

ROLE OF MARKETING STRATEGY IN SERVICE ORGANIZATIONS

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Abstract

Increasing competitive market places, good practice organizations have demonstrated clear benefits of focusing on the customer. In line with increasing competition, the nature of customer expectation led by greater consumer choice and higher education standard have changed, resulting in more sophisticated, more knowledgeable and demanding customer. This paper discuss about at marketing strategy in service organizations

Keywords: Marketing Strategy, Service Organization, Competitive Market.

Introduction

Past few years organizations have emphasis on customer service as a means of gaining competitive advantage. Organizations ability to remain in business is a function of its competitive and its ability to win customers from the competition. As competition has become more intense, many companies have developed a strategy of providing customers care to differentiate their services.

Organizations in the financial services sector have adopted a service quality approach to distinguish themselves from their competitors. In financial service sector the nature and number of competitors and the ability of the banks and other financial service companies to offer similar products at similar prices has led to increasing emphasis being placed on personal service as a means of adding value to customers.

Increasing competitive market places, good practice organisations have demonstrated clear benefits of focusing on the customer. In line with increasing competition, the nature of customer expectation led by greater consumer choice and higher education standard have changed, resulting in more sophisticated, more knowledgeable and demanding customer.

Objectives of the Study

1. To study about the marketing strategy in service organizations.
2. To discuss implementation of marketing strategy in service organizations.

Setting Marketing Strategy

1. Mission statement sets out the purpose of organizations. It provides a view of the future that is different and better than the present. In general, a mission statement is no longer than a paragraph and is written in language which everyone can understand. Best-practice organizations consult with stakeholders including employees, before development a shared mission. In this way everyone knows what goal they are aiming for and what is expected from them to help achieve organizational success.

2. Convert vision into reality, senior management has to be clear about what the organization values. Values in this context mean those shared assumption and beliefs which really influence people's behavior. Underlying these are the values that are common within the organization.

3. They cover customer satisfaction, employee satisfaction, market share and return on assets. Best practice organizations ensure that customer satisfaction always appears as a key corporate objective.
4. To improve service quality senior management need to take stock the organizations fit with the environment. This can take place via an external and internal appraisal. This process allows the managers to identify the gap between the desired and current state. The external environment would entail scanning the sociological, technological, economic and political factors which affect business.
5. Internal organizational environment audit should include such aspects as the analysis of size and structure of the organization, as assessment of the internal process, current management styles, etc. Customers experience service in the way employees talk, behave and deal with them so that the company's own culture and value shine through everything it does.
6. Successful service quality must be integrated into the corporate culture of the organization and become a natural part of working life.
7. Management should set a strategy for customer service to enhance service quality on a continuous basis. A critical strategy document is prepared which provides a cultural blueprint and defines commitments to be made by all employees, especially in the area of excellence and customer service. The document should also feature key roles for managers which focus on responsibilities for people and their development.
8. Management should take a holistic approach to service strategy and not confine their plans to any one aspect of the business. Rather, a strategy should encompass all areas of organizations activities which impact on the customer.
9. To understand more fully the requirements and aspirations of customers and to respond to them proactively, organizations need to become leaner and tighter. There has to be increased delegation making to the customer interface and fewer management layers between customers and decision points. There would be more lateral communication and speedier decision making in the de-layered organization.
10. I.T. is now being used within a wide framework to deliver significant service improvements. As customers become more demanding they often require access to services outside traditional working hours. Increased use of the telephone, together with computers, has made this possible, and those organizations which wish to gain or retain their competitive edge are recognizing that I.T. is an essential part of business life.
11. Strategy is to ensure that organization focus on the customer is the adoption of such techniques as business process re-engineering. Business process re-engineering requires companies to focus on how they create and deliver value to customers.
12. Organization develops to enhance its customer care, it is essential that a plan is drawn up of how the strategy is to be implemented so that management can systematically measure its progress. A plan of action provides employees with clear set goals to aim for.
13. This is advisable to establish long, medium-and short term objectives and implementation actions and to review these at regular. The long-term objective of a service quality programme may be for an organization to distinguish itself from its competitors by providing a superior standard of customer service. Management may agree that this objective will take three years to attain. Medium term objective for year two may be to increase that score and a three year objective may be to more on very satisfied customers. To help achieve each objective there may be specific actions needed.
14. Same time as developing a plan of action sustain the strategy, criteria for measuring the attainment of these customer service objective must be determined.
15. To creating a customer service culture within an organization involves change. The reaction to change is often dependent upon member's status within the organization, their attitudes towards their employer, past experience and organizational norms. People's reaction to change can often be classified into those of an innovator, a conservative, or an inhibitor. At the beginning of the development of a service quality programme, senior mangers need to identity the innovators, conservatives and inhibitor within their organization.

Implementation

Successful management teams build customer service into all the action they take as managers of the company. Selection of practical actions; which senior managers can undertake to bring a service philosophy to life.

- a) Most powerful way a management team can show visible and verbal commitment to service quality is to integrate customer care into all management activities.
- b) Management puts on activity is often perceived by employees as directly related to how management spend their time. The senior management should spearhead a service strategy by attending launch events, communication forums, training sessions, and reviews.

c) Important method of demonstrating visible commitments is for management to have direct contact with customer. Programme of listening group, telephoning customer to inquire how they had found the service the previous day, experiencing the service itself, etc, are important method of demonstrating visible commitment towards customers.

d) To getting close to the customer is for senior management to experience the treatment received by customers when they buy the goods and use the services that their organization provides.

e) Manager needs to be aware of the recognition of success. Recognizing excellent service is an important motivator.

Findings

This paper define need to create a customer focused culture have been discussed. That needs to include customer service in the organization key to the successful implementation of the marketing strategy.

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