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## Formation of Stakeholders' Client Capital of Trade Institutions

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**Abstract:**

*The study's theory block introduces the term of "stakeholders' client capital" of trade institutions based on monetary approach; the key (ability to generate revenue) and specific (lack of physical shipper, intangibility, added economic value) properties of the latter were clarified; logical interrelation of concepts "client", "clients database" and "stakeholders' client capital" was established; relationship of trade organizations with corporate clients were classified in such attributes as transactions, cooperation and partnership.*

*In practical terms, conformity of balance capital structure of trade organizations to the stakeholders' theory was assessed, and the assessment clearly showed inconsistency and justified the need to consider the stakeholders' client capital which is a strategic resource within the off-balance sheet commitments.*

*As a result, perspective vectors to assess and qualitatively form stakeholders' client capital were identified in line with the principles of sufficient consumers' awareness on institutions and services, geographical accessibility and availability of the office services, accessibility and efficiency of the company's out-of-office and on-line services, professional services, transparency of business service processes, etc.*

**Keywords:** *stakeholders, client, client database, trade institution, stakeholders' client capital, off-balance-sheet liabilities, strategic resource.*

**JEL Classification:** *O10, D10.*

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## 1. Introduction

The category of “capital” is one of the most fundamental and basic ones in economic theory and business. Russian and international literature widely presents characteristics of balance related, financial, investment, production, and intellectual capital, but insufficient attention is paid to the essence of the concept of the capital of stakeholders / stakeholders’ capital nowadays having a direct impact on formation of income which is a key property of capital. Stakeholders of an institution are among other state authorities (whether federal or regional), tax authorities, population, media, its consumers and customers, suppliers, personnel, counterparties, investors, clients. Client capital is of key importance to trade institutions.

However, both Russian and international economic literature doesn’t contain sovereign concept of "stakeholders’ client capital", including that in economic activities. Organization for Economic Cooperation and Development (OECD) (as of OECD Official Website) and majority of economists, such as Edvinson and Malone (1999), Leontiev (2009), Isakin *et al.*, (2010) assign prerequisites for its formation as part of intellectual capital, whereas Manuylenko and Mishchenko (2016) generally recognize its strategic character. In the banking theory and practice the notion of "customer database" is very common. However, the concept of the stakeholders’ client capital of trade institutions has not been adequately covered in literature, which predetermined the relevance of the undertaken research.

The goal of this research is to reveal the essence of the concept "stakeholders’ client capital" of the trade institution and based on the definition identify guidelines to develop set of tools for its formation and evaluation in current environment. The objectives of the research are the follows: to disclose the economic content of the concept "stakeholders’ client capital" and identify the authors’ position on this issue; to review possibilities of assessing stakeholders’ client capital in trade institutions and identify advanced areas for development of tool set for its evaluation and formation. Methodological basis of the research represents logical and scientific approach to study the essence and content of the concept "stakeholders’ client capital". Using the methods of analysis, synthesis, details and generalization, combination, formalization and abstract-logical the essence of the concept "stakeholders’ client capital" in the theoretical and methodological aspect was identified (Thalassinos *et al.*, 2014; Kuznetsova *et al.*, 2017; Pontoh, 2017).

Working theory of the research is grounded in the concept proving that modern methodological basis for assessing stakeholders’ client capital should be supported by the appropriate categorical staff that meets level of the trade organizations development. That suggests clarification of economic essential and substantial characteristic of the stakeholders’ client capital and formation of prerequisites for development of methodological basis for its evaluation (Novokreshchenova *et al.*, 2016; Setyawati *et al.*, 2017).

Theoretical significance of the research is the following: logical interrelation of the concepts "client", "client base" and "stakeholder client capital" is established; the properties of stakeholders' client capital were completed and presented, those are: profitability, lack of a physical shipper, marketability, part in added economic value; conformity of balance capital of the organization to the stakeholder theory was made, the need for assessing stakeholders' client capital as part of off-balance sheet liabilities was outlined, and perspective trends focused at qualitative formation of the stakeholders' client capital of trade institutions are identified.

## 2. Literature Review

### 2.1. Prerequisites to formation of the concept "stakeholders' client capital"

Marshall (1983) when characterizing capital of trade institutions states that "capital contains everything that implies commercial and industrial purposes (machines, raw materials / finished products, theaters, hotels, family farms and houses) identifying consumer and supporting / intermediate capital. Schumpeter (2007) suggests that "capital is a fund of purchasing power" used for the purchase of production means.

