



## Fundamentals of Service Marketing: Slide Reel

# Table of Contents

|   |    |
|---|----|
| Introduction .....  | 1  |
| Introduction: Slide One .....                             | 1  |
| Introduction: Slide Two .....                             | 2  |
| Introduction: Slide Three .....                           | 3  |
| Introduction: Slide Four .....                            | 4  |
| Introduction: Slide Five .....                            | 5  |
| Introduction: Slide Six .....                             | 6  |
| Introduction: Slide Seven .....                           | 7  |
| Introduction: Slide Eight .....                           | 8  |
| Introduction: Slide Nine .....                            | 9  |
| Introduction: Slide Ten.....                              | 10 |
| Studying Services Marketing Management .....              | 11 |
| Studying Services Marketing Management: Slide One.....    | 11 |
| Studying Services Marketing Management: Slide Two.....    | 12 |
| Studying Services Marketing Management: Slide Three ..... | 13 |

|  |           |
|--|-----------|
| Studying Services Marketing Management: Slide Four .....     | 14        |
| Studying Services Marketing Management: Slide Five .....     | 15        |
| Studying Services Marketing Management: Slide Six .....      | 16        |
| Studying Services Marketing Management: Slide Seven .....    | 17        |
| Studying Services Marketing Management: Slide Eight .....    | 18        |
| Studying Services Marketing Management: Slide Nine .....     | 19        |
| Studying Services Marketing Management: Slide Ten.....       | 20        |
| Studying Services Marketing Management: Slide Eleven .....   | 21        |
| Studying Services Marketing Management: Slide Twelve .....   | 22        |
| Studying Services Marketing Management: Slide Thirteen ..... | 23        |
| Studying Services Marketing Management: Slide Fourteen ..... | 24        |
| Studying Services Marketing Management: Slide Fifteen .....  | 25        |
| Studying Services Marketing Management: Slide Sixteen .....  | 26        |
| Studying Services Marketing Management: Slide Seventeen..... | 27        |
| Studying Services Marketing Management: Slide Eighteen ..... | 28        |
| <b>The Service System .....</b>                              | <b>29</b> |
| The Service System: Slide One.....                           | 29        |
| <b>The Service System: Slide Two .....</b>                   | <b>30</b> |

|  |    |
|--|----|
| The Service System: Slide Three .....          | 31 |
| The Service System: Slide Four .....           | 32 |
| The Service System: Slide Five .....           | 33 |
| The Service System: Slide Six .....            | 34 |
| The Service System: Slide Seven .....          | 35 |
| The Service System: Slide Eight.....           | 36 |
| The Service System: Slide Nine .....           | 37 |
| The Service System: Slide Ten.....             | 38 |
| The Service System: Slide Eleven .....         | 39 |
| The Service System: Slide Twelve .....         | 40 |
| The Service System: Slide Thirteen .....       | 41 |
| The Service System: Slide Fourteen .....       | 42 |
| The Service System: Slide Fifteen .....        | 43 |
| The Service System: Slide Sixteen .....        | 44 |
| Characteristics of Services .....              | 45 |
| Characteristics of Services: Slide One .....   | 45 |
| Characteristics of Services: Slide Two .....   | 46 |
| Characteristics of Services: Slide Three ..... | 47 |

|   |    |
|---|----|
| Characteristics of Services: Slide Four .....           | 48 |
| Characteristics of Services: Slide Five .....           | 49 |
| Characteristics of Services: Slide Six .....            | 50 |
| Characteristics of Services: Slide Seven .....          | 51 |
| Characteristics of Services: Slide Eight.....           | 52 |
| Characteristics of Services: Slide Nine .....           | 53 |
| Characteristics of Services: Slide Ten.....             | 54 |
| Characteristics of Services: Slide Eleven .....         | 55 |
| Characteristics of Services: Slide Twelve .....         | 56 |
| Characteristics of Services: Slide Thirteen .....       | 57 |
| Characteristics of Services: Slide Fourteen .....       | 58 |
| Characteristics of Services: Slide Fifteen .....        | 59 |
| Characteristics of Services: Slide Sixteen.....         | 60 |
| Understanding the Macro-Environment I.....              | 61 |
| Understanding the Macro-Environment I: Slide One .....  | 61 |
| Understanding the Macro-Environment I: Slide Two .....  | 62 |
| Understanding the Macro-Environment I: Slide Three..... | 63 |
| Understanding the Macro-Environment I: Slide Four.....  | 64 |

|   |    |
|---|----|
| Understanding the Macro-Environment I: Slide Five.....      | 65 |
| Understanding the Macro-Environment I: Slide Six.....       | 66 |
| Understanding the Macro-Environment I: Slide Seven .....    | 67 |
| Understanding the Macro-Environment I: Slide Eight.....     | 68 |
| Understanding the Macro-Environment I: Slide Nine.....      | 69 |
| Understanding the Macro-Environment I: Slide Ten .....      | 70 |
| Understanding the Macro-Environment I: Slide Eleven .....   | 71 |
| Understanding the Macro-Environment I: Slide Twelve.....    | 72 |
| Understanding the Macro-Environment I: Slide Thirteen ..... | 73 |
| Understanding the Macro-Environment II .....                | 74 |
| Understanding the Macro-Environment II: Slide One .....     | 74 |
| Understanding the Macro-Environment II: Slide Two .....     | 75 |
| Understanding the Macro-Environment II: Slide Three.....    | 76 |
| Understanding the Macro-Environment II: Slide Four.....     | 77 |
| Understanding the Macro-Environment II: Slide Five.....     | 78 |
| Understanding the Macro-Environment II: Slide Six.....      | 79 |
| Understanding the Macro-Environment II: Slide Seven .....   | 80 |
| Understanding the Macro-Environment II: Slide Eight.....    | 81 |

|  |           |
|--|-----------|
| Understanding the Macro-Environment II: Slide Nine.....                  | 82        |
| Understanding the Macro-Environment II: Slide Ten .....                  | 83        |
| Understanding the Macro-Environment II: Slide Eleven .....               | 84        |
| Understanding the Macro-Environment II: Slide Twelve.....                | 85        |
| Understanding the Macro-Environment II: Slide Thirteen .....             | 86        |
| Understanding the Macro-Environment II: Slide Fourteen .....             | 87        |
| Understanding the Macro-Environment II: Slide Fifteen.....               | 88        |
| Understanding the Macro-Environment II: Slide Sixteen .....              | 89        |
| <b>The Macro-environment III and the Micro-Environment I .....</b>       | <b>90</b> |
| The Macro-environment III and the Micro-Environment I: Slide One.....    | 90        |
| The Macro-environment III and the Micro-Environment I: Slide Two.....    | 91        |
| The Macro-environment III and the Micro-Environment I: Slide Three ..... | 92        |
| The Macro-environment III and the Micro-Environment I: Slide Four .....  | 93        |
| The Macro-environment III and the Micro-Environment I: Slide Five .....  | 94        |
| The Macro-environment III and the Micro-Environment I: Slide Six .....   | 95        |
| The Macro-environment III and the Micro-Environment I: Slide Seven.....  | 96        |
| The Macro-environment III and the Micro-Environment I: Slide Eight ..... | 97        |
| <b>The Micro-Environment II.....</b>                                     | <b>98</b> |

The Micro-Environment II: Slide One..... 98

The Micro-Environment I: Slide Two..... 99

The Micro-Environment I: Slide Three ..... 100

The Micro-Environment I: Slide Four ..... 101

The Micro-Environment I: Slide Five..... 102

The Micro-Environment I: Slide Six ..... 103

The Micro-Environment I: Slide Seven..... 104

The Micro-Environment I: Slide Eight ..... 105

The Micro-Environment I: Slide Nine..... 106



# Introduction

Introduction: Slide One

## What is a Service?

Service means a helpful activity performed for others.  
Example: a delivery

It is a type of rental (Lovelock and Gummesson, 2004).

- Rented goods (e.g. Photocopying)
- Space and place (e.g. Hotel room)
- Labour and expertise (e.g. Legal services)
- Physical environment (e.g. Museum)
- Systems and networks (e.g. Telecommunication)



## Marketing Implication of Renting versus Owning

- Goods can be rented instead of being sold
- Portions of a larger physical entity can be rented out
- Customers are more closely engaged with service delivery
- Time plays a central role in most services
- Customer choice criteria may differ between rentals and purchases
- Rentals offer opportunities for resource sharing



## Classification of Products

According to ISO 9000: 2005 products are defined as “result of a set of interrelated or interacting activities which transform inputs into outputs”

According to this standard, products can be classified into:

- Hardware - discretely countable (e.g. engine mechanical part)
- Software - information (e.g. computer program, dictionary)
- Processed materials - continuously countable (e.g. lubricant)
- Services - intangible (e.g. transportation)



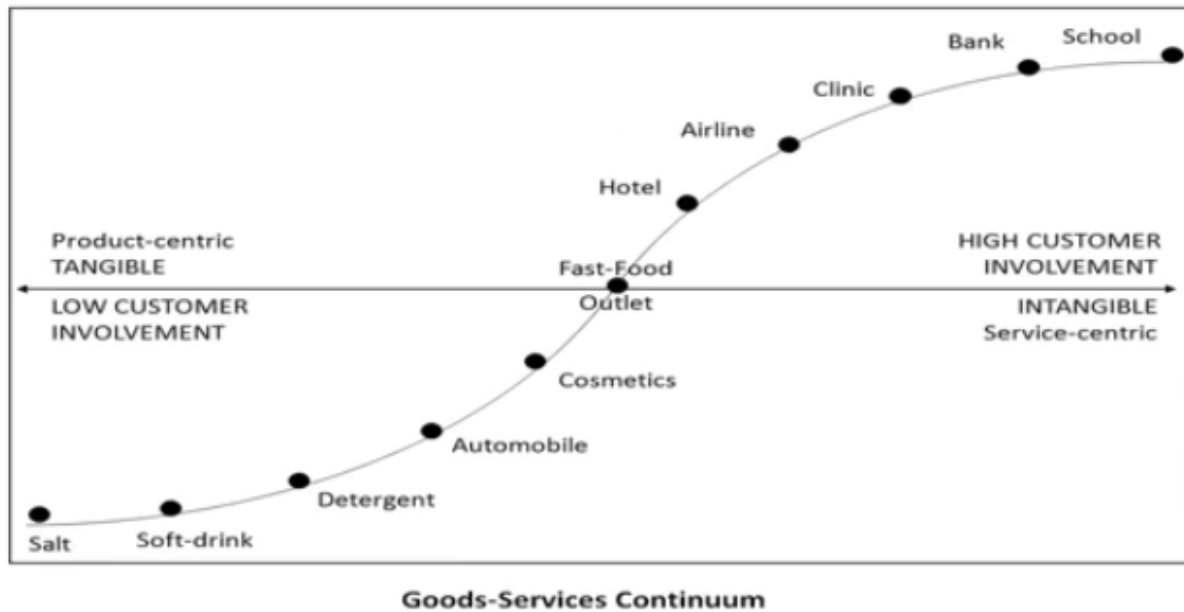
## Definition of Services

According to ISO 5127:2001 services are defined as “results generated by activities at the interface between a supplier and a customer and by supplier internal activities to meet customer needs”

Example: haircut



## Difference between Goods and Services (Shostack, 1977)



## What are the different types of services?



Maslow's (1943) Hierarchy of Needs



## What are the different types of services?

| <b>Need</b>               | <b>Service</b>   |
|---------------------------|--|
| Physiological needs       | real estate service, restaurant service, hotel service                         |
| Safety and security needs | Security service, banking service  |
| Love and belonging needs  | Telecommunication service, dating and marriage service, clubs and associations |
| Self-esteem needs         | Luxury service   |
| Self-actualization        | Education service, yoga service  |



