PROBLEMS OF PRICING AS A COMPETITIVENESS TOOL 
IN LATVIAN BUSINESS ENVIRONMENT

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Abstract. Entrepreneurs work today in a changing environment and under circumstances of fierce competition. Price is deemed to be a tool that entrepreneurs could use for strengthening their position and their competitiveness. However, price and pricing is a complex process and often undeservedly little used as a competitiveness enhancement tool. The aim of this study is to evaluate the problems concerning pricing in the Latvian business environment. To achieve the aims, the role of the pricing process and the factors influencing it have been described, a comparison of the competitiveness of the Latvian business environment with other countries has been carried out and actual problems related to pricing in the Latvian business environment have been identified based on the opinions of entrepreneurs and experts. Research methodology used in the research: logically constructive approach; synthesis method; social research methods – panel discussion and interviews. As a result, the problems concerning pricing in the Latvian business environment will be evaluated.

Key words: pricing, pricing problems, Latvian business environment, competitiveness.

JEL code: M21, O31, R1

Introduction

Entrepreneurs work today in a changing environment and it is essential to be competitive; price is one of the factors promoting competitiveness.

The research aims to evaluate problems concerning pricing in the Latvian business environment.

The following tasks were set to achieve the aims:
1) describe pricing as an essential factor enhancing competitiveness;
2) carry out a comparison of Latvian business environment to other countries and analyse the specifics of pricing in the Latvian business environment;
3) evaluate pricing related problems in the Latvian business environment.

The research enables us to analyse pricing related problems in the Latvian business environment from an alternative point of view.

The following research methodology has been used in the research: logically constructive approach, synthesis method, social research methods, panel discussion and interviews that enable us to gain a clear insight of the situation, identify the positive and negative aspects of pricing in the Latvian business environment based on the information gathered.

A panel discussion was organised to gain qualitative information on the specifics and problems related to pricing in the Latvian business environment. 11 entrepreneurs with huge experience in the Latvian market participated in the panel discussion. The panel discussion questions were formulated to ascertain the entrepreneurs’ view of factors enhancing competitiveness, specifics of pricing, pricing related problems in the Latvian business environment and possible solutions that would enable using price as a comprehensive tool for enhancing competitiveness.

Expert interviews were organised to gather additional information and expert opinion on pricing as a competitiveness enhancing tool and problems that hinder pricing in the Latvian business environment. Specialists from various sectors, economists and members of associations of effective direct marketing, management and accountants were interviewed. Experts had to submit their evaluation.

Research results and discussion

Competitiveness and price

Opinions on price as an important competitiveness enhancing tool have been reviewed in this section of the research. At first, we would like to focus a bit on competitiveness and its factors to describe the role of price in building competitiveness. Competitiveness and its
Competitiveness in economics and business is the ability of enterprises, sector or the state to sell products, goods or services in the market. Competitiveness is the ability to compete with analogical objects (goods or services) in a particular market using a competitive advantage (price, quality etc.) to achieve its aims (Hirschey, 2008).

Competitive advantage of enterprises arises and exists in direct relation to the internal environment in the country – the business and investment environment. The success of enterprises in relation to its competitors is dependent on the situation in the country or region and in turn the country develops in a global competitive environment. Therefore, there is a kind of cycle – a nation’s economic growth results are dependent on the performance of its enterprises but the competitiveness of companies is influenced by the nation’s economic development level (Denisovs, 2008).

Characterising factors that influence the competitiveness of enterprises they can be divided into internal and external factors; external factors seriously influence the formation of a competitive business environment. Vasileva and Glebova (Vasileva, Glebova, 2010) have developed a model (Fig. 1.), that clearly demonstrates the interaction of the internal and external environment and their influence on the competitiveness of the enterprise. The model shows that enterprises to a large extent are dependent on external factors such as taxation policies, loans, innovation policy, social environment, infrastructure development level, demographic situation in the country, industrial policy priorities, education system and the quality of all these factors is influenced by state policy and legislation.

