product can be made accordingly;
- cost of inadequate quality emphasizes the share in costs of internal errors, external errors, prevention and evaluation;
- revisions can be used to evaluate and monitor the client performance. They have the role of checking if internal quality controls are carried out and if they are efficient. Among the methods used during revisions, we mention the interviews, collection of information by survey and other types of tests for verification of internal control systems.

2.2. From evaluation to management by objectives and strategies

The objectives and strategy are established based on evaluation. These must be according to the future and improvement plans of the company.

Such objectives are usually established for the client relation management (Dragomir, C., 2019):

- creation of the most competitive source of clients per market segment;
- performance of relations in maximum efficiency conditions;
- the best quality service for internal and external persons;
- maximum efficiency use of material goods and working capital of the company.

Based on these objectives and for their achievement, the following strategies can be formulated:

- management of client source as a valuable resource and evaluation of its performance on quality, cost, workability, technology, receptivity and good functioning;
- elaboration of vertical integration/client relation strategy based on the fundamental competences of organization, the best available clients and strategic marketing relations;
- improvement of viability of final products by reducing variation at parts, providers and processes;
- implementation of an efficient and adaptable client relation management system, with emphasis on total cost management of materials, production cycle, quality and risk management;
- involvement of clients in the design process from the beginning;
- use of the best practices in the field;
- conception and implementation of adequate material management systems.

The client relation management program is carried out. It must be a global efficient system approved by all involved departments. The system must meet the following essential requirements (Kelley, R., 1995):

- analyze the operational areas where money is spent (purchasing cost, stock, supporting of clients and so on) and identify the possibilities to reduce short-term and long-term cost;
- design a client relation management system that can be integrated in the existing and future structure of organization;
- carry out the comparative assessment of "the best" practices of client relations;

- train the persons and give them examples of implementation strategies and techniques, as well as traps to be avoided;
- obtain the agreement and form the uniform conception on client relation management by all organization employees;
- define the role and responsibility of team members.
- The main features of client relation management programs are the following (Lorini, P., 1991):
- existence of a new management concept that involves the collaboration between supply, engineering, quality assurance services on one hand and the client, on the other hand, for promoting the mutual objectives;
- existence of a long-term partnership for developing and obtaining profit;
- existence of operative mutual aid system in issues such as the introduction of new products, quality, production cycle, cost reduction and organization of common courses;
- existence of a partnership with clients, including its chain of relations;
- management of client relations seems to be a strategic decision;
- negotiation of price is usually centralized, but the purchasing decision is made in a decentralized way;
- some manage the products and materials and others manage the transport;
- use of one source is accepted, but the majority have two clients, for reason of capacity and safety;
- early involvement of clients is carefully used;
- many companies invest capital in their client base;
- the clients establish firm, fixed orders that cover the monthly need; the orders are never canceled; moreover, clients are provided the broken-down prognosis for the next 12 months;
- the companies must have a viable client relation management system that foresees the ambitious objectives on quality improvement, reduction of production cycle and annual cost reduction plan;
- the companies increase their exigencies on the professional level of engineers, many of them having extensive economic studies;
- all of them reduce the client base with maximum 50%;

- most of the companies have this system developed by main clients or competitors.

We can conclude that the management of client relations is not a matter of technology, but a problem related to the human factor of the company, communication and team work, a mechanism for coordinating the functional areas of organization and client.

3. Favorable factors of client transformation into partner

3.1. Loyal thinkers of client transformation into partner

I managed to find them in James McGrath's book (McGrath, J., 2018) and I systematized their thoughts in three approach points: a) orientation of motivation; b) main idea; c) procedures for achieving the main idea.

1. Dale Carnegie
   a) It is important to establish a good communication with clients
   b) "You can do more business in two months, if you are interested in other persons than in two years, if you try to convince people to listen to you"
   c) Procedures for achieving the main idea: (1) listening the clients improves the relation with them and increases sales; (2) the client must be encouraged to talk; (3) learning to listen the client is a central objective; (4) for developing client relations, use the e-mail, phone, newsletters, personal visits and social events; (5) building the reliable client relation by making available the best offers; (6) cultivating honesty with clients; (7) eliminating the defensive attitude in client relation when they are criticized; (8) recognizing the client loyalty by providing a range of rewards.
2. Bill Gates
   a) Unsatisfied client is the best source of information
   b) "The most unsatisfied clients are the biggest source of information"
   c) Procedures for achieving the main idea: (1) paying special attention to an unsatisfied client; (2) create an environment for the client with the employees; (3) founding call-center service; (4) adopting the acceptance of client dissatisfactions; (5) the client

must be asked how does he/she want to solve the problem; (6) keeping a record of client complaints and how they were solved.