## What are the different types of services?

Classification of services based on Max-Neef's (1991) fundamental human needs

| <b>Need</b>   | <b>Being (qualities)</b>                         | <b>Having (things)</b>                         | <b>Doing (actions)</b>                           | <b>Interacting (settings)</b>                | <b>Types of Services</b>  |
|---------------|--|--|--|--|---|
| subsistence   | physical and mental health                       | food, shelter, work                            | feed, clothe, rest, work                         | living environment, social setting           | Feeding, Health care, Retail and Supply services                        |
| protection    | care, adaptability, autonomy                     | social security, health systems, work          | co-operate, plan, take care of, help             | social environment, dwelling                 | Housing, Clothing, Security, Safety, Maintenance and Insurance services |
| affection     | respect, sense of humour, generosity, sensuality | friendships, family, relationships with nature | share, take care of, make love, express emotions | privacy, intimate spaces of togetherness     | Friendship, Dating, Marriage and Gifting services                       |
| understanding | critical capacity, curiosity, intuition          | literature, teachers, policies, educational    | analyse, study, meditate, investigate            | schools, families, universities, communities | Education, Investigation and Meditation services                        |





## What are the different types of services?

Classification of services based on Max-Neef's (1991) fundamental human needs

| Need          | Being (qualities)                               | Having (things)                                   | Doing (actions)                                 | Interacting (settings)                          | Types of Services                                    |
|---------------|---|---|---|---|--|
| participation | receptiveness, dedication, sense of humour      | responsibilities, duties, work, rights            | cooperate, dissent, express opinions            | associations, parties, churches, neighbourhoods | Trade, Conference, Communication and Travel services |
| leisure       | imagination, tranquillity, spontaneity          | games, parties, peace of mind                     | day-dream, remember, relax, have fun            | landscapes, intimate spaces, places to be alone | Entertainment services                               |
| creation      | imagination, boldness, inventiveness, curiosity | abilities, skills, work, techniques               | invent, build, design, work, compose, interpret | spaces for expression, workshops, audiences     | Self-service   |
| identity      | sense of belonging, self-esteem, consistency    | language, religions, work, customs, values, norms | get to know oneself, grow, commit oneself       | places one belongs to, everyday settings        | Club, Association, Prayer services                   |
| freedom       | autonomy, passion, self-esteem, open-mindedness | equal rights                                      | dissent, choose, run risks, develop awareness   | anywhere  | Justice and Enforcement services                     |



## What are the different types of services?

- Professional services
- For profit services
- Not-for-profit services
- High-tech and high-touch services
- Customer service or after-sales service



# Studying Services Marketing Management

Studying Services Marketing Management: Slide One

## What is Marketing?

According to the American Marketing Association (2013), Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.



## Types of Customer Needs

Stated (travel)

Real (inexpensive)

Unstated (on-time service)

Delight (on-board entertainment)

Secret (kinesthetic experience)



## Customer Perceived Value

| Total customer benefit | Total customer cost |
|------------------------|---------------------|
| Product benefit        | Monetary cost       |
| Services benefit       | Time cost           |
| Personal benefit       | Energy cost         |
| Image benefit          | Psychological cost  |



## What is Marketing Management?

Professors Kotler, Keller, Koshy and Jha (2009) defined marketing management as “... the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value. “

Management means planning, monitoring and controlling all aspect of the activities of an organisation so that the activities are carried out as per plan in order to attain organisational objectives.



## The Marketing Mix (7Ps)



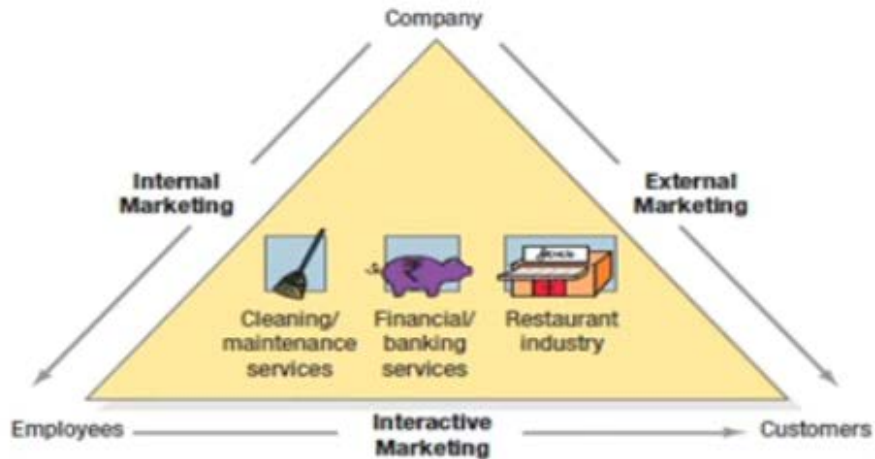
## Marketing Management Tasks

- Develop market strategies and plans
- Assess market opportunities and customer value
- Choose value
- Design and create value
- Deliver value
- Communicate value
- Sustain growth and value





## Types of Marketing in Service Industries (Kotler, Keller, Koshy and Jha, 2013)

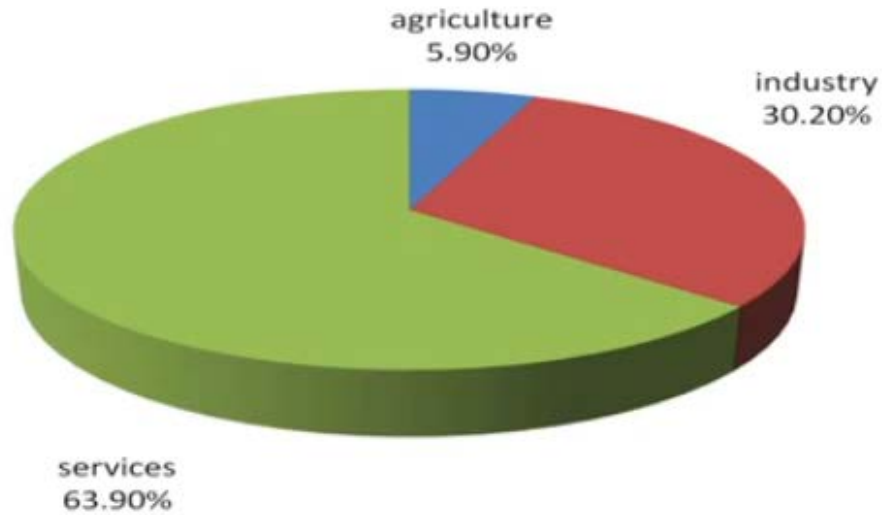


## Why study Services Marketing Management? (Bateson and Hoffman, 2011)

1. Consumers evaluate services differently than goods and service marketers must effectively manage the experiential aspects of the service product
2. Services can be effectively used as a differential advantage for tangible-dominant products
3. The growth of the global service economy in terms of contribution of the GDP has increased dramatically
4. The growth of the global service workforce has also increased accordingly
5. The emergence of technologically based e-services (or self-service technologies) have transformed many service industries
6. Knowledge is needed in the area of developing sustainable services marketing business practices.
7. Poor service delivery



## Studying Services Marketing Management: Slide Nine



Contribution of various sectors of economy to world GDP in 2012  
(Central Intelligence Agency, 2013)

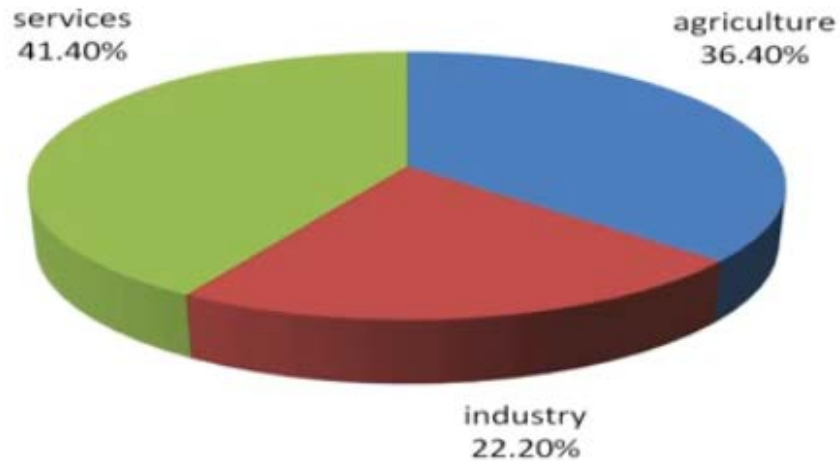


**Share of services to GDP is less than agriculture or manufacturing in:**

**Algeria, Angola, Botswana, Congo, Equatorial Guinea, Falkland Islands, Indonesia, Iran, Iraq, North Korea, Kuwait, Laos, Lesotho, Liberia, Libya, Sierra Leone, Somalia, Swaziland, Thailand, Trinidad and Tobago, United Arab Emirates, Vietnam and Yemen.**



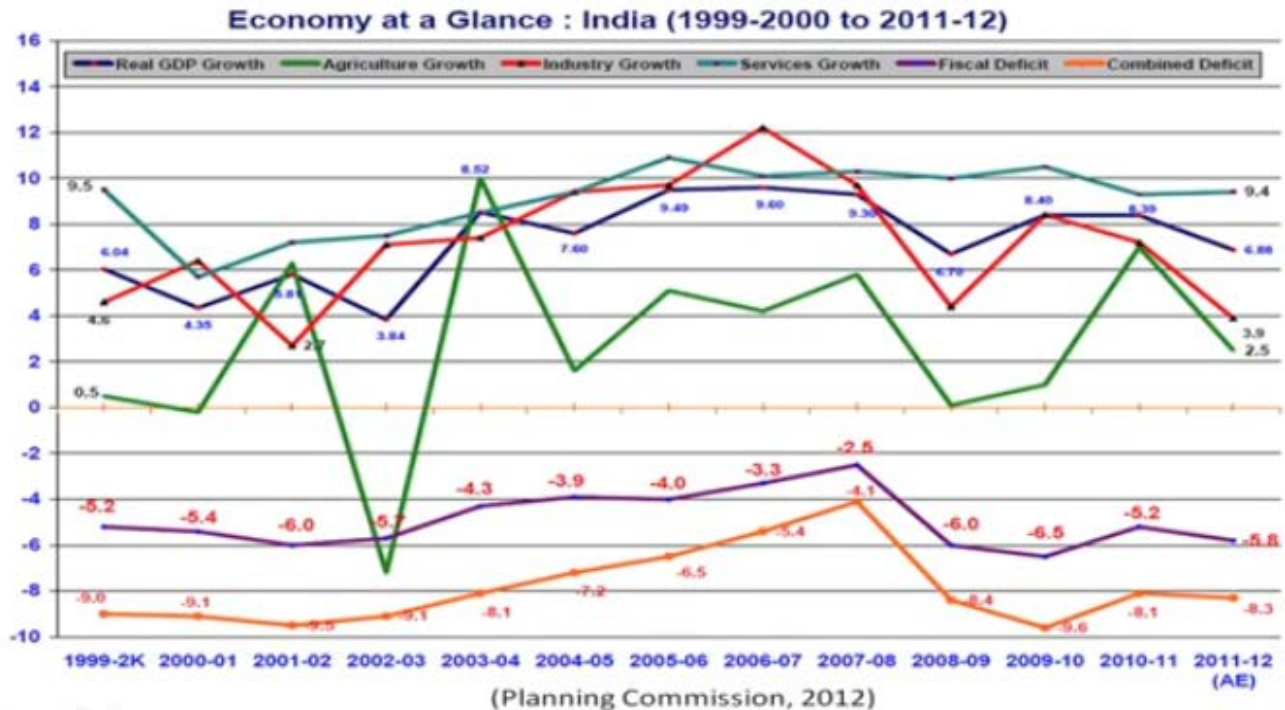
## Studying Services Marketing Management: Slide Eleven



Labour force in various sectors of economy to world GDP in 2007  
(Central Intelligence Agency, 2013)