![Source: designed by the author based on Vasiljeva, Glebova, 2010](image)

**Fig. 1. Model of provision of competitiveness of manufacturing enterprises**

We would like to underline the opinions expressed in the previous research that, in essence, the impact of each external factor on the business environment and the enterprise that exists in the environment is huge and the impact of their interaction is even greater. These factors have one common feature. The form the environment where the enterprise exists influences it but the enterprise cannot influence these external factors. The enterprise is responsible for its internal environment, which it forms on its own. The enterprise feels the impact of internal and external factors on its operations and makes a profit or loss from the sales of its products or services depending upon its level of competitiveness. So, the competitiveness of enterprises is formed by the interaction of
internal and external factors (Bruksle, Abeltina, Zarina, 2016).

We would like to emphasise that price and pricing is a significant internal environment factor. Moreover, it is one of the most flexible factors and tools that the enterprise could actively use to enhance the competitiveness of its products.

Kotler, Wong., Saunder, Armstrong deem that an enterprise could gain a competitive edge by offering consumers higher value or a lower price in comparison to their competitors’ price or by offering consumers a bigger benefit that compensates the higher product and service prices (Kotler at.al, 2005). Consequently, price and pricing play a significant role as it together with the offered benefit - product or service can ensure a competitive advantage.

The authors consider that price is one of the most significant tools that is accessible to enterprises and well considered pricing would enable it to operate successfully in the modern changing and complex business environment. Let’s further focus a bit more on pricing and the importance of this process in enterprise operations by providing a review of the opinions of various authors.

Pricing is the moment of truth; indeed, it is the moment of truth for everything a company does. New technologies and globalization are changing the marketplace at a much faster pace than before and blurring the boundaries of many industries. Competition continues to grow in just about every industry, and the focus of that competition has been predominantly on price. Consumers have much more pricing information and are more sophisticated on how they use it. Perhaps it’s the sense of helplessness that prevents more companies from treating their pricing more seriously. How can you bargain with a customer who knows your cost structure? Getting the pricing right is, in the end, both art and science. Like most business practices, the best pricing decision is grounded not only in theory, but experience and instinct (Raju, Zhang, 2010).

There is a fundamental “profit disconnect” in business today. Companies work to bring a product to the market by investing significant effort and money in research and development, distribution and marketing strategies. However, when it comes to setting a price – how businesses get compensated for their hard work and financial risk – most companies drop the ball. Most companies don’t realize the direct link between prices and their profits. It’s this connection that makes pricing one of the most powerful strategies available to businesses today. Better pricing is powerful and easy to implement, quickly produces results, and focuses a company on creation and creating a new value (Mohamed, 2010).

Qualitative pricing has been highlighted as a relatively less used powerful tool accessible to managers in circumstances of cost cutting and dwindling demand in many markets. The real significance of pricing is ever more increasing (Marn, Regner, Zavada, 2004).

Pricing decisions must be made within the context of ever – changing circumstances. The severe economic downturns is t one of them - commoditization, discounting, price wars, competition, government pressures, and a host of other dangers are always present (Macdivitt, Wilkinson, 2012).

The following three maxims of the ‘price’ should always be borne in mind: price is the most prevalent shorthand way by which customers assess a good or service; pricing exactly to the competitor, will ‘commoditize’ your product; it is important to understand your own product and its value versus your competition (Ruskin-Brown, 2008).

Price is the most powerful marketing tool. To have a real impact on your profitability, you swing the sledgehammer called pricing. Even though it’s the most powerful, it’s also the least understood. Every pricing situation is unique. A
price is just a number. Setting a price is an event in time. Optimal pricing is an on-going journey (Stiving, 2011).

Gaining a price advantage an enterprise can increase its competitiveness thanks to competent pricing. The decision to gain a price advantage is directly linked to implementing changes that could affect all spheres of an enterprise’s operations. Any enterprise can introduce an appropriate pricing system based on critical evaluation of the preconditions: coordination of the entire organisation’s operations, planning its future, developing its own pricing policy, relying on its information system infrastructure, periodically reviewing the price structure and carrying out the necessary improvements in price decisions. The pricing system should be transparent, continuous evaluation of the system should be carried out and a correction mechanism must be worked out. A transparent pricing process can be obtained by developing a systematic and transparent approach. The pricing system is essential for any business and demands huge investments, sometimes financial but always investment of time and knowledge (Bruksle, Gode, 2012).