Within the part of the intellectual capital which is the relational capital, OECD (as of the OECD Official Website) sets aside the outcome of an institution's relations with external actors (customers), suppliers and partners, where customer satisfaction and loyalty, relations with suppliers, negotiation capabilities revealing business reputation of the institution, is read as stakeholders' client capital. At the same time, the OECD recognizes that within the environment of new economy, none of the stakeholders may be recognized as the key ones.

Edvinsson and Malone (1999) and Leontiev (2009) consider client capital as part of the intellectual capital characterize it as a system of key, stable, long-term, trust and mutually beneficial relations of an institution with its customers, recognizing that the capital may be borrowed or own. They describe client capital as a complex intangible asset (clientele, sales channels, and contracts). Isakin *et al.*, (2010) set out long-term contracts within suppliers and buyers relations as intellectual capital, specifically noting the capital of relations between suppliers and customers, which also allows identification of stakeholders' client capital. It is obvious that trade institutions should first of all form stakeholders' client capital.

Isakin *et al.*, (2010) noted that the value of the organization is proved by the growth of added value per buyer, the reduction of trade and marketing costs, the increase of the number of customers through special means of attracting and retaining consumers recommend evaluating the result affected from the involved consumers capital by formula (1):

$$EVA_c = (VAC - SME) \times B \quad (1)$$

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where **VAC** – value added per consumer;  
**SME** – sales and marketing expenses per consumer;  
**B** – number of consumers.

To compare calculations with EVA the profit of the own capital before tax exemption is compared to the value added per consumer, trade and marketing expenses per consumer are compared to the average interest rate for fee-based external resources, and the number of buyers is compared to the value of capital.

In terms of its functional purpose the shareholders' capital functions as the means of relations with stakeholders where the subjects of those relations are the owners of the institution's future liabilities on the one side: customers, employees, including highly qualified personnel, managers, public environment, counterparties and etc. which interrelate with the object of investment, which are institutions attracting, forming and using capital, and the ultimate goal of which is to upgrade added value. According to the theory of stakeholders, expectations on due time and comprehensiveness of payments for intended liabilities directly determine their costs offer. The higher is the current cost of the intended obligations, the higher is the price and larger is the volume of their offer. Formation of favorable expectations of stakeholders is fully determined by the extent to which the organization can sustain the “name” of an honest provider of intended obligations and provide their coverage as a matter of honor. Loyalty of stakeholders determines the price of intended liabilities, and hence the value of the institution.

It is obvious that the most important specific property of the stakeholders' capital - avoidance of a physical shipper - to a certain extent can be preserved and implemented by the organization. Based on the foregoing, in our opinion, the stakeholders' client capital of a trade institution is a kind of "capital" - economic category that reflects value invested in special non-traditional assets in non-material and other forms that are able to generate profit and / or provide the prerequisites for its obtaining at the same time creating added value. Thus, it is important to ground formation of stakeholders' client capital on the following principal provisions:

- shippers are the customers of an institution absence of which stops its functioning;
- value is determined by the level of the added value;
- can be found in off-balance sheet commitments and reflects interests of customers.

## **2.2. Logical link between the concepts of "stakeholders' client capital" and "customer database"**

In financial practice resources are identified with capital, which in our view is erroneous since for the estimation of the resources the liabilities should be adjusted with several accounting lines. Considering that nowadays a resource stock of an institution is mainly formed by its capital it is expedient to study the

interconnections of the concepts "stakeholders' client capital" and "customer database."

According to Kumok (1994) clients of a business entity are individuals (legal and / or physical) applying for its services. Maslenchenkov and Tronin (2003) determines the client database by means of the total number of clients with the entity, i.e. presenting direct connection between the concepts "client" and "client base". Hence, the term "bank customer" as defined in financial and credit encyclopedic dictionary (Gryaznova, 2002) is a legal entity or an individual who concluded an agreement with the bank for the provision of certain services.

It should be noted that the actual availability of concluded contracts (which is an uncontested fact of business relations between an economic entity and a physical / legal entity) is one of the main criteria showing the ratio of legal / physical entities to the number of clients of economic entities. Accordingly, such a criterion can be applied as of the date and/ or to a certain period (month, quarter, year) which may provide for the off-balance log of customers of a trade institution. Classification of the relationships of a trade institution with corporate clients is presented in Table 1.