## Studying Services Marketing Management: Slide Twelve



### Sectoral Growth Rates, India

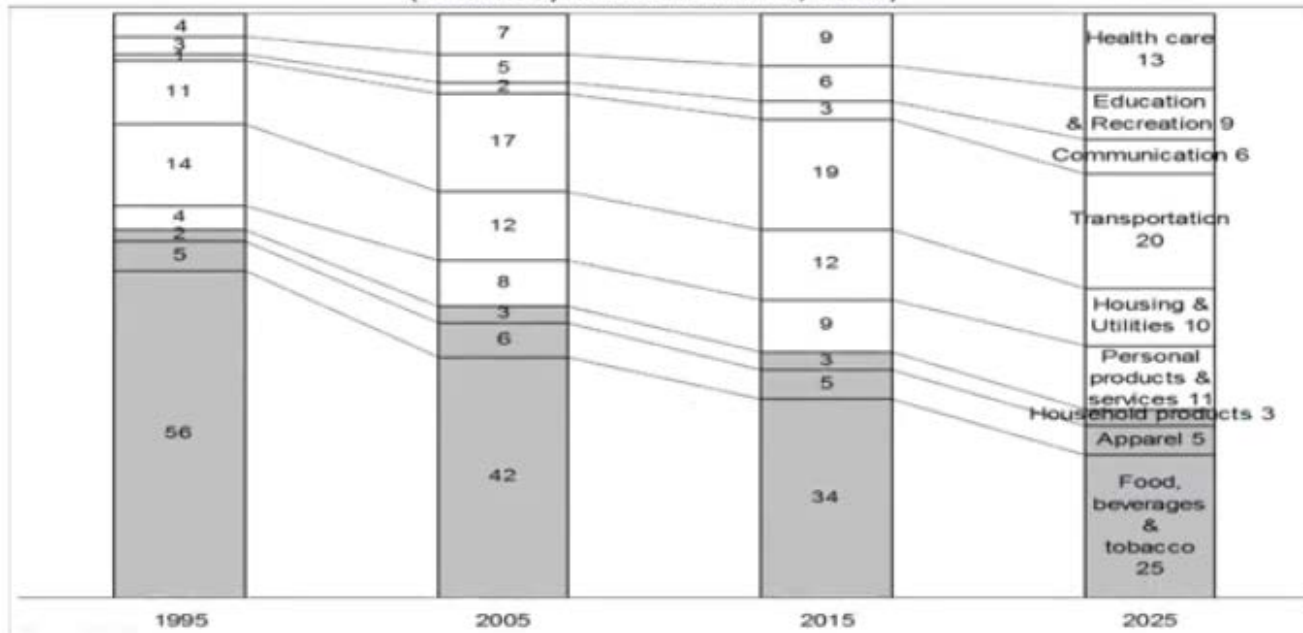
| Indicators  | IX Plan (1997-2002) | X Plan (2002-07) | XI Plan (2007-12) |
|---|---------------------|------------------|-------------------|
| Agriculture, Forestry & Fishing                               | 2.5                 | 2.3              | 3.0               |
| Mining & Quarrying  | 4.0                 | 6.0              | 5.2               |
| Manufacturing   | 3.3                 | 9.3              | 8.3               |
| Elect. Gas & Water Supply                                     | 4.8                 | 6.8              | 6.4               |
| Construction  | 7.1                 | 11.8             | 8.2               |
| <i>Trade, Hotels &amp; Restaurant</i>                         | 7.5                 | 9.6              | 7.0               |
| <i>Transport, Storage &amp; Communications</i>                | 8.9                 | 13.8             | 12.3              |
| <b>Trade, Hotel etc. + Transport, Communications, Storage</b> | 8.0                 | 11.2             | 10.0              |
| Financing Insurance, Real Estate & Business Services          | 8.0                 | 9.9              | 11.0              |
| Community, Social & Personal Services                         | 7.7                 | 5.3              | 9.0               |
| <b>Total GDP</b>  | <b>5.5</b>          | <b>7.8</b>       | <b>8.2</b>        |
| Industry  | 4.3                 | 9.4              | 7.9               |
| Services  | 7.9                 | 9.3              | 10.1              |

(Planning Commission, 2012)



## Studying Services Marketing Management: Slide Fourteen

Projected average annual percentage increase in  
consumption of products and services in India  
(McKinsey Global Institute, 2007)





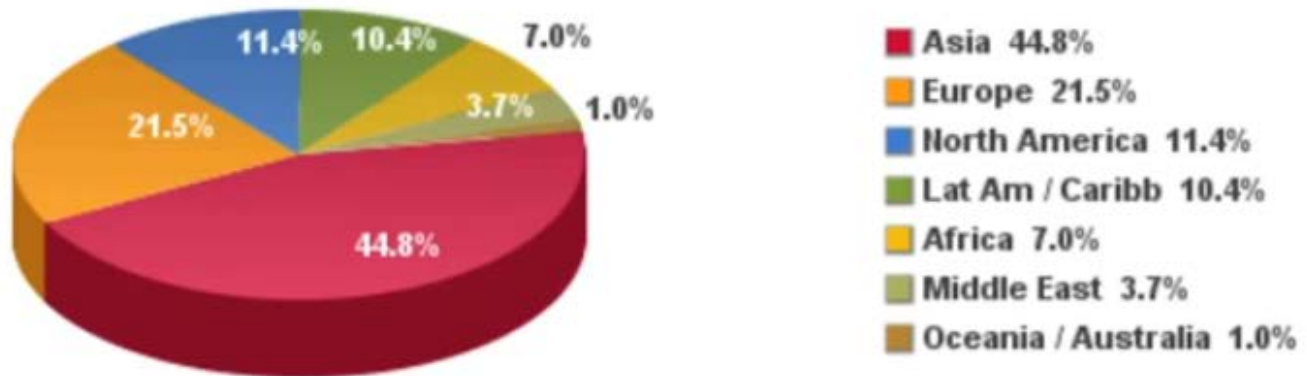
## Rural Markets in South Asia

(Kotler, Keller, Koshy and Jha, 2013)

- Consumption in rural markets predicted to grow at a CAGR of 5% in the next two decades.
- Size and growth rate for many products and product categories are very attractive.
- 48 percent of the rural population is below 20 years of age.



## Internet Users in the World Distribution by World Regions - 2012 Q2



Source: Internet World Stats - [www.internetworldstats.com/stats.htm](http://www.internetworldstats.com/stats.htm)

Basis: 2,405,518,376 Internet users on June 30, 2012

Copyright © 2012, Miniwatts Marketing Group



# Missing service in services economy

**A**lmost 58 per cent of India's GDP in 2010 is already accounted for by the services sector. With a growth rate higher than that of the manufacturing and the agriculture sector, the share of the services sector will only increase. In the services economy, retail accounts for the largest share. Information technology and telecommunication, financial services, health care, travel, hospitality and tourism, and food services are some of the other large constituents of the services sector. Almost 35 per cent of India's employment is in the services industry.

Unfortunately, while each of these constituents has grown spectacularly for many years, and continues to grow very strongly, the quality of the service offered seems to be on a steady decline. Ironically, when these constituents were much less developed, they were able to deliver noticeably higher levels of service. A relative was seriously unwell recently, and was advised to get a set of X Rays done immediately. Unfortunately, she chose to go to one of the very highly "branded" hospital chain facilities in Delhi for these tests and was told to return in the evening to collect the results. When someone went to collect the much-awaited results in the evening, the hospital very callously

said that the results will be given next day since one of their senior consultants was not in the hospital that afternoon to study and sign off on the results. Finally, only on raising a hue and cry to make the hospital realise the gravity of the situation, that the patient was seriously unwell and the reports were urgently needed for further action, did that relative get her test results that evening. An airline that started with a promise of good-time to its customers (and delivered it very admirably in its initial years) now has run-down planes with broken seats, understaffed check-in counters and poorly trained check-in staff, and a visible lack of "ownership" of the customer by its customer-facing staff across all levels. An iconic Nature-cure resort on the outskirts of Bangalore which delivered extraordinarily efficient and effective service to its patients for more than three decades now finds its systems unable to handle the doubled capacity of intake and the first signs of patchiness of service are already visible to many but its visionary founder, Sales associates at some of India's oldest and



**MARKETMIND**  
ARVIND SINGHAL

largest modern retail businesses are increasingly unable to provide any worthwhile assistance or information to their shoppers—notwithstanding claims of significantly enhanced expenditure by such businesses on deployment of technology to measure customer loyalty and on recruitment and training of the floor sales staff. Telecom service providers, even with the intense competition eroding their margins, continue to believe that expensive rebranding exercises and creative advertising ideas will help in acquisition or retention of customers, even as the hapless consumer continues to get bombarded by junk messages and phone calls, and worsening call-drop statistics.

There are many reasons behind the precipitous decline in the quality of service across most consumer-facing businesses. First, since these businesses continue to grow steadily, their promoters and top leadership continue to believe that "all is well" and an isolated customer complaint now and then can be attributed to the unreasonableness of that complainant himself. Second, in the

quest to best competition in terms of scaling up, most of these businesses have not invested or are not investing enough to hire and train the foot soldiers, and instead, are diverting every available rupee to add more physical capacity to acquire more customers. Thirdly, the country is already very deficient in vocational training to start with. Whatever vocational training capacity exists in the country is largely oriented either towards manufacturing jobs or towards IT sector opportunities. Hence, there are large masses of young adults ready to get into jobs, most of which are being created in the services sector, and yet they have no training whatsoever other than a (mediocre) school-leaving mark sheet or a college degree that is something not much to speak about. A few days or a couple of weeks of "training-on-the-job" cannot substitute formal vocational training.

It would, therefore, be wise for most of the services businesses to contemplate taking a pause and use that to sharpen the focus on customer service. She may be forced to bear with bad service today but at the first opportunity, will strike back with vengeance.

[arvind.singhal@technopark.com](mailto:arvind.singhal@technopark.com)

(Singhal, 2010)



## References

American Marketing Association (2008). *The American Marketing Association Release New Definition for Marketing*, Chicago.

Bateson, J. and Hoffman, D. (2011). *Services Marketing*. (Cengage Learning: Delhi)

Central Intelligence Agency (2013). *The World Factbook*. Accessed at <https://www.cia.gov/library/publications/the-world-factbook/geos/xx.html> on 17th May, 2013.

Kotler, P., Keller, K. L., Koshy, A. and Jha, M. (2013). *Marketing Management: A South Asian Perspective* (Dorling Kindersley: India).

McKinsey Global Institute (2007). The 'Bird of Gold': The Rise of India's Consumer Market. Accessed at [http://www.mckinsey.com/locations/india/mckinseyonindia/pdf/India\\_Consumer\\_Market.pdf](http://www.mckinsey.com/locations/india/mckinseyonindia/pdf/India_Consumer_Market.pdf) on 17th May, 2013.

Planning Commission, Government of India, (2012). *Data for use of Deputy Chairman, Planning Commission*. Accessed at [http://planningcommission.nic.in/data/datatable/0904/comp\\_data0904.pdf](http://planningcommission.nic.in/data/datatable/0904/comp_data0904.pdf) on 17th May, 2013.

Singhal, A. (2010). Missing Service in Services Economy, *Business Standard*. Accessed at [http://www.business-standard.com/article/opinion/arvind-singhal-missing-service-in-services-economy-110121600055\\_1.html](http://www.business-standard.com/article/opinion/arvind-singhal-missing-service-in-services-economy-110121600055_1.html) on 17th May, 2013.