While price is generally a competitive tool for increasing demand for a firm (and often a tool for stimulating industry demand), risk-averse policies generally do not explicitly consider competitive response and consumer demand as significant inputs to the pricing decision. This appears to result from the knowledge that similar pressures (such as the rising cost of materials) also usually plague competitors, from the expectation that competitors will adopt (or have adopted) similar policies (especially on discounts or escalators), or from limitations in the comparability of products and services among competitors (Guiltinan, 1976).

Consequently, we could conclude that the essential role of price in enterprise operations has been emphasised; however, pricing is a complex process that is influenced by various internal and external environment factors. Prices appropriate for specific situations will provide the enterprise a competitive edge in especially intense competitive circumstances.

To examine optimal pricing, information is required on fixed and variable costs, as well as competitive conditions. The evaluation of optimal pricing requires an analysis of market competitiveness, cost functions, and prices. Needless to say, more research is needed in the field of pricing strategies to achieve a better understanding of optimal pricing behaviour (Enz, Canina, Lomanno, 2009).

We support that need for in depth research to understand and set prices that could be used as a competitiveness enhancing tool. Therefore, the authors will further evaluate the Latvian business environment in comparison with other countries, describe the specifics of pricing in Latvian enterprises by analysing the problems concerning pricing.

**Price and competitiveness - Latvia and other countries**

We will carry out a comparison of various indicators of the following countries to characterise Latvia in comparison with other countries: Estonia, Lithuania (neighbouring countries, significant trade partners and competitors in export markets), Poland (trade partner, competitor, nation with huge industrial potential and diverse production), Finland, Sweden (significant trade partners, large economies with developed production), Ireland (territorially equivalent economy, that has demonstrated the ability to develop quickly, target country for emigration of Latvian work force). The OECD and World Economic Forum research and indicators gathered have been used to carry out the comparison.

The comparison of Latvia with the abovementioned countries has been carried out (Table 1).
Indicators of competitiveness

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Indicator of competitiveness based on relative unit consumer price (indices, 2010=100)</th>
<th>Indicator of competitiveness based on relative unit labour costs (indices, 2010=100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estonia</td>
<td>101.2</td>
<td>104.8</td>
</tr>
<tr>
<td>Ireland</td>
<td>100.2</td>
<td>96.8</td>
</tr>
<tr>
<td>Latvia</td>
<td>100.6</td>
<td>101.5</td>
</tr>
<tr>
<td>Lithuania</td>
<td>100.7</td>
<td>101.8</td>
</tr>
<tr>
<td>Poland</td>
<td>98.2</td>
<td>97.0</td>
</tr>
<tr>
<td>Finland</td>
<td>99.6</td>
<td>101.4</td>
</tr>
<tr>
<td>Sweden</td>
<td>105.8</td>
<td>101.3</td>
</tr>
</tbody>
</table>

Source: designed by the author according to OECD, 2016

Evaluating the OECD competitiveness indicators, it should be concluded that the Latvian economy has a relatively higher consumer price increase (decrease in Ireland, Poland, Finland, Sweden), lagging behind only Estonia, as well as unit labour cost increase which compared to the other countries is the highest. These indicators provide an insight of possible cost changes and provide the opportunity to make conclusions regarding the situation in the country by using the Global Competitiveness Index (gathered by the World Economic Forum) to evaluate competitiveness.

The state competitiveness changes in accordance with Global Competitiveness Index are illustrated in Table 2.