**Table 1:** Classification of the relationships of a trade institution with corporate clients

Relations	Deals	Cooperation	Partnership
Characteristics are based on	Beneficial deals	Beneficial relations	Links between trade institution and client institution
Parties	Clients	Trade institution and clients chained in the relations	Trade institution, client and other organizations
Interaction procedure	From a trade institution to the market	From person to person	Trade institution to client organization in multiple levels
Style of relations, at the level of	handshake	Personal relations of a trade institution's representatives and a client organization	Personal relations with multiple players
Duration of interaction	Single agreement duration	Lifecycle of a product	Long-term but periodic with different pace
Extend of formality in relations	Formal	Manageable	Partnership
Performance and management source	Client supervisor is active	Client supervisor rules	Mutually obligatory relations
Consumer value approach	Financial added value	Social value added to financial value	Structural links added to social and financial values

*Source: compiled by the authors.*

Experts characterize client database by means of a set of indicators describing general state of clients and closeness of their interests with the interests of the trade institution (practical dependence of trade institution's level of development on the successful

functioning and development of its clients). Accordingly, it is fair to view client database of an economic entity through a non-random analysis of current and potential service consumers, which determines the qualitative characteristics of relations between an economic entity and its customers. So, stakeholders' client capital determines the client database of an institution. When it is formed it is necessary to consider in the first place those customers which generate the larger profit. Some of them provide for the profit growth at present, while others create conditions for generation of profit growth in the future, as they make available an increase in the client database, in the volume of products and services sold, and support promotion of the organization into new economic activities. Wholesale and retail trade is considered as the most profitable among commercial corporate organizations. Among commercial corporate organizations in the Stavropol Territory the largest share of profitable and, accordingly, unprofitable enterprises is concentrated in wholesale and retail trade business - 7.3% - 15.5% and 1.8% - 3.8% respectively. Downward trend is shown in the share of the profitable institutions and increased proportion of loss-making trade institutions, starting in 2015. (Table 2) (Official site of the Federal State Statistics Service for the Stavropol Territory).

In absolute terms, the net profit of commercial corporate organizations in wholesale and retail trade increased from 2,741,072 thousand rubles in 2013 to 7,489,905 thousand rubles. Significant amount of expenses for ordinary activities (5215.2% - 13622.3%) and other expenses (224.9% - 684.0%) negatively impact formation of the final financial effect which shows declining trend starting from 2013 (Table 3).

**Table 2:** Identification of the profitable / unprofitable organizations role in wholesale and retail trade among commercial corporate organizations of the Stavropol Territory

	YY									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>1</b>	2	3	4	5	6	7	8	9	10	11
	Share of i-type of profitable commercial corporate organizations in their total number, %					Share of i-type of unprofitable commercial corporate organizations in their total number, %				
Total in region	14,2	33,5	35,2	39,2	29,5	4,0	9,6	10,5	12,0	12,4
Agriculture, hunting and forestry	1,3	1,9	1,9	2,1	1,3	0,3	0,4	0,3	0,3	0,4
Fishery and fish-farming	0,04	0,07	0,08	0,08	0,05	0,01	0,01	0,01	0,02	0,02
Mining	0,04	0,1	0,1	0,1	0,07	0,03	0,05	0,06	0,07	0,08
Manufacture	1,4	3,5	3,4	3,9	3,2	0,5	1,0	1,1	1,1	1,4
Production and distribution of electricity, gas and water	0,1	0,2	0,2	0,2	0,2	0,04	0,06	0,07	0,06	0,07

Construction	1,2	3,6	3,9	4,3	3,3	0,4	1,0	1,2	2,5	1,5
Wholesale and retail trade	7,3	13,3	13,9	15,5	11,5	1,8	3,3	3,5	3,5	3,8
Hotels and restaurants	0,7	1,4	1,4	1,5	0,9	0,2	0,5	0,55	0,5	0,6
Transport and communication	0,5	1,5	1,6	1,9	1,4	0,2	0,5	0,6	0,5	0,8
Finance	0,1	0,4	0,4	0,4	0,3	0,04	0,09	0,1	0,1	0,2
Real estate, rent and services	1,1	6,1	6,6	7,3	5,7	0,4	2,1	2,4	2,5	2,9
Public administration, military security and social insurance	0	0	0	0	0	0	0	0	0	0
Education	0,01	0,05	0,04	0,07	0,03	0,02	0,02	0,02	0,03	0,02
Health and social services	0,1	0,8	0,9	1,1	1,1	0,03	0,3	0,3	0,4	0,5
Communal, social and personal services	0,2	0,7	0,7	0,8	0,6	0,08	0,3	0,3	0,3	0,3