# The Service System

The Service System: Slide One

## A System

**A system can be described as a black box in which a transformation activity performs on an input to produce an output.**



## The Service System



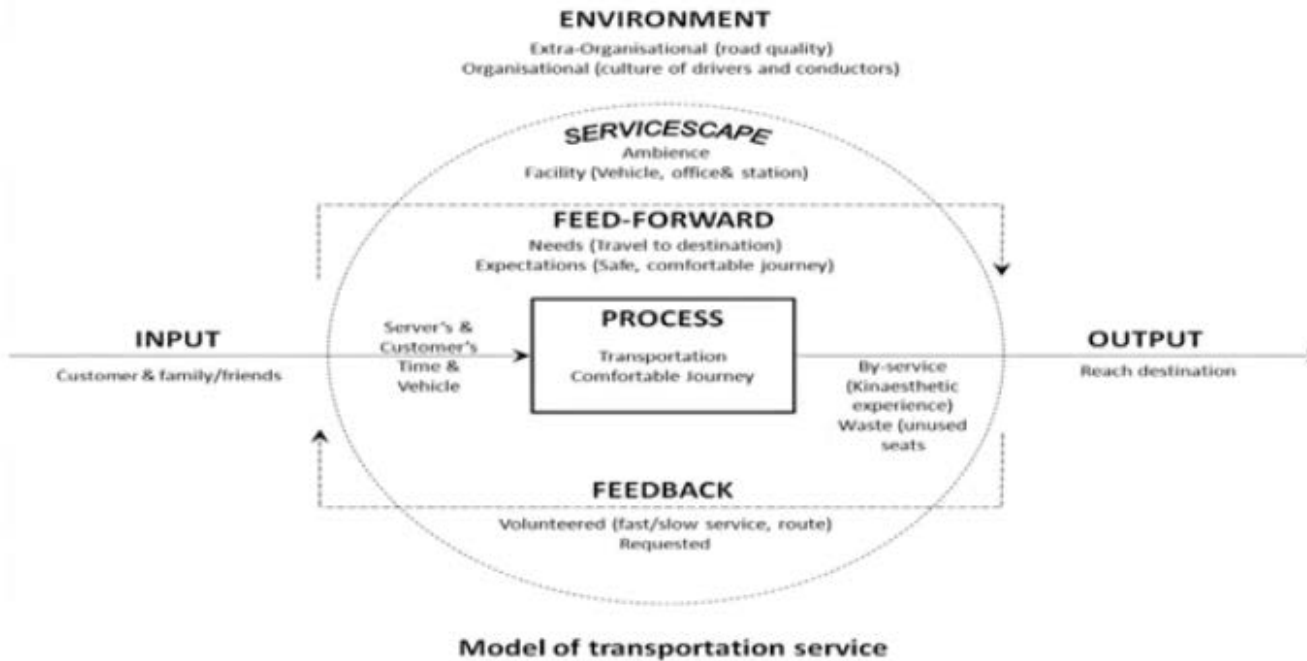
## The Transformation Process

The transformation process may be of the following types:

1. exchange (e.g. trading and barter services)
2. informational (e.g. investigation and communication services)
3. intellectual (training and education services)
4. locomotion (e.g. transport and travel services)
5. physical (e.g. repair and remodelling services)
6. physiological (e.g. beauty and healthcare services)
7. psychological (e.g. counselling and entertainment services)
8. spatial (e.g. experience of ambience and location, like museum, art galleries, movies etc.), and;
9. temporal (e.g. parking, leasing, hiring and storage services)



## The Service System: Slide Four





## The Service System: Slide Five



## The Servuction System

(Eiglier and Langeard, 1977

(Langeard, Bateson, Lovelock and Eiglier, 1981)

- The servicescape (visible)
- Contact personnel/service providers (visible)
- Other customers (visible)
- Organisation and systems (invisible)



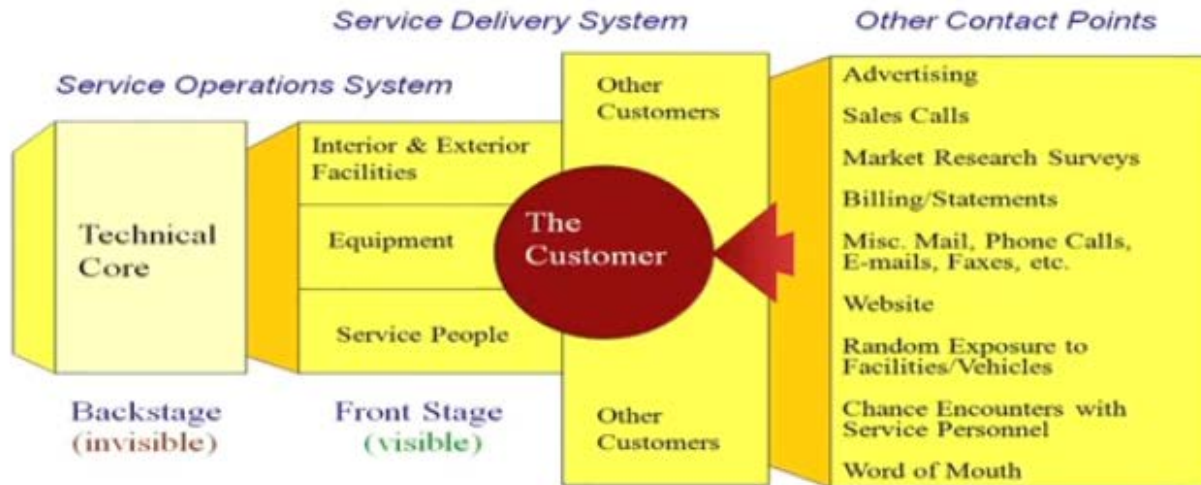
## The Servuction System - Service as a Performance

(Lovelock, Wirtz and Chatterjee, 2010; Grove, Fisk and John, 2000)

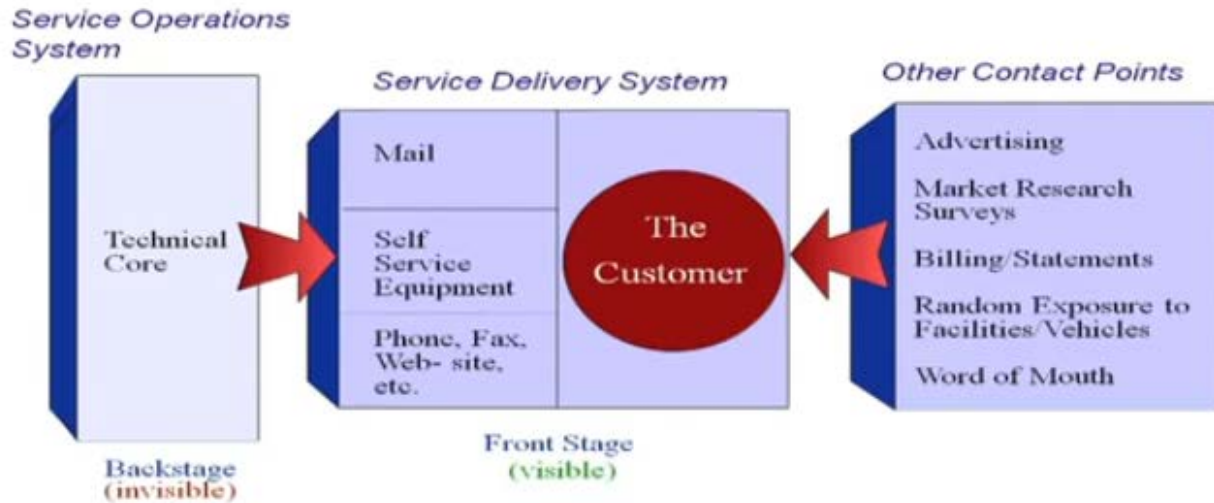
- **Service Operations (front stage and backstage)**
  - Where inputs are processed and service elements created
  - Includes facilities, equipment, and personnel
- **Service Delivery (front stage)**
  - Where “final assembly” of service elements takes place and service is delivered to customers
  - Includes customer interactions with operations and other customers
- **Service Marketing (front stage)**
  - Includes service delivery (as above) and all other contacts between service firm and customers, like advertising, billing, web support, participation in market research studies, etc.



## Service Marketing System for a High-Contact Service (Lovelock, Wirtz and Chatterjee, 2010)



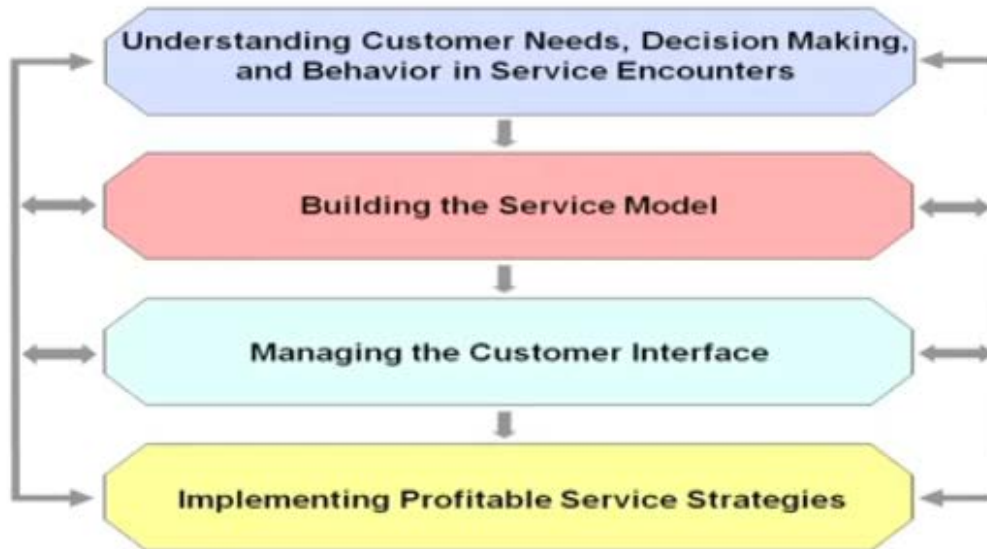
## Service Marketing System for a Low-Contact Service (Lovelock, Wirtz and Chatterjee, 2010)



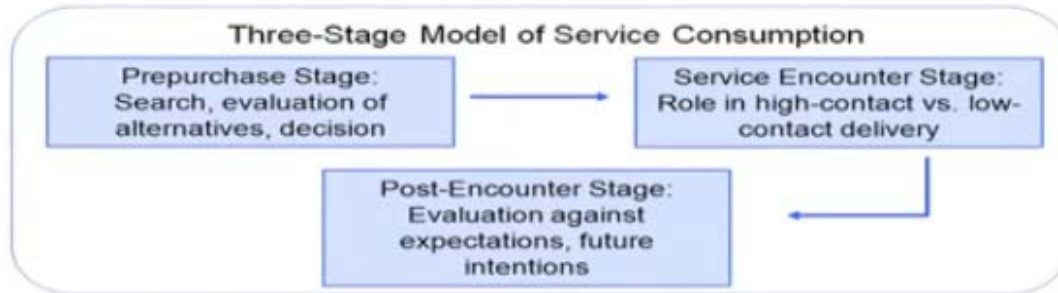
**Integrated Management of the Service System**  
(Lovelock, Wirtz and Chatterjee, 2010)



**A Framework For Developing Effective Service Marketing Strategies:  
An Overview**  
(Lovelock, Wirtz and Chatterjee, 2010)



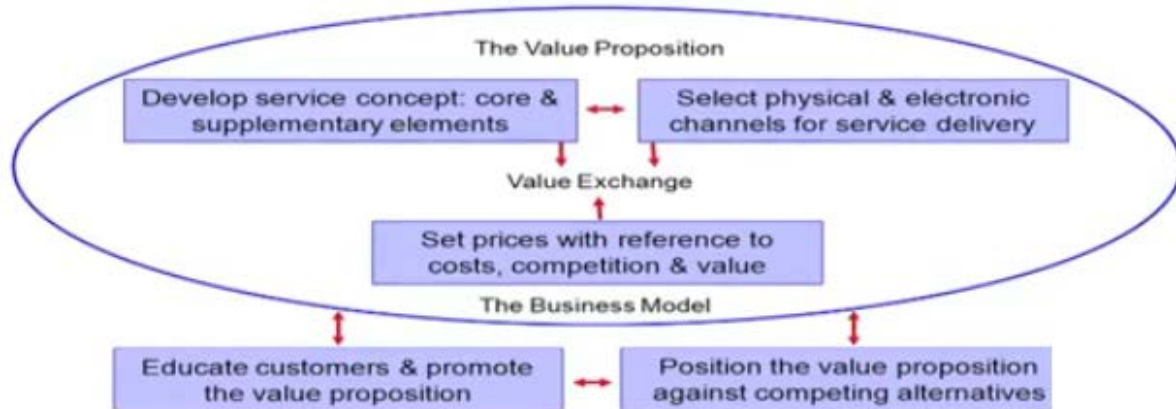
**Part I: Understanding Customer Needs, Decision Making,  
and Behavior in Service Encounters**  
(Lovelock, Wirtz and Chatterjee, 2010)





## Part II: Building The Service Model

(Lovelock, Wirtz and Chatterjee, 2010)



### Part III: Managing the Customer Interface

(Lovelock, Wirtz and Chatterjee, 2010)



## Part IV: Implementing Profitable Service Strategies (Lovelock, Wirtz and Chatterjee, 2010)



## References

Eiglier, P. And Langeard, E. (1977). *Services as Systems: Marketing Implications*, in Pierre Eiglier, Eric Langeard, Christopher H. Lovelock, John E. G. Bateson, and Robert F. Young, *Marketing Consumer Services: New Insights*. (Marketing Science Institute, : Cambridge, Massachusetts), Report #77-115, pp. 83-103.