Table 2

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Estonia</td>
<td>34</td>
<td>4.6</td>
<td>32</td>
<td>4.7</td>
<td>29</td>
<td>4.7</td>
<td>30</td>
<td>4.7</td>
<td>30</td>
<td>4.78</td>
</tr>
<tr>
<td>Ireland</td>
<td>27</td>
<td>4.9</td>
<td>28</td>
<td>4.9</td>
<td>25</td>
<td>5.0</td>
<td>24</td>
<td>5.11</td>
<td>23</td>
<td>5.18</td>
</tr>
<tr>
<td>Latvia</td>
<td>55</td>
<td>4.3</td>
<td>52</td>
<td>4.4</td>
<td>42</td>
<td>4.5</td>
<td>44</td>
<td>4.45</td>
<td>49</td>
<td>4.45</td>
</tr>
<tr>
<td>Lithuania</td>
<td>45</td>
<td>4.4</td>
<td>48</td>
<td>4.4</td>
<td>41</td>
<td>4.5</td>
<td>36</td>
<td>4.55</td>
<td>35</td>
<td>4.60</td>
</tr>
<tr>
<td>Poland</td>
<td>41</td>
<td>4.5</td>
<td>42</td>
<td>4.5</td>
<td>43</td>
<td>4.5</td>
<td>41</td>
<td>4.49</td>
<td>36</td>
<td>4.56</td>
</tr>
<tr>
<td>Finland</td>
<td>3</td>
<td>5.5</td>
<td>3</td>
<td>5.5</td>
<td>4</td>
<td>5.5</td>
<td>8</td>
<td>5.45</td>
<td>10</td>
<td>5.44</td>
</tr>
<tr>
<td>Sweden</td>
<td>4</td>
<td>5.5</td>
<td>6</td>
<td>5.5</td>
<td>10</td>
<td>5.4</td>
<td>9</td>
<td>5.43</td>
<td>6</td>
<td>5.53</td>
</tr>
</tbody>
</table>


Source: designed by the author in accordance with Global Competitiveness Report, 2016

In accordance with the results summarised in Table 2, it can be seen that Latvia’s ranking is the lowest, just lagging behind Poland and Lithuania. Moreover, positive dynamics can be observed; however, this trend has changed in a new assessment.

However, we would like to point out that although the GCI ranking of Latvia is the lowest among the seven countries compared, Latvia’s competitiveness ranking is positively acknowledged in other areas (the index is based on 12 pillars comprising various indicators) with the macroeconomic environment rating only lagging behind Estonia and Sweden, labour market effectiveness rating the fourth highest and Poland has lower ratings in five categories. Latvia must acknowledge with regret that Latvia is far behind in such a significant sphere such as business sophistication (11th pillar), where Latvia is ranked 58 (Estonia 44, Lithuania 42, Ireland 16, Finland 12, Sweden 6) (Global Competitiveness Report, 2016).

We would also like to point out to significant problems underlined by enterprise managers that hinder business operations prominent among which are Tax rates, Inefficient government
bureaucracy, Tax regulations, Access to financing, Policy instability, Corruption, the same problems as emphasised by Lithuanian and Estonian enterprise managers (Global Competitiveness Report, 2016).

In addition, it was ascertained in the previous research that the competitiveness of the Latvian business environment in comparison to other countries unfortunately does not seem very convincing and often the Estonian and Lithuanian business environments are rated more positively. Although improvements can be observed, the competitiveness of the Latvian business environment is considered problematic which leads to the necessity for entrepreneurs to be able to continuously adapt to changing conditions. The following aspects can be mentioned as concerns for the Latvian business environment: lack of motivated, willing to work employees, inadequate understanding of one’s values in terms of performance; changing legislation, public experiments in business - the adoption of rules and laws, which generally do not meet the small business interests and requires huge investment to implement, laws are passed without understanding the real situation; unstable tax policy, which prevents development planning; lack of financing; low level of innovation and manufacture of low value-added products. Moreover, the Latvian market is too small to develop a considerable business and if you’re a small producer, you cannot compete with large companies. However, an important aspect mentioned by the operators that should be noted is that the development of any process is hindered by human behaviour, problems caused by the same dishonest businessperson, entrepreneurs with low moral principles against which the common economic operator is unable to fight. An entrepreneur who pays taxes cannot compete with the unscrupulous, and the unstable state tax policy promotes such behaviour. Therefore, in the experts’ opinion the Latvian business environment is evaluated as a changing, unpredictable and unstimulating business environment (Bruksle, Abeltina, Zarina, 2016).

Concluding the section, we would like to provide a short insight of tourism, which is Latvia’s significant export product and the competitiveness rating of the commercial environment in the sphere of travel and tourism are shown in the Table 3 (Travel & Tourism Competitiveness Report 2015).