Source: calculated by the authors

**Table 3: Formation of net profit / loss in the wholesale and retail trade institutions of the Stavropol Territory**

YY	Profit		Average performance expenses		Sales profit/loss	
	Thousand rubles	Structure, %	Thousand rubles	Structure, %	Thousand rubles	Structure, %
2012	280924918	5355,4	273570794	5215,2	7354124	140,2
2013	381158796	13905,5	373396302	13622,3	7762494	283,2
2014	443167019	9586,5	434147442	9391,4	9019577	195,1
2015	470586665	8264,2	459617532	8071,6	10969133	192,6
2016	508458069	6788,6	495337223	6613,4	13120846	175,2
	Interest payable		Other expenses		Other expenses	
	Thousand rubles	Structure, %	Thousand rubles	Structure, %	Thousand rubles	Structure, %
2012	2641894	50,4	12645834	241,1	11798131	224,9
2013	3719522	135,7	16449260	600,1	18747692	684,0
2014	4651344	100,6	22325016	482,9	22698935	491,0
2015	4602921	80,8	21398966	375,8	22816262	400,7
2016	4362200	58,2	23268244	310,7	22767256	304,1
	Gross profit/loss		Profit tax		Net profit/loss	

	Thousand rubles	Structure, %	Thousand rubles	Structure, %	Thousand rubles	Structure, %
2012	5559933	106,0	314316	6,0	5245617	100
2013	1744540	63,6	- 996532	- 36,4	2741072	100
2014	3994314	86,4	- 628506	- 13,6	4622820	100
2015	4948916	86,9	- 745305	- 13,1	5694221	100
2016	9259634	123,6	1769729	23,6	7489905	100

*Source:* calculated by the authors.

The institution's performance should be guided by the truth that the most profitable clients should be serviced at a higher level and with an individual approach. The level of mutual relations must meet the criteria of high mutual understanding, trust and loyalty to the client. The other part of clients should be serviced in such a way that the most part of them could also become very profitable in the future ultimately ensuring the basic economic property of capital that is revenue generation. Obviously, the risks associated with the formation and application of stakeholders' client capital may be justified by insufficient financial assistance from the state, lack of information on sales markets, poor cooperation, etc.

#### ***2.4. Practices for trade institutions' capital assessments arranged by stakeholders***

##### ***2.4.1. Assessment of the trade institution's capital structure conformity to the theory of "stakeholders"***

Modern theory and practice of financial management contains a well-known golden rule of financial management supposing establishment of ratio between institution's own and borrowed capital no more than 66%: 34%, which is adhered by number of economists, such as Balabanov (2008), Basovsky (2013), Bocharov (2006), Kovalev, (2015), Kolchina *et al.* (2015), Neretina *et al.* (2016), Manuylenko and Kabardokova (2017), Kalinina *et al.* (2015), Thalassinis and Politis (2011), Ryzhkova and Prosvirkin (2015). All adhere to the fact that strategic target structure of capital should be formed considering the golden rule of financial management.

Among modern theories of formation of the capital structure of organizations the theory of stakeholders also became widespread. Recognizing the validity of the statement of Edvinson (1999) and Leontiev (2009), that the stakeholders' capital can be both owned and borrowed, it can be right to assess the compliance of capital structure with stakeholder theory.

Stakeholders likewise the owners and managers are aware that it is possible to improve the value of the institution owing to the structure of its capital, which is a guarantor of the organization's long-term obligations focused on minimizing future payments on planned liabilities. According to the stakeholder theory financing begins with the issue of ordinary shares. Then, if necessary, hybrid securities and



debt obligations are applied, and in extreme cases equity reserves are charged. Information asymmetries between financial managers and holders of future liabilities can negatively influence the capital structure.