Grove, S. J., Fisk, R. P., and John, J. (2000). *Services as Theatre: Guidelines and Implications*, in Teresa A. Schwartz and Dawn Iacobucci (eds.), *Handbook of Services Marketing and Management*. (Thousand Oaks, Sage: California), pp.21-26.

Langeard, E., Bateson, J. E., Lovelock, C. H., and Eiglier, P. (1981). *Services Marketing: New Insights from consumers and Managers* (Marketing Science Institute: Cambridge, Massachusetts), Report #81-104.

Lovelock, C. Wirtz, J. and Chatterjee, J. (2010). *Services Marketing: People, Technology, Strategy* (Dorling Kindersley: India).

Robb, F. F. (1984). *Cybernetics in Management Thinking*, *Systems Research*, 1 (1), pp. 5-23.



# Characteristics of Services

Characteristics of Services: Slide One

## Definition of Services

*Services can thus be defined as those activities that provide intangible benefits and experiences to customers while transforming their possessions.*



## Service/Product Bundle

(Collier, 1994)

| Element            | Core Goods<br>Example  | Core Service<br>Example |
|--------------------|------------------------|-------------------------|
| Business           | Custom clothier        | Business hotel          |
| Core               | Business suits         | Room for the night      |
| Peripheral Goods   | Garment bag            | Bath robe               |
| Peripheral Service | Deferred payment plans | In house restaurant     |
| Variant            | Coffee lounge          | Airport shuttle         |



## Service Types and *Challenges for Managers*

(Schmenner, 1986)

*Capital decisions*  
*Technological advances*  
*Managing demand to avoid peaks and promote off peaks*

*Scheduling service delivery*  
**Degree of Interaction and Customization**

|  |      | Low   | High  |   |  |
|--|------|---|---|---|--|
| <p><i>Marketing</i><br/> <i>Marketing service "warm"</i><br/> <i>Attention to the servicescape</i><br/> <i>Standing operating procedures</i></p> | Low  | <p><b>Service factory:</b></p> <ul style="list-style-type: none"> <li>* Airlines</li> <li>* Trucking</li> <li>* Hotels</li> <li>* Resorts and recreation</li> </ul>                 | <p><b>Service shop:</b></p> <ul style="list-style-type: none"> <li>* Hospitals</li> <li>* Auto repair</li> <li>* Other repair services</li> </ul>               | <p><i>Fighting cost increases</i><br/> <i>Maintaining quality</i><br/> <i>Reacting to consumer intervention in process</i><br/> <i>Managing advancement of people delivering service</i><br/> <i>Managing flat hierarchy with loose subordinate-superior relationships</i><br/> <i>Gaining employee loyalty</i></p> |  |
|  | High | <p><b>Mass service:</b></p> <ul style="list-style-type: none"> <li>* Retailing</li> <li>* Wholesaling</li> <li>* Schools</li> <li>* Retail aspects of commercial banking</li> </ul> | <p><b>Professional service:</b></p> <ul style="list-style-type: none"> <li>* Doctors</li> <li>* Lawyers</li> <li>* Accountants</li> <li>* Architects</li> </ul> |   |  |
|  |      | <p><i>Hiring</i><br/> <i>Training</i><br/> <i>Development and control of methods</i><br/> <i>Employee welfare</i></p>   | <p><i>Scheduling workforces</i><br/> <i>Control far-flung geographical areas</i><br/> <i>Start-up of new units</i><br/> <i>Managing growth</i></p>              |   |  |



## The Service Package

(Fitzsimmons & Fitzsimmons, 2006)

- **Supporting Facility:** The physical resources that must be in place before a service can be sold. Examples are golf course, ski lift, hospital, airplane.
- **Facilitating Goods:** The material consumed by the buyer or items provided by the consumer. Examples are food items, legal documents, golf clubs, medical history.
- **Information:** Operations data or information that is provided by the customer to enable efficient and customized service. Examples are patient medical records, seats available on a flight, customer preferences, location of customer to dispatch a taxi.
- **Explicit Services:** Benefits readily observable by the senses. The essential or intrinsic features. Examples are quality of meal, attitude of the waiter, on-time departure.
- **Implicit Services:** Psychological benefits or extrinsic features which the consumer may sense only vaguely. Examples are privacy of loan office, security of a well lighted parking lot.





## Characteristics of Goods and Services

(Zeithaml, Parasuraman, and Berry, 1985)

| <b>Goods</b>                         | <b>Services</b>                         |
|--------------------------------------|---|
|                                      | <b>Primary characteristics</b>          |
| Tangible                             | Intangible                              |
| Production separate from consumption | Simultaneous production and consumption |
|                                      | <b>Secondary characteristics</b>        |
| Standardized                         | Variable                                |
| Nonperishable                        | Perishable                              |



## Implications of Intangibility

|   |
|---|
| <b>Implications</b>   |
| Services cannot be inventoried.<br>Services cannot be patented.<br>Services cannot be readily displayed or communicated.<br>Pricing is difficult.   |
| <b>Solutions</b>  |
| Use tangible cues to communicate the features of a particular service.<br>Stimulate, manage and promote word-of-mouth communications.<br>Create strong branding.<br>Use activity based costing approach to help set prices. |



## Implications of Simultaneous Production and Consumption

### **Implications**

Customers participate in and affect the transaction.  
Customers affect each other.  
Employees affect the service outcome.  
Service outcome depends on the interaction between employees and customers.  
Decentralization of production may be essential.  
Mass production is difficult.

### **Solutions**

Employees must be selected and trained to deliver superior quality service during interactions with the customers.  
Allow other customers to influence positively.  
Disallow other customers to influence negatively.  
Achieving standardisation (mechanization) to the extent possible and acceptable to customers.  
Focus on personal attention while providing customized services.  
Use multi-site service delivery locations.



## Implications of Variability

|  |
|--|
| <b>Implications</b>  |
| Service delivery and customer satisfaction depend on employee actions.<br>Service quality depends on many uncontrollable factors.<br>There is no sure knowledge that the service delivered matches what was planned and promoted.  |
| <b>Solutions</b>   |
| Stress upon standardisation.<br>Focus on employee training, performance evaluation and internal marketing.<br>Industrialize service, i.e. provide pre-packaged standard offerings like tour packages (Levitt (1972 and 1976).<br>Provide customized services and make it part of the value proposition |



## Implications of Perishability

|  |
|--|
| <b>Implications</b>  |
| Difficult to synchronize supply and demand.<br>Services cannot be returned or resold.<br>Services cannot be sampled.   |
| <b>Solutions</b>   |
| Match supply and demand (Sasser, 1976).<br>Recover the service in case of errors.<br>Allow customers to sample part of the service being currently provided. |



# Strategic Service Classifications

(Lovelock, 1983)



# Nature of the Service Act

(Identify convenient forms of delivery)

## Direct Recipient of the Service

|                           |                    | People   | Things   |
|---------------------------|--------------------|--|--|
| Nature of the Service Act | Tangible actions   | <b>People's bodies:</b><br>Health care<br>Passenger transportation<br>Beauty salons<br>Exercise clinics<br>Restaurants | <b>Physical possessions:</b><br>Freight transportation<br>Repair and maintenance<br>Veterinary care<br>Janitorial services<br>Laundry and dry cleaning |
|                           | Intangible actions | <b>People's minds:</b><br>Education<br>Broadcasting<br>Information services<br>Theaters<br>Museums                     | <b>Intangible assets:</b><br>Banking<br>Legal services<br>Accounting<br>Securities<br>Insurance  |



# Relationship with Customers

Type of Relationship between Service Organization and Its Customers

|                            |                                | "Membership" relationship  | No formal relationship  |
|----------------------------|--------------------------------|--|---|
| Nature of service delivery | Continuous delivery of service | Insurance<br>Telephone subscription<br>Electric Utility<br>Banking   | Radio station<br>Police protection<br>Lighthouse<br>Public Highway                |
|                            | Discrete transactions          | Long-distance phone calls<br>Theater series tickets<br>Transit pass<br>Sam's Wholesale<br>Airline frequent flyer | Restaurant<br>Pay phone<br>Toll highway<br>Movie theater<br>Public transportation |





# Customization and Judgment

|   |      | Extent to Which Service Characteristics Are Customized             |  |
|---|------|--|--|
|   |      | High   | Low  |
| Extent to Which Personnel Exercise Judgment in Meeting Customer Needs | High | Surgery<br>Taxi services<br>Gourmet restaurant                     | Preventive health programs<br>Education (large classes)<br>Family restaurant             |
|   | Low  | Telephone service<br>Hotel services<br>Retail banking<br>Cafeteria | Public transportation<br>Spectator sports<br>Movie theater<br>Institutional food service |



# Nature of Demand and Supply

| Extent to which Supply Is Constrained                | Extent of Demand Fluctuation over Time                                  |  |
|--|---|--|
|  | Wide  | Narrow   |
| Peak demand can usually be met without a major delay | Electricity<br>Telephone<br>Police emergency<br>Hospital maternity unit | Insurance<br>Legal services<br>Banking<br>Laundry and dry cleaning |
| Peak demand regularly exceeds capacity               | Tax preparation<br>Passenger transportation<br>Hotels and motels        | Fast food restaurant<br>Movie theater<br>Gas station               |



# Method of Service Delivery

| Nature of Interaction<br>between Customer and<br>Service Organization | Availability of Service Outlets         |  |
|---|---|--|
|   | Single site                             | Multiple site                          |
| Customer travels to<br>service organization                           | Theater<br>Barbershop                   | Bus service<br>Fast-food chain         |
| Service provider<br>travels to customer                               | Taxi<br>Pest control service            | Mail delivery<br>Emergency repairs     |
| Transaction is at<br>arm's length                                     | Credit card company<br>Local TV station | Broadcast network<br>Telephone company |



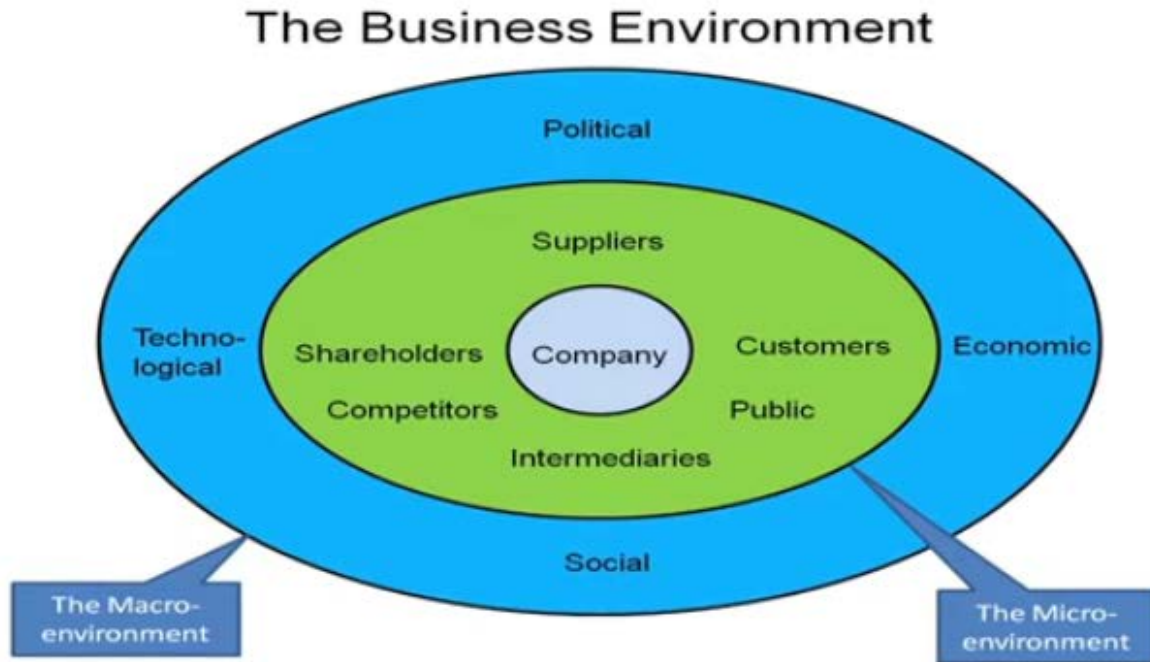
## References

- Collier, D. A. (1994). Customer Benefit Package, *The Service/Quality Solution*. (Illinois: Irwin), pp. 63-68.
- Fitzsimmons, J. A. and Fitzsimmons, M. J. (2006). *Service Management: Operations, Strategy, Information Technology*. (New York: McGraw Hill/Irwin), pp. 18-30.
- Levitt, T. (1972). Production Line Approach to Service, *Harvard Business Review*, 50 (5), pp. 41-52.
- Levitt, T. (1976). Industrialization of Service, *Harvard Business Review*, 54 (5), pp. 63-74.
- Lovelock, C. H. (1983). Classifying Services to Gain Strategic Marketing Insights, *Journal of Marketing*, 47 (3).
- Sasser, W. E. Jr. (1976). Match Supply and Demand in Service Industries, *Harvard Business Review*, 54 (6), pp. 133-140.
- Zeithaml, V. A., Parasuraman, A. and Berry, L. L. (1985). Problems and Strategies in Services Marketing, *Journal of Marketing*, 49 (2), pp. 33-46.



