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Designing and Managing Services

Marketing Management:

An Asian Perspective
(5th edition)

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Designing and Managing Services

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As companies find it increasingly harder to differentiate their physical products, they turn to service differentiation. Many books point out the significant profitability of companies that manage to deliver superior service.¹ Companies seek to develop a reputation for superior performance in on-time delivery, better and faster answering of inquiries, and quicker resolution of complaints. Service becomes the mantra. An excellent Asian example of how the growth of services has changed the face of business is Thailand's Bumrungrad International Hospital.



Learning Objectives:

- Understand how services are defined and how they differ from goods
- Understand how services are marketed
- Understand how service quality can be improved
- Understand how service marketers create strong brands
- Understand how goods marketers improve customer-support services

The **essence** of Chapter Thirteen:

As product companies find it harder and harder to differentiate their physical products, they turn to service differentiation.

Many find significant profitability in delivering superior service, whether that means on-time delivery, better and faster answering of inquiries, or quicker resolution of complaints.

Service providers know these advantages well.

Services are performed in many industry sectors:

- **Government sector**
- **Private nonprofit sector**
- **Business sector**
- **Manufacturing sector**
- **Retail sector**

In many Asian countries, providing good services are increasing in many sectors.

Defining Services

- **Service - an act or performance that one party offers to another that is essentially intangible & does not result in ownership**
- Manufacturers, distributors and retailers can provide value-added services or simply excellent customer service to differentiate themselves.
- Many pure service firms are now using the Internet to reach customers.

Categories of Service Mix

1. Pure tangible goods
2. Tangible goods with accompanying services
3. Hybrid
4. Major service with accompanying minor goods and services
5. Pure service

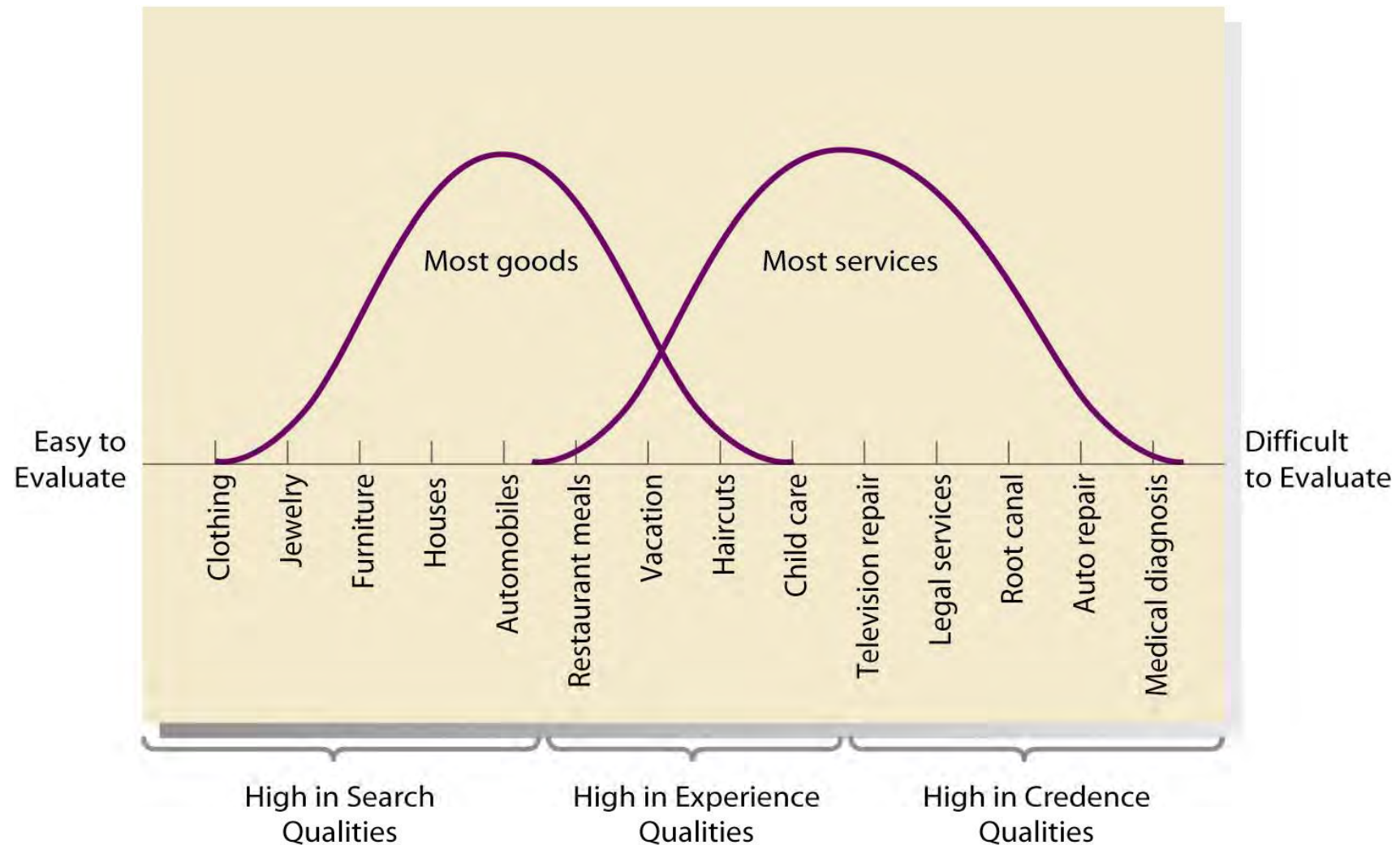
Additional distinctions of services:

1. *Equipment-based* or *people-based*
2. Different *processes* to deliver service
3. May require *client's presence*
4. Meet *personal* need or *business* need
5. Providers differ in *objectives* & *ownership*
6. The nature of the service mix also has implications on how consumers *evaluate quality*.