It is believed that the key criterion for the viability of a modern organization is formation of a value for stakeholders. Respectively, the actors involved in the formation and use of capital should be able to generate value. The wholesale and retail trade organizations of the Stavropol Territory directly violate the requirements for the formation of capital in accordance with the stakeholder theory. The sources are ranked as follows (Table 4) in accordance with Official site of the Federal State Statistics Service for the Stavropol Territory: 2012, 2014 - 2016: short-term liabilities - 60.4% - 69.2%, further in 2012, 2015 - 2016. - own capital - 17.6% - 24.6%, and in 2014 - long-term liabilities - 16.9%. In 2013 long-term liabilities (expressed mainly by other long-term liabilities) prevail over short-term liabilities, as a result, the sources of financing are distributed as follows: long-term liabilities - 56.7%, net worth 37.3%, short-term liabilities - 6%. In 2012, 2015 - 2016, short-term liabilities are represented mainly by a low-quality source: accounts payable - 41.1% - 54.8%, which is a negative sign.

Evaluating the structure of the capital of the Stavropol Territory's trade organizations for compliance with the stakeholder theory, it should be noted that there are specifics in using own capital of the institutions during the current period, i.e. organizations have access to financial resources at minimal cost, which will restrict access to capital in the future, when it will be required to meet earlier created commitments.

Stakeholders face the risk that wholesale and retail trade business of the Stavropol Territory may fail to fulfill obligations in the future, maximized cost of capital of trade institutions due to the structure of their capital will be questioned, which lessens chances of creation specific values for stakeholders.

**Table 4.** Conformity assessment of the capital structure of the wholesale and retail trade organizations of the Stavropol Territory to stakeholder theory

Y Y	Total capital, including		Own capital		Long-term capital, including	
	Absolute value in thousand rubles	Structure, %	Absolute value in thousand rubles	Structure, %	Absolute value in thousand rubles	Structure, %
2012	124486469	100	30652267	24,6	18641460	15,0
2013	77803918	100	29008013	37,3	44098551	56,7
20	204761	100	317906	15,5	34706003	16,9

14	132		65			
20	224609	100	395892	17,6	29603591	13,2
15	515		66			
20	282451	100	675409	23,9	37256113	13,2
16	101		84			
	Long-term borrowed capital		Other long-term		Short-term, including:	
	Absolute value in thousand rubles	Structure, %	Absolute value in thousand rubles	Structure, %	Absolute value in thousand rubles	Structure, %
20	183451	14,7	296268	0,3	75192742	60,4
12	92					
20	289798	37,2	151186	19,5	4697354	6,0
13	81		70			
20	342426	16,7	463387	0,2	138264464	67,6
14	16					
20	289099	12,9	693691	0,3	155416658	69,2
15	00					
20	361177	12,8	113838		177654004	62,9
16	28		5			
	Short-term borrowed		Accounts payable		Other short-term	
	Absolute value in thousand rubles	Structure, %	Absolute value in thousand rubles	Structure, %	Absolute value in thousand rubles	Structure, %
20	226472	18,1	511599	41,1	1385466	1,2
12	94		82			
20	254540	3,3	503947	0,6	1648002	2,1
13	5					
20	105997	51,8	286857	14,0	3581099	1,8
14	585		80			
20	305585	13,6	123012	54,8	1845982	0,8
15	23		153			
20	326849	11,6	143705	50,9	1263815	0,4
16	42		247			

*Source: calculated by the authors*

Russian theory and practice of financial management implies that the concept of stakeholders' client capital formation is related to the value reflected in the balance sheet. Summarizing assessment of the wholesale and retail trade organizations of the Stavropol Territory capital structure and its conformity to stakeholder theory it should be noted that financial indicators reflect only aspects of the organization's activities related to investments in tangible assets and doesn't consider long-term contracts with customers violation of which respectively affects financial status of

organizations. Thus, purchase expenses represent the largest part of capital with trade institutions, so identification of a proper supplier and management of sales become crucially important.

***2.4.2. Rationale for the need to determine stakeholders' client capital of trading organizations as part of off-balance sheet commitments***

Modern service system for consumers generally includes 3 forms: full-time, correspondence and interactive services. Information exchange of organization with consumers of services is carried out through communication channels, which implies accounting stakeholder's client capital into off-balance liabilities.