# Understanding the Macro-Environment I

Understanding the Macro-Environment I: Slide One



## Analysing the Macro Environment

The macro environment is an independent variable that affects any company and determines whether the company would be able to produce and deliver its services in harmony with the prevailing business environment.

Political, Economic, Social and Technological dimensions of the business environment can be analysed using the PEST analysis.



## The Political Environment

We must analyse the political environment to make sure that our company is operating within legal boundaries and are congruent with common business practice.

We must be aware of the impact of changing political powers on our business. We must also understand how political practices can enable or hinder the growth of our business.

For example, mandatory recycling laws have boosted the recycling industry. For instance, food service companies like Nestle and Starbucks recycle their paper cups.



## The Political Environment

The political environment of a business can be analysed in terms of:

1. business legislation, and,
2. the activity of special interest groups





## Business Legislation

The aim of business legislation is to:

1. protect companies from unfair competition,
2. to protect consumers from unfair business practices,
3. to protect the interest of society from unbridled business behaviour, and
4. to charge businesses with the social costs created by their products or production processes.

Although each new law has a legitimate rationale, it can have unintended effect of sapping initiative and restricting business growth.

In India, the Competition Commission has been set up under the Competition Act, 2002 to promote and sustain competition and protect the interest of consumers through legislation.



## I. Business Legislation

**Business legislation can be further analysed in terms of five factors, namely:**

- 1. laws and regulations,**
- 2. legislation,**
- 3. administration,**
- 4. adjudication, and**
- 5. lobbying**



## 1. Laws and regulations

Laws and regulations refer to bills that have been passed or are in effect. Examples of laws and regulations that can affect our business are:

- price controls on room tariffs and other charges in a hotel
- taxes
- licensing of barber shops, pools, restaurants, night clubs, bars, etc.
- tax holidays
- safety standards
- building by-laws
- minimum labour wages
- available police force



## 1. Laws and regulations

A list of important laws related to conducting business in India is given below:

Business Legislation in India

| <b>Act</b>                                      | <b>Year</b> |
|---|-------------|
| Prevention of Food Adulteration Act             | 1954        |
| Drugs Control Act                               | 1954        |
| Company Act                                     | 1956        |
| Standard Weights and Measures Act               | 1976        |
| Display of Price Order                          | 1963        |
| Indian Patents Act                              | 1970        |
| Packaged Commodities (Regulation) Order         | 1975        |
| Consumer Protection Act                         | 1986        |
| Water (Prevention and Control of Pollution) Act | 1974        |
| Air (Prevention and Control of Pollution) Act   | 1981        |
| Environment (Protection) Act                    | 1986        |
| Competition Act                                 | 2002        |



## 2. Legislation

**Legislation refers to the process by which bills are passed, rejected or shelved. Examples of legislation that can affect our business are:**

- **raising and passage of bill introducing value added and service tax**
- **raising and passage of bill introducing quotas in hiring of employees**
- **raising and passage of bill closing night clubs in hotels, or that banning gambling**



### 3. Administration

Administration refers to how laws and regulations are managed and enforced by governments. Examples of administration that can affect our business are:

- government's grading system of a hotel
- waiver on import duties on materials required for construction or refurbishment of a service facility
- restriction on business hours of a service
- controls on purchasing systems
- national airline policies that dictate the entry or exit of tourists from a country
- integrity and corruption in the business environment



## 4. Adjudication

Adjudication refers to where and how laws and regulations are enforced. Examples of adjudication that can affect our business are:

- court decisions on enforcement of service contracts
- decisions of consumer courts
- court decisions on legal implications of overbooking and infringement of consumer rights
- overall integrity of the judicial system and quality of the judiciary
- enforceability of foreign judgments or arbitration awards



## 5. Lobbying

Lobbying refers to the activity of interest groups to influence lawmakers and administrative officials to meet their interests. Examples of lobbying that can affect our business are:

- access to government officials either directly or through an association
- use of the service association as a lobbying group
- existing laws related to lobbying
- ability to hire executives who are knowledgeable of the working of government officials and the ability to manage government involvement on the working of a service organisation





## II. Activity of special Interest groups

An important force affecting businesses worldwide, and particularly in India, is the Consumerist Movement. The Government of India passed the Consumer Protection Act 1986 under which six rights of consumers have been recognised. These include:

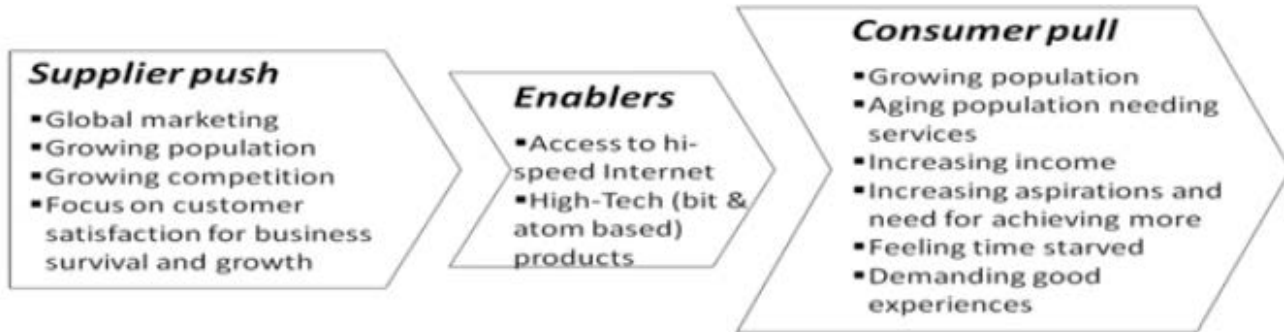
1. **Safety:** The right to be protected against the marketing of goods and services that are hazardous to life and property.
2. **Information:** To protect consumers against unfair trade practices, and the right to be informed about the quality, quantity, purity, standard and price.
3. **Choice:** The right to choose a variety of products and services at competitive prices.
4. **Representation:** The right to be heard and be assured that the consumer's interests will receive due consideration at appropriate forum.
5. **Redress:** the right to seek redress against unfair and restrictive trade practices, and unscrupulous exploitation of consumers.
6. **Consumer education:** The right to be educated about products and services.



# Understanding the Macro-Environment II

## Understanding the Macro-Environment II: Slide One

### The Social Environment



Reasons for Growth in Services



## The Global Society

Around 7 billion people inhabit the world today. If the world were a village of 1,000 people, it would consist of 329 males and 325 females who are 15 to 65 years old, 270 children and 76 people who are 65 years and older. There would be 180 illiterates who are 15 years and older. There would be 333 Christians, 210 Muslims, 132 Hindus, 118 non-religious people, 59 Buddhists, 35 Sikhs, 23 Jews and 12 Baha'is among others. 127 people would speak Chinese as their first language, 49 Spanish, 49 English, 33 Arabic, 27 Hindi, 27 Bengali, 27 Portuguese, 22 Russian, 18 Japanese, 14 Standard German and 13 Javanese among others.

What services do they require and how can we deliver those?



## The Social Environment

The culture of the population also affects the acceptability of the services that we wish to offer. Culture consists of values, beliefs and attitudes of the people as individuals and in groups.

For instance, McDonald's had to offer vegetarian foods cooked in vegetarian oils when it faced resistance from the Indian population over the usage of non-vegetarian oils for cooking vegetarian meals.

We must also understand the fashion, fads, trends and the prevailing tastes of people. Prevailing trends can be understood from websites such as [trendreports.com](http://trendreports.com) and [trendwatching.com](http://trendwatching.com) and journals such as Trends journal.



## The Social Environment

The tastes and preferences, purpose, method, occasion, quantity of consumption and the values associated with consumption of a service can differ from culture to culture.

It is almost impossible to change various aspects of the social environment, hence a business has to adapt to the culture of the region in which it is operating.

One must also understand people's prevailing beliefs about their connection with the natural environment, its exploitation and its conservation for the future. Consumers are getting more and more interested in purchasing services that do not harm the environment and conserve it for future generations to come.



## The Economic Environment

The economic environment can be analysed in terms of:

1. the state of the economy,
2. patterns of real income distribution,
3. patterns of saving and debt,
4. expenditure patterns, and,
5. inflationary and deflationary pressures.



## The Economic Environment

The state of the economy include an awareness of whether the general economy is in prosperity, recession, depression or recovery as these states would determine the extent to which our business is likely to prosper under specific situations.

We should also be aware of the business cycle, as every business appears to have cycles of ups and downs over the years.

One should know the growth of the economy in terms of the growth in the gross domestic product (GDP).

For instance, the world GDP growth was estimated to be around 3.1% while the growth rate for China was 7.8% and India was 6.5% in 2012 (Central Intelligence Agency, 2013).



## The Economic Environment

Knowledge of other microeconomic factors like income distribution and purchasing power of the people is also important.

According to the McKinsey Global Institute, the average annual disposable income of households in India will grow from Rs. 113,744 in 2005 to Rs. 318,896 in 2025. Over half of this income will be spent on services like transportation and tourism to domestic and international places.

India's consumption will quadruple in the next 20 years. 80% of the consumption growth will be led by increase in income, 16% will be due to growth in the number of households and 4% will be due to increased rate of saving by Indians.

We can guess that increasing consumption will increase business opportunities and will lead to increasing incomes. By 2025, India will become the fifth-largest consumer market in the world behind USA, Japan, China and the UK.





### Contribution of services to GDP of various countries

| Country     | GDP* in 2011 | Services as %age of Country's GDP | Contribution of Services to Country's GDP* |
|-------------|--------------|-----------------------------------|--|
| World       | 52668        | 68                                | 35551                                      |
| USA         | 13226        | 78                                | 10369                                      |
| Japan       | 4604         | 71                                | 3246                                       |
| Germany     | 3049         | 70                                | 2134                                       |
| UK          | 2381         | 76                                | 1810                                       |
| France      | 2241         | 79                                | 1774                                       |
| China       | 4237         | 42                                | 1767                                       |
| Italy       | 1773         | 73                                | 1296                                       |
| Canada      | 1234         | 70                                | 860  |
| Spain       | 1184         | 70                                | 829  |
| India       | 1323         | 58                                | 770  |
| Brazil      | 1126         | 67                                | 749  |
| Australia   | 895          | 69                                | 619  |
| Mexico      | 957          | 64                                | 614  |
| South Korea | 1056         | 57                                | 598  |
| Russia      | 947          | 62                                | 588  |

\* US\$ billion at constant prices . Source: Government of India (2013)



### Contribution of services to India's GDP in 2011-12

| Service   | Share of GDP<br>2011-12 (%) | Growth<br>YoY |
|---|-----------------------------|---------------|
| <b>Trade, hotels and restaurants</b>                              | <b>18</b>                   | <b>6.2</b>    |
| Trade   | 16.5                        | 6.5           |
| Hotels & restaurants  | 1.5                         | 2.8           |
| <b>Transport, Storage &amp; communication</b>                     | <b>7.1</b>                  | <b>8.4</b>    |
| Railways  | 0.7                         | 7.5           |
| Transport by other means  | 5.4                         | 8.6           |
| Storage   | 0.1                         | 9.4           |
| Communication   | 0.9                         | 8.3           |
| <b>Financing, insurance, real estate, &amp; business services</b> | <b>16.6</b>                 | <b>11.7</b>   |
| Banking & insurance   | 5.7                         | 13.2          |
| Real estate, ownership of dwellings & business services           | 10.8                        | 10.3          |
| <b>Community, social &amp; personal services</b>                  | <b>14</b>                   | <b>6</b>      |
| Public administration & defence                                   | 6.1                         | 5.4           |
| Other services  | 7.9                         | 6.5           |
| <b>Construction</b>   | <b>8.2</b>                  | <b>5.6</b>    |
| <b>Total services</b>   | <b>55.7</b>                 | <b>8.2</b>    |
| <b>Total services (incl. Construction)</b>                        | <b>63.9</b>                 | <b>7.9</b>    |
| <b>Total GDP</b>  | <b>100</b>                  | <b>6.2</b>    |

Source: Government of India (2013) The growth of the services sector is closely linked to the FDI inflows into this sector and the role of transnational firms.