Customers have technical difficulty in evaluating technical quality of services:

- Goods high in **search qualities** — characteristics the buyer can evaluate before purchase.
- In the middle are goods and services high in **experience qualities** — characteristics they buyer can evaluate after purchase
- Goods and services high in **credence qualities** — characteristics the buyer normally finds hard to evaluate even after consumption and that comprises most services.

Figure 13.1 Continuum of Evaluation for Different Types of Products



Services are generally high in experience and credence qualities, there is more risk in purchase. This has **several consequences**:

- Service consumers generally rely on word of mouth rather than advertising.
- Service consumers rely heavily on price, personnel, and physical cues to judge quality.
- Service consumers are highly loyal to service provides that satisfies them.
- Because of the switching costs involved, much consumer inertia can exist. It can be challenging to entice a customer away from a competitor.

Distinctive Characteristics of Services

- Services have four distinctive characteristics that greatly affect the design of marketing programs:
 - **Intangibility**
 - **Inseparability**
 - **Variability**
 - **Perishability**

Intangibility

- Unlike physical products, services cannot be seen, tasted, felt, heard, or smelled before they are bought.
- To reduce uncertainty, buyers will look for **evidence of quality**.
- They will draw inferences about quality from the place, people, equipment, communication material, symbols and price that they see.

Intangibility: strategies for service firms

- Service provider's task is to “manage the evidence,” to “tangibilize the intangible.”
- Service companies can try to demonstrate their service quality through physical evidence and presentation.
- Service marketers must be able to transform intangible services into concrete benefits

At Tokyo DisneySea, children are eager to experience the pleasure of meeting and taking pictures with their favorite Disney characters.





The
Shangri-La Hotel
in Hong Kong

**Its training
programs' focus -
inculcate Asian
values & customs**

*Master at developing
**experience
blueprints***

Inseparability

- Services are typically produced and consumed **simultaneously**.
- Because the client is also present as the service is produced, provider-client interaction is a special feature of service marketing.

Inseparability- strategies for service firms

- Work with larger groups
- Work faster
- Train more service providers

Variability

- Because they depend on **who** provides them and when and where they are provided, services are highly variable.
- Some firms offer service guarantees that may reduce consumer perception of risk.

Variability: strategies for services firms

- Three steps service firms can take to increase quality control:
 1. Invest in good hiring and training procedures.
 2. Standardize the service-performance process throughout the organization.
 - Prepare a service blueprint that depicts events and processes in a flowchart, with the objective of recognizing potential fail points.
 3. Monitor customer satisfaction.

Perishability

- Services cannot be stored.
- Perishability is not a problem when demand is steady.
- When demand fluctuates service firms have problems.

Strategies for managing demand side:

- Differential pricing
- Non-peak demand
- Complementary services
- Reservation systems

Strategies for managing supply side:

- Part-time employees
- Increased consumer participation
- Shared services
- Facilities for future expansion

MARKETING STRATEGIES FOR SERVICE FIRMS

At one time, service firms lagged behind manufacturing firms in their use of marketing because they were small or professional businesses that did not use marketing, or faced large demand or little competition. Since then, all this has changed.

MARKETING MEMO

RECOMMENDATIONS FOR IMPROVING SERVICE QUALITY

Pioneers in conducting academic service research, Berry, Parasuraman, and Zeithaml, offer 10 lessons that they maintain are essential for improving service quality across service industries.

1. **Listening** — Understand what customers really want through continuous learning about the expectations and perceptions of customers and non-customers (for instance, by means of a service-quality information system).
2. **Reliability** — Reliability is the single most important dimension of service quality and must be a service priority.
3. **Basic service** — Service companies must deliver the basics and do what they are supposed to do—keep promises, use common sense, listen to customers, keep customers informed, and be determined to deliver value to customers.
4. **Service design** — Develop a holistic view of the service while managing its many details.
5. **Recovery** — To satisfy customers who encounter a service problem, service companies should encourage customers to complain (and make it easy for them to do so), respond quickly and personally, and develop a problem-resolution system.
6. **Surprising customers** — Although reliability is the most important dimension in *meeting* customers' service expectations, process dimensions such as assurance, responsiveness, and empathy are most important in *exceeding* customer expectations, for example, by surprising them with uncommon swiftness, grace, courtesy, competence, commitment, and understanding.
7. **Fair play** — Service companies must make special efforts to *be* fair, and to *demonstrate* fairness, to customers and employees.
8. **Teamwork** — Teamwork is what enables large organizations to deliver service with care and attentiveness by improving employee motivation and capabilities.
9. **Employee research** — Marketers should conduct research with employees to reveal why service problems occur and what companies must do to solve problems.
10. **Servant leadership** — Quality service comes from inspired leadership throughout the organization; from excellent service-system design; from the effective use of information and technology; and from a slow-to-change, invisible, all-powerful, internal force called corporate culture.

Marketing strategies for Service Firms – *A Shifting Customer Relationship*

- Technology impacted service
- Customers grouped in profit tiers
- Big spenders get the most attention
- Service democracy to meritocracy
 - Respond to low profits, price-driven customers

Profit Tiers

- Firms have decided to raise fees and lower service to those customers who barely pay their way
- Firms coddle big spenders to retain their patronage
- Companies that provide differentiated levels of service must be careful about claiming superior service.
- Delivering services that maximize customer satisfaction and company profits is challenging.

BREAKTHROUGH MARKETING

SOUTHWEST AIRLINES