Table 3

<table>
<thead>
<tr>
<th>Country</th>
<th>T&amp;T 2017 Value **</th>
<th>Business Environment (Value)</th>
<th>Price Competitiveness (Value)</th>
<th>Tickets taxes, airport charge*</th>
<th>Hotel price index*</th>
<th>Purchasing power parity*</th>
<th>Fuel price level*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estonia</td>
<td>38 (4.22)</td>
<td>26 (5.13)</td>
<td>72 (4.6)</td>
<td>18</td>
<td>23</td>
<td>105</td>
<td>104</td>
</tr>
<tr>
<td>Ireland</td>
<td>19 (4.53)</td>
<td>14 (5.37)</td>
<td>122 (3.7)</td>
<td>78</td>
<td>46</td>
<td>124</td>
<td>128</td>
</tr>
<tr>
<td>Latvia</td>
<td>53 (4.01)</td>
<td>53 (4.59)</td>
<td>58 (4.8)</td>
<td>6</td>
<td>10</td>
<td>96</td>
<td>109</td>
</tr>
<tr>
<td>Lithuania</td>
<td>59 (3.88)</td>
<td>64 (4.48)</td>
<td>57 (4.9)</td>
<td>32</td>
<td>1</td>
<td>91</td>
<td>114</td>
</tr>
<tr>
<td>Poland</td>
<td>47 (4.08)</td>
<td>76(4.35)</td>
<td>46(4.94)</td>
<td>27</td>
<td>4</td>
<td>81</td>
<td>100</td>
</tr>
<tr>
<td>Finland</td>
<td>22 (4.47)</td>
<td>9(5.60)</td>
<td>121(3.7)</td>
<td>30</td>
<td>39</td>
<td>134</td>
<td>131</td>
</tr>
<tr>
<td>Sweden</td>
<td>23 (4.45)</td>
<td>22(5.22)</td>
<td>134(3.4)</td>
<td>26</td>
<td>70</td>
<td>135</td>
<td>133</td>
</tr>
</tbody>
</table>

* Rank – rank out of 141 (2015), ** Score - scale ranges 1 to 7
Source: designed by the author according to Global Competitiveness Report, 2016

One can conclude from the data summarised in the Table 3 that among its neighbouring countries, potential competitors in the tourism sector, Estonia has a positive rating and Poland has a higher rating whereas Latvia’s (as well as Lithuania’s) rating is lower and significantly lags behind Finland, Sweden and Ireland. Analysing the price competitiveness factor Latvia has the lowest purchasing power parity and impact of fuel prices. Although the assessment is not high (91

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and 100 out of 141 countries), it is the highest among the countries compared.

**Specifics of pricing and factors influencing it in the Latvian business environment**

We will further provide a short insight into the specifics of pricing in Latvian enterprises using the previous research.

Analysing macro- and micro-environmental factors and their influence on setting prices, it was pointed out that the purchasing power of the inhabitants, the number of buyers and the changes in the prices of resources (macro-environmental factors), as well as the level of expenses, the company targets and the competitors’ activities (micro-environmental factors) have the most significant influence (Bruksle, Gode, 2012).

Moreover, we would like to point out that in accordance to the research Latvian entrepreneurs mainly set the prices themselves, most often it is the owner-manager of the company, who while setting the profit margin takes into account the main trends in the field based on the average price (significant aspect is the specifics of operation). Prices are reviewed at least once a year and according to possibility or necessity adjusted, which is influenced by changes in supplier prices. The continuous price changeability in Latvia, especially on basic raw materials, which hinders planning of operation and increases risk is mentioned as a significant hindrance in price-setting. The following were mentioned as the most important state activities for the promotion of competitiveness and stable prices: clear and predictable taxation policy, stable legislation, fighting the shadow economy, allowances for small enterprises. It should be noted that price-setting in companies is organized comparatively simply, without paying much attention to it (Bruksle, Gode, 2012).