## Understanding the Macro-Environment II: Slide Ten

|   |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| Education & Recreation<br>3.4             | 3.4     | 3.4     | 3.5     | 3.4     |         |
| Health services 5                         | 4.8     | 4.7     | 4.4     | 4.4     |         |
| Rent, Fuel<br>& Power<br>13               | 12.4    | 11.9    | 11.4    | 11      |         |
| Transportation &<br>Communication<br>19.6 | 19      | 18.9    | 18.7    | 19.7    |         |
| Miscellaneous<br>Goods & Services<br>9.4  | 10      | 11.2    | 12.8    | 14.4    |         |
| Furniture etc. 3.4                        | 3.5     | 3.8     | 4       | 3.9     |         |
| Clothing & Footwear<br>6.6                | 7.6     | 8.6     | 8.5     | 7.9     |         |
| Food, Beverages<br>& Tobacco<br>39.6      | 39.2    | 37.6    | 36.8    | 35.3    |         |
|   | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 |

Private expenditure on Goods and Services in India



## Understanding the Macro-Environment II: Slide Eleven

Return on Capital Employed (ROCE %) of various Service Industries in India from 2005 to 2008

| Year                           | 2005 | 2006 | 2007 | 2008 |
|--------------------------------|------|------|------|------|
| Growth Rate (%)                | 6.2  | 8.4  | 9.2  | 9    |
| Computer-SW Large              | 40.2 | 39.2 | 40.4 | 35   |
| Hotels-Medium                  | 14.5 | 23.5 | 29.9 | 25   |
| Ship Breaking / Repair         | 35.4 | 18.4 | 26.7 | 24   |
| Gas Distribution               | 25.8 | 28.5 | 20.1 | 23   |
| Hotels-Large                   | 9.3  | 14.9 | 22.3 | 20   |
| Couriers                       | 24.3 | 25.0 | 28.0 | 19   |
| Hotels-Resorts                 | 9.4  | 16.1 | 17.3 | 19   |
| ITES / BPO services            | 22.6 | 19.8 | 22.7 | 19   |
| Securities / Commodity Trading | 29.3 | 12.9 | 24.2 | 18   |
| LNG storage & distribution     | 18.1 | 14.9 | 18.0 | 17   |
| Travel Agencies                | 20.9 | 17.5 | 20.1 | 17   |
| Transport logistics services   | 22.7 | 20.2 | 17.8 | 15   |
| Computer-Education             | 8.8  | 10.4 | 13.5 | 15   |
| Banks-Pvt Sector RONW (%)      | 12.6 | 13.6 | 14.6 | 14   |
| Trading-Large                  | 18.1 | 10.1 | 5.5  | 14   |
| Financial Services - Medium    | 11.5 | 11.8 | 11.3 | 13   |
| Shipping-Large                 | 21.6 | 15.9 | 12.0 | 13   |
| Hotels-Small                   | -    | 11.1 | 11.7 | 13   |
| Tourism                        | 16.5 | 16.0 | 16.4 | 13   |
| Computer-Swf M/S               | 10.9 | 14.4 | 14.8 | 12   |



## Understanding the Macro-Environment II: Slide Twelve

| Year   | 2005 | 2006 | 2007 | 2008 |
|--|------|------|------|------|
| Financial Services - Investment/Others               | 11.2 | 12.9 | 13.4 | 12   |
| Financial Services - Lease/Dividers                  | 15.6 | 15.1 | 10.9 | 12   |
| Telecommunication Service                            | 8.3  | 9.4  | 11.0 | 10   |
| Housing Finance - Large                              | 9.0  | 8.4  | 9.4  | 10   |
| Financial Services - Institutional Term Lending      | 8.0  | 7.5  | 8.9  | 10   |
| Retailing  | 17.1 | 14.9 | 10.3 | 10   |
| Business consultancy                                 | 5.7  | 9.4  | 13.9 | 9    |
| Financial services - Equipment Leasing & Maintenance | 8.0  | 8.0  | 61.3 | 8    |
| Housing finance - Medium/Small                       | 6.9  | 7.9  | 8.1  | 8    |
| Hospital / Medical Service                           | 7.7  | 9.0  | 7.5  | 8    |
| Trading - Medium / Small                             | 6.3  | 7.7  | 8.6  | 7    |
| Shipping - Medium / Small                            | 8.7  | 10.8 | 5.8  | 7    |
| Road Transport                                       | 5.4  | 6.1  | 7.3  | 7    |
| Exhibition of films                                  | 4.9  | 7.2  | 9.6  | 6    |
| Auto finance services                                | 3.8  | 2.7  | 3.1  | 3    |
| Animation content provider                           | 0.6  | -0.2 | -2.7 | 2    |
| Asset financing services                             | -7.2 | 4.3  | 4.8  | 2    |
| InfoTech / Database services                         | -    | 1.5  | 4.6  | 2    |
| Media-content  | 7.4  | 8.7  | 5.7  | 1    |
| Media-broadcasting                                   | 4.3  | 4.9  | 3.1  | -1   |
| Production & distribution of films                   | 3.1  | 3.5  | 2.9  | -2   |
| Recreational services                                | 8.2  | 8.2  | 8.4  | -11  |
| Air transport services                               | 1.5  | -8.8 | -8.1 | -23  |



## Understanding the Macro-Environment II: Slide Thirteen

Return on Capital Employed (ROCE %) of various Service Industries in India from 2005 to 2008

| Year                           | 2005 | 2006 | 2007 | 2008 |
|--------------------------------|------|------|------|------|
| Growth Rate (%)                | 6.2  | 8.4  | 9.2  | 9    |
| Computer-SW Large              | 40.2 | 39.2 | 40.4 | 35   |
| Hotels-Medium                  | 14.5 | 23.5 | 29.9 | 25   |
| Ship Breaking / Repair         | 35.4 | 18.4 | 26.7 | 24   |
| Gas Distribution               | 25.8 | 28.5 | 20.1 | 23   |
| Hotels-Large                   | 9.3  | 14.9 | 22.3 | 20   |
| Couriers                       | 24.3 | 25.0 | 28.0 | 19   |
| Hotels-Resorts                 | 9.4  | 16.1 | 17.3 | 19   |
| ITES / BPO services            | 22.6 | 19.8 | 22.7 | 19   |
| Securities / Commodity Trading | 29.3 | 12.9 | 24.2 | 18   |
| LNG storage & distribution     | 18.1 | 14.9 | 18.0 | 17   |
| Travel Agencies                | 20.9 | 17.5 | 20.1 | 17   |
| Transport logistics services   | 22.7 | 20.2 | 17.8 | 15   |
| Computer-Education             | 8.8  | 10.4 | 13.5 | 15   |
| Banks-Pvt Sector RONW (%)      | 12.6 | 13.6 | 14.6 | 14   |
| Trading-Large                  | 18.1 | 10.1 | 5.5  | 14   |
| Financial Services - Medium    | 11.5 | 11.8 | 11.3 | 13   |
| Shipping-Large                 | 21.6 | 15.9 | 12.0 | 13   |
| Hotels-Small                   | -    | 11.1 | 11.7 | 13   |
| Tourism                        | 16.5 | 16.0 | 16.4 | 13   |
| Computer-Swf M/S               | 10.9 | 14.4 | 14.8 | 12   |



## Understanding the Macro-Environment II: Slide Fourteen

| Year   | 2005 | 2006 | 2007 | 2008 |
|--|------|------|------|------|
| Financial Services - Investment/Others               | 11.2 | 12.9 | 13.4 | 12   |
| Financial Services - Lease/Dividers                  | 15.6 | 15.1 | 10.9 | 12   |
| Telecommunication Service                            | 8.3  | 9.4  | 11.0 | 10   |
| Housing Finance - Large                              | 9.0  | 8.4  | 9.4  | 10   |
| Financial Services - Institutional Term Lending      | 8.0  | 7.5  | 8.9  | 10   |
| Retailing  | 17.1 | 14.9 | 10.3 | 10   |
| Business consultancy                                 | 5.7  | 9.4  | 13.9 | 9    |
| Financial services - Equipment Leasing & Maintenance | 8.0  | 8.0  | 61.3 | 8    |
| Housing finance - Medium/Small                       | 6.9  | 7.9  | 8.1  | 8    |
| Hospital / Medical Service                           | 7.7  | 9.0  | 7.5  | 8    |
| Trading - Medium / Small                             | 6.3  | 7.7  | 8.6  | 7    |
| Shipping - Medium / Small                            | 8.7  | 10.8 | 5.8  | 7    |
| Road Transport                                       | 5.4  | 6.1  | 7.3  | 7    |
| Exhibition of films                                  | 4.9  | 7.2  | 9.6  | 6    |
| Auto finance services                                | 3.8  | 2.7  | 3.1  | 3    |
| Animation content provider                           | 0.6  | -0.2 | -2.7 | 2    |
| Asset financing services                             | -7.2 | 4.3  | 4.8  | 2    |
| InfoTech / Database services                         | -    | 1.5  | 4.6  | 2    |
| Media-content  | 7.4  | 8.7  | 5.7  | 1    |
| Media-broadcasting                                   | 4.3  | 4.9  | 3.1  | -1   |
| Production & distribution of films                   | 3.1  | 3.5  | 2.9  | -2   |
| Recreational services                                | 8.2  | 8.2  | 8.4  | -11  |
| Air transport services                               | 1.5  | -8.8 | -8.1 | -23  |



Percentage of affluent Indians purchasing various services

| Activities undertaken at least once in 2-3 months | Percentage of affluent people |
|---|-------------------------------|
| Fine dining in specialty restaurant (not 5 star)  | 84                            |
| Shopping malls                                    | 81                            |
| Fine dining in 5 star hotels                      | 74                            |
| Beauty salons (women)                             | 59                            |
| Socialite parties                                 | 56                            |
| Health and fitness centre                         | 47                            |
| Live theatre, drama or play                       | 42                            |
| Health and grooming spas (men)                    | 33                            |
| Kitty parties (women)                             | 33                            |
| Museum or art gallery                             | 23                            |
| Auctions  | 22                            |





## The Technological Environment

This is the fourth and final strand of the environment that has to be analysed and understood in order to be in tune with the latest developments in the world.

Technology has enabled quick transfer of information across the world through the Internet.

High tech products have enabled suppliers to satisfy customer needs with lightning fast speed and accuracy. Now, fast food restaurants are actually high-tech factories churning out high-quality food in the least possible time.

Services are taking increasing help of high technology, be it time and labour saving accurate automatic teller machines, vacuum cleaners or the room card with which the guest can access his room and other services throughout the hotel.



# The Macro-environment III and the Micro-Environment I

## The Macro-environment III and the Micro-Environment I: Slide One

### The Technological Environment

This is the fourth and final strand of the environment that has to be analysed and understood in order to be in tune with the latest developments in the world.

Technology has enabled quick transfer of information across the world through the Internet.

High tech products have enabled suppliers to satisfy customer needs with lightning fast speed and accuracy. Now, fast food restaurants are actually high-tech factories churning out high-quality food in the least possible time.