3. Tom Peters
   a) Improvement of client perception about the company and its manager
   b) "Promise less and offer more"
   c) Procedures for achieving the main idea: (1) the need to identify modes in which to offer more than promised; (2) supporting old clients; (3) manifesting loyalty to clients.
4. Warren Buffett
   a) Business and reputation can be ruined in one step
   b) "You need 20 years to build your reputation and 5 minutes to ruin it. If you thought about it better, you would do it differently"
   c) Procedures for achieving the main idea: (1) current reputation provides a competitive advantage; (2) built reputation attracts better and more profitable business offers; (3) clients are not treated with disrespect; (4) manifestation of sincerity in case of making a mistake.
5. Jeff Bezos
   a) Consequences of bad news in the digital era
   b) "If some clients think they are not treated accordingly, they will not say it to other 5 persons but to other 5000 persons"
   c) Procedures for achieving the main idea: (1) the misunderstanding must be solved before becoming a war of attrition; (2) significant problems must be approached publicly; (3) it is recommended to employ experts able to monitor what is said about the company; (4) immediately apologize for real mistakes; (5) avoiding contradictory discussionswith the claimant; (6) establishing a list of authorized persons with the press.
6. Warren Bennis
   a) Value of comparative analysis
   b) "Copying the activities of other companies sounds like industrial espionage but the truth is that comparative analysis is perfectly legal and ethical"
   c) Procedures for achieving the main idea: (1) using four treatment stages for comparative evaluation: the planning stage identifies

the evaluation processes; negotiations with identified company are carried out in the data collection stage; the data are synthetized and analyzed and company performance improvement practices are identified in the data analysis stage; new ideas are applied in the implementation stage.

3.2. Fulfilling the client's desire

It is important and necessary to not only know the client's desires, but also how to fulfil them. It is necessary that the company manager and its staff to learn how to use selfishness correctly and relate it to the selfishness of clients and thus ensure the happiness of both partners. The ones who did this in the past were considered rational. It was taken into account that human nature is selfish. In fact, happiness or unhappiness, pleasure or suffering depend on how much are the needs satisfied. Their satisfaction requires effort and motivation because the intensity of pleasure depends on the intensity of desire. Desires generate progress, but control is necessary for this. One way of controlling and managing desires is to reduce them. However, desires evolved. They can be fulfilled more and more difficult, as unfulfilled dreams and many usual misunderstandings. The difficulty increases more and more as the desire of the fifth level appears, the desire to receive the guiding force behind every progress and change from the human history. This is the desire for spirituality, with joy and pleasure (Florescu, C., ş.a., 1992).

In conclusion, the client's, manager's and company staff's desires have five levels, divided in 3 groups. The first group is made of animal desires (food, reproduction and shelter); the second group is that of human desires (money, honor, knowledge) and the third group is that of spiritual desires (the "point" from the heart).

The above lead to the wide field of action and influence exercised by managerial wisdom on the client transformation into partner.

Conclusions

The contemporary economic and social dynamism determines and puts in the first place the client promotion, both on the Romanian market and other different markets. From definition point of view, client promotion is the client-company's view "materialized in a coherent set of productive planned and organized activities by using scientific methods and techniques". In this way, the client can better achieve the object of activity, trying to use all opportunities and avoid all existing obstacles on the markets on which it operates. For this purpose, the marketing policy is used, which determines a certain "style" and own action "mode" of the client. The strategic selection of the market is carried out according to the client's resources and market particularities, then the structures, dimensions and mode of product policy evolution are established, the corresponding client penetration markets and permanent communication with the market by specific activities will be established (Lasswell, H. D. in: Ph. Kotler, B. Dubois, 1992).

Knowing the market on which the client will operate is a wide and difficult process. In this context and to achieve this, the client must communicate with the market, must inform about its existence, must receive information about the actions to be carried out. The possibility of creating a feedback relation is also taken into account for finding out the reaction of sub-system that receives the information (Balaure, V., Popescu, I. C., Şerbănică, D., 1994).

The conclusion which we can draw, starting from all the above-mentioned elements, is that client promotion is very complex. It is necessary to have permanent information by certain special messages that influence the client's behavior in favor of certain products. The informal and formal communication are used.

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