The concept of stakeholder client capital in trade organizations can be implemented considering the provisions of Professor Higson (2012) who recommends excluding non-strategic assets and units that do not create value to ensure efficient balance sheet performance. Therefore, he advises to concentrate on intangible assets in the company's business model ("lighter-than-air balance") and the weightless balance (air, lighter than air). Those intangible assets include the stakeholders' client capital which is the main strategic resource of the trade institution (customer relationship management is under special attention). That implies excluding unnecessary assets from its turnover, modernization of the operational processes, rigid management on working capital to minimize essential capital and exclude the risk of conflict situations. At the same time, securitization of tangible assets is carried out and there is an endless turnover of assets at an operating margin of 5-10%, accompanied by an endless profitability of capital. In order to avoid financial risks in this model, it is important to provide flexibility of strategic decisions and efficient asset management while maintaining a certain level of liquidity. As a result, it is suggested that stakeholders' client capital of trade institutions should be included in the off-balance sheet liabilities.

### **3. Results**

***3.1. In theory block of the research:***

- concept of stakeholders' client capital of trading institutions is introduced as a value invested in special non-traditional assets in an intangible form capable to generate profit and / or ensure favorable prerequisites for its receipt, as well as to create added value;
- both properties of stakeholders' client capital of trade institution were identified: basic one as a variety of economic category of "capital" (income generation), and specific one - lack of a physical shipper, accounting for off-balance liabilities, etc.;
- logical link of the concepts "client", "customer base" and "stakeholder client capital" was established where stakeholders' client capital predetermines the client base of the organization, formation of which is of particular importance to a portion of customers who provide for the larger part of profit; that corresponds to the basic economic property of capital, i.e. income generation;

- classification of inter-relations of trade organization and corporate clients was presented based on such attributes as: transactions, cooperation, and partnership under condition of designated priority to those clients that provide for the larger part of profit to the institution;
- influential role of trade organizations were determined in formation of stakeholders' client capital, where the holders are the clients of the organization, lack of which blocks the institution's functioning.

### 3.2. In practical block of the study:

- assessment is made to define conformity of trade institutions capital structure to the stakeholders' theory which showed its apparent inconsistency; sources for formation of balance capital are mainly ranked as short-term liabilities that include low-quality source, which is accounts payable (Table 5).

**Table 5.** Ranking of the capital elements with the wholesale and retail traders of Stavropol Territory

YY	Own capital	Liabilities	
		Long-term	Short-term
2012	2	3	1
2013	2	1	3
2014	3	2	1
2015	2	3	1
2016	2	3	1

*Source:* compiled by the authors

- a need to form stakeholders' client capital in off-balance sheet commitments is proved it should show interests of clients, which brings trade organizations closer to the business model "lighter-than-air balance".

## 4. Conclusions

The performed research can be further developed into formation of methodological tool set to assess the stakeholders' client capital, since definition of its economic essence is an integral element for creation of a methodological basis for its evaluation. Considering that the best measure for capital is an indicator determined in strict accordance with the theoretical concept, the proposed interpretation of the stakeholders' client capital should allow further for more reasoned development of a methodology to estimate its value. There are main trends in qualitative formation of stakeholders' client capital of trade institutions. From the standpoint of formation of a quality stakeholders' client capital in trade institutions, the following is quite important:

- active client-oriented policies entailing from creation and implementation of centralized service system for consumers of services which eventually ensure interactive relations. Service provision policies of trade institutions should be client-oriented and provide for simple and accessible interaction of consumers of services

and trade institutions. The client-oriented policies of institution are implemented through creation and setting forth system of centralized services for consumers of services;

- identification and constant monitoring of quality indicators for goods / services and customers treatment.

The process of qualitative formation of the stakeholders' client capital of trade institutions should be based on the following principles:

- sufficient consumers' awareness of institutions and services;
- geographical accessibility and comfortable environment of organization's full-time service, perfect location of infrastructural elements of full-time service should create coverage of responsibility zones and availability of services to consumers;
- availability and efficiency of the out-of-office and interactive services of institutions; channels of communications with consumers create 7/24 access to out-of-office service and efficient response to the customers' needs;
- high quality service; provision of all services requires high level of skills and competence of the staff;
- transparency of all business processes in service area and impartiality when considering complaints.

In the long term, when forming and developing stakeholders' client capital in trade institutions, it is important to consider the fact that it is one of the competition advantage sources for business entities, and that is given special attention in the work by Voronov *et al.* (2017).

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