Services are taking increasing help of high technology, be it time and labour saving accurate automatic teller machines, vacuum cleaners or the room card with which the guest can access his room and other services throughout the hotel.



## The Technological Environment

We must understand how technology is affecting the purchase and consumption of services for consumers.

Companies that wish to be on the forefront of efficiency keep watching, documenting and disseminating advances in technology that they can use to deliver customer satisfaction or customer delight.

Ginger Hotels observed that educated, time starved customers are looking for value for money and like to handle high-technology products and services. Accordingly, they started the hotel service where customers can help themselves around the hotel including checking into their rooms, operating lifts, making tea, etc.



## Monitoring the Macro-environment

Explosive population growth (social) leads to more resource depletion (economic) and pollution which leads consumers to ask more laws (politico-legal) stimulating new (technological) solutions, which, if affordable, can alter attitudes and behaviour (social).



## Understanding our Company

In order to launch a service business and conduct it successfully, we have to understand the core competencies and competitive advantage of our business.

Our company must have the requisite resources and the capability to process customer possessions in order to produce the intended outputs and experience for the customer.

We have to understand the internal strengths and weaknesses of our company.



## Understanding our Company

For example, if we run a cinema theatre, we must be able to source motion picture films from the distributors and have a theatre and a projector to screen the picture as per pre-communicated schedule. We must have a facility to sell tickets to our customers. We must also have eateries and washrooms for the convenience of our customers. Our servicescape must have a pleasant ambience that can delight or at least satisfy our customers while giving them the right experience that they can remember for some time and discuss with others.



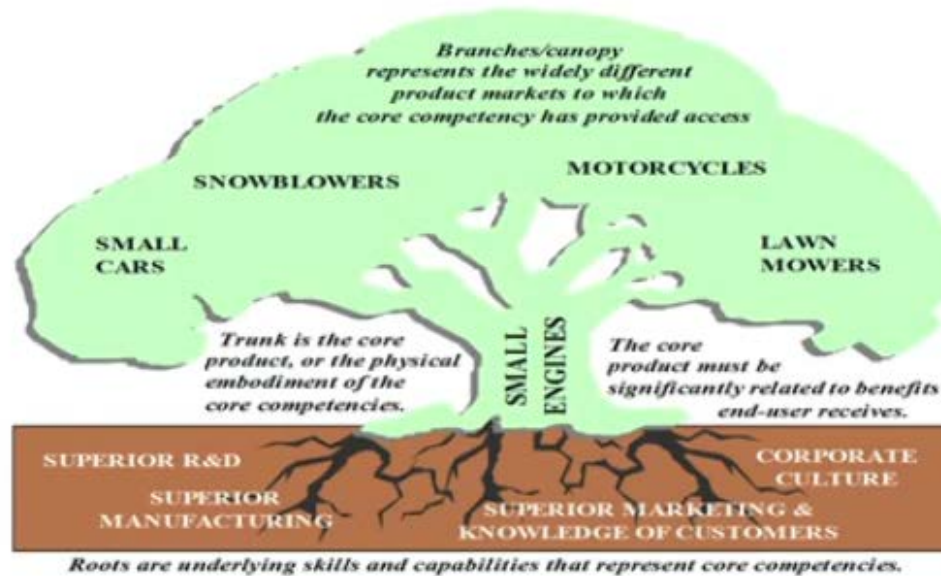
## Core Competencies

We have to understand the core competencies of our company.

Core competency is a concept in management theory introduced by C. K. Prahalad and Gary Hamel in 1990. It can be defined as "a harmonized combination of multiple resources and skills that distinguish a firm in the marketplace".



The Macro-environment III and the Micro-Environment I: Slide Seven



Mohr, Sengupta, & Slater, (2010).





## Competitive Advantage

Competitive advantage is a business concept describing attributes that allow an organization to outperform its competitors.

When a core competency possesses following four characteristics it is said to possess competitive advantage over its competitors:

- Valuable
- Rare
- Inimitable
- Non-substitutable



# The Micro-Environment II

## The Micro-Environment II: Slide One

### Understanding our Customers

#### Understanding Customer Needs

- What functional needs does the service fulfil?
- What jobs does it do to make consumers' life easier or better?
- What meaning does the service bring to the consumer' lives?
- In what rituals or traditions does the service play an important role?
- How does it help build the identities of consumers?
- How does the service connect consumers to others in the social world?
- How does it help consumers fulfil their important social roles?
- How does the service make consumers feel?
- What emotions are associated with the purchase and consumption of the service?



### Types of Services Provided to Satisfy Fundamental Human Needs

| Need        | Types of Services  |
|-------------|--|
| Subsistence | Food Services and Drinking Places<br>Retail services<br>Marketing services like Advertising, Trade Shows, Public Relations, etc.<br>Employment Services  |
| Protection  | Warehousing and storage services<br>Finance, Accounting, Tax preparation, Book-keeping, Payroll and Insurance<br>Investigation and Security Services<br>Repair and Maintenance services<br>Personal Care and Personal services including Death care services<br>Real Estate and Accommodation services<br>Rental and Leasing services<br>Parking Lots and Garage services<br>Services to Buildings and Dwellings including Waste Management and Remediation Services<br>Health Care, including Dental and support services<br>Social and Domestic Assistance<br>Dry-cleaning and Laundry Services<br>Pet Care and Veterinary Services<br>Management of Companies and Enterprises<br>Administrative, Business and Facilities Support Services<br>Civic services |



## The Micro-Environment I: Slide Three

| <b>Needs</b>         | <b>Types of Services</b>   |
|----------------------|--|
| <b>Affection</b>     | Photographic and Photo-finishing services<br>Dating, Marriage and Gifting services   |
| <b>Understanding</b> | Management, Environmental, Scientific and Technical Consulting services<br>Translation and Interpretation services<br>Education Services   |
| <b>Participation</b> | Passenger and goods transportation by various modes including scenic and sightseeing transportation and support activities like travel arrangement, reservation, etc.<br>Telecommunication services  |
| <b>Leisure</b>       | Motion Picture and Video Exhibitions, Record production and Distribution<br>Museums, Historical Sites, Amusement Parks and Arcades and Performing Arts, Spectator Sports, Gambling and other Recreation facilities   |
| <b>Creation</b>      | Publishing in print and electronic mediums including broadcasting services<br>Architecture, Engineering, Interior Design, Industrial design, Landscape design, Surveying, Building Inspection, Drafting and associated services<br>Graphic design services<br>Scientific Research and Development Services |
| <b>Identity</b>      | Religious services<br>Association services   |
| <b>Freedom</b>       | Legal services<br>Grant-making services  |



## Analysing Customers' Decision Making Process

- **Problem Recognition:** When, where and how consumer's needs arise, i.e. the situational, social or marketing stimulus that makes a consumer realise that he/she has a problem or need that has to be fulfilled
- **Information Search:** Understanding the sources of information that consumer use to find alternatives to fulfilling their needs. These sources include media (television, newspapers, billboards, celebrities, salesperson), friends, Internet, family, retailers and opinion leaders. Which social groups are the reference for a consumer for a particular purchase?
- **Evaluation of Alternatives:** Understanding the rational and irrational attributes and their respective importance that consumers use to evaluate alternative options to satisfy their need. While some consumers may give more importance to service quality, others may give more importance to price.
- **Purchase Decision:** Understanding where does the consumer go to make the purchase. What situations inside or outside the servicescape (long queues, no seating) can encourage or dissuade the consumer to make the purchase elsewhere.
- **Post Purchase Evaluation:** Understanding how the consumer assesses the service after consuming it. How satisfied/dissatisfied are they after consuming the service? What regrets or doubts does the consumer have regarding the consumption experience and outcome? Does the consumer use the service or wish to transfer it in another person's favour.



## Understanding our Competitors



The 5 Forces that shape Competition



## The 5 Forces that shape Competition

We may think that our company will have direct competition that we have to adjust to. For instance, if our company is in fast food business, we may think that our competitors are McDonald's or Pizza Hut or KFC.

However, Michael Porter wrote in 2008 that any company faces five competitive forces as illustrated in the previous slide.

Direct competition comes from established rivals.

Customers can be a source of competitive force as they search and shop for the best deals available and drive down prices.

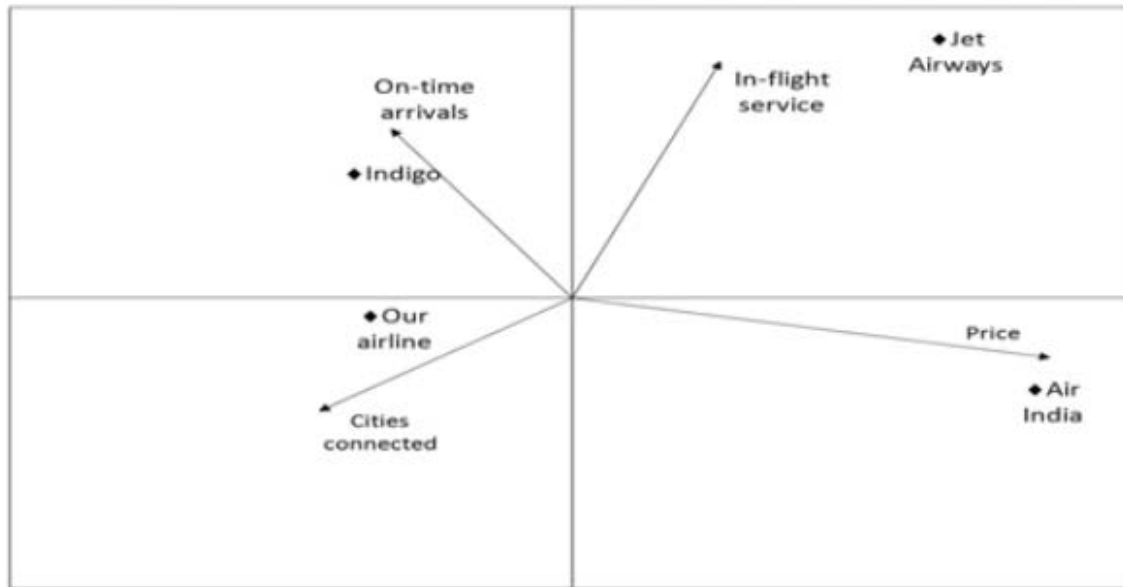
We cannot provide services without the raw materials provided by our suppliers. Suppliers might wield enough power to raise the prices of equipment and materials. Our labour force, the supplier of manual labour, which is very important in a service industry, may be unionised and negotiate for higher wages from time to time.

It might be easy to start a new business in the fast-food industry, so, we can receive competition from new entrants.

Lastly, we get competition from substitute services, for instance, a formidable competition to a fast-food business is home food itself!



## The Micro-Environment I: Slide Seven



Perceptual Map showing the Positioning of Airlines





## Understanding our Collaborators

Our business collaborators include our suppliers, franchisees, distributors, promoters, advertisers, key influencers, media, financial partners, and others who complement our business.

If we provide training services, a firm providing placement services can be our complements.

Both the firms can learn from each other in order to develop participants for placement in companies that need their skill sets.

We must understand how each collaborator benefits from the relationship that they have with us and what we can expect from them in return.



## References

Fitzsimmons, J. & Fitzsimmons, M. (2006). *Service Management: Operations Strategy and Information Technology*, (McGraw Hill: USA)

Porter, M. E. (2008). "The Five Competitive Forces that Shape Strategy", Harvard Business Review, January, p.86-104.

Central Intelligence Agency (2013). *The World Factbook*. Accessed at <https://www.cia.gov/library/publications/the-world-factbook/geos/xx.html> on 17th May, 2013.

Government of India (2013) *Economic Survey 2012-13*. Accessed at <http://indiabudget.nic.in/es2012-13/echap-10.pdf> on 4th July 2013.

Kotler, P., Keller, K. L., Koshy, A. and Jha, M. (2013). *Marketing Management: A South Asian Perspective* (Dorling Kindersley: India).

McKinsey Global Institute (2007) *The 'Bird of Gold': The Rise of India's Consumer Market*. Accessed at [http://www.mckinsey.com/locations/india/mckinseyonindia/pdf/India\\_Consumer\\_Market.pdf](http://www.mckinsey.com/locations/india/mckinseyonindia/pdf/India_Consumer_Market.pdf) on 4th July, 2013.