Finally, we would like to mention that entrepreneurs have highlighted the following moments and aspects:

1) poor knowledge of pricing and chaotic pricing setting with lack of in depth research;
2) poor use of pricing as a competitive advantage in Latvia due to lack of information, experience and the belief in ability to implement something new;
3) pricing is hindered by: accessibility to resources and price fluctuations; attempts of entrepreneurs to conquer markets with unfounded low prices that distort the market; poor research of markets and prices;
4) regarding the active participation of enterprise managers in price setting it is acknowledged that managers should definitely participate and most often they do so but the majority lack the necessary knowledge;
5) reviewing the issue of pricing policy and price setting systems in enterprises it is acknowledged that such systems usually do not exist and well considered price setting is an exception rather than a business practice in most enterprises in Latvia (Bruksle, Gode, 2014).

The following can be mentioned as significant deficiencies in pricing practice in Latvian enterprises: lack of knowledge, absence of a complex approach, changing environment. Changing and unpredictable external environment hinders price setting as it is important for strategic planning to understand and predict the main factors that influence business operations such as costs, purchasing power etc. Research results show (Bruksle, Gode, 2011) that Latvia’s price changeability and wide range of influencing factors which is a significant business risk does not promote competitiveness. Frequent changes in the economic environment (planned and unforeseen) do not promote stability and optimism and therefore hinder setting prices for products even when price is one of the important competitiveness factors.

Let’s further focus on the problems concerning pricing mentioned in literature and those pointed
out by entrepreneurs and experts in the panel discussions and expert interviews.

The following results were gained from the discussions.

1) According to entrepreneurs, only some factors mentioned ensure the competitiveness of the enterprise and products and price is underlined as one of the primary factors (first or second essential factor) with only 3 entrepreneurs not including price in their list of 5 significant factors. Of course, the price must correspond to the quality.

2) Costs and costing were mentioned as one of the essential factors in setting the price and therefore factors such as competitors’ prices, changes in supplier prices and the market segment are significant.

3) Unfair pricing practices, the practice of competing with price cuts for basic products and offering additional services and products for a higher price were also emphasised.

4) The following aspects were highlighted as main problems: changing or distorted business environment; setting low prices when there is intense competition; various types of corruption that distort pricing; unfounded pricing (entrepreneurs acknowledge that often prices are “grabbed from thin air”, as well as unscrupulous businesses); low market saturation with businesses.

5) Sustainability, unchanging rules of the game, game progress, carrying out research to analyse the market, consumer and trends are mentioned as significant aspects by entrepreneurs in setting prices.

The opinion of experts interviewed matches the opinions of the entrepreneurs mentioning price in the 5 essential factors that ensure the competitiveness of enterprises and products and only one expert did not mention price but highlighted the product’s cost price. Moreover, it should be mentioned that on average experts rated price (3.5 out of 5 points) as one of the tools ensuring competitiveness. Experts also underlined poor knowledge that hinders well considered pricing which in turn distorts the overall pricing policy in Latvia.

The main problems that hinder pricing mentioned were continuously changing legislation, unfair playing rules, very low production volumes and small markets. Experts also mentioned the wrong understanding of entrepreneurs of pricing as such and their inability to use this tool fully.

Finally, we would like to mention the experts’ opinion that only experience and knowledge as well as a healthy business environment would enable us to resolve the problems concerning competitive pricing.

Regarding main problems in pricing that entrepreneurs face in practice, the following were underlined as the most significant ones: necessity to set elastic prices based on changing market conditions and costs; forecasting reaction in case of price fluctuations and further control of prices; differentiate clients, understand how much clients are ready to pay; low purchasing power but high price levels; short term thinking of market participants in setting unfounded prices, unfair pricing practices by competitors.

Conclusions, proposals, recommendations

1) Price in the opinion of entrepreneurs, experts as well as various researchers is a significant competitiveness enhancing factor.

2) Overall, the competitiveness of the Latvian business environment has been evaluated highly. However, in relation to main neighbouring business partner countries Latvia’s performance is at a lower level.

3) Insufficient attention is paid to pricing in Latvian enterprises that does not allow using it comprehensively for ensuring competitiveness.

4) The changing and complex business environment, poor knowledge of pricing as
well as unscrupulous pricing practices are main significant problems mentioned.

5) Significant information gained during the research will enable us to continue the research further.

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Journal paper with author(s)


Books


Internet sources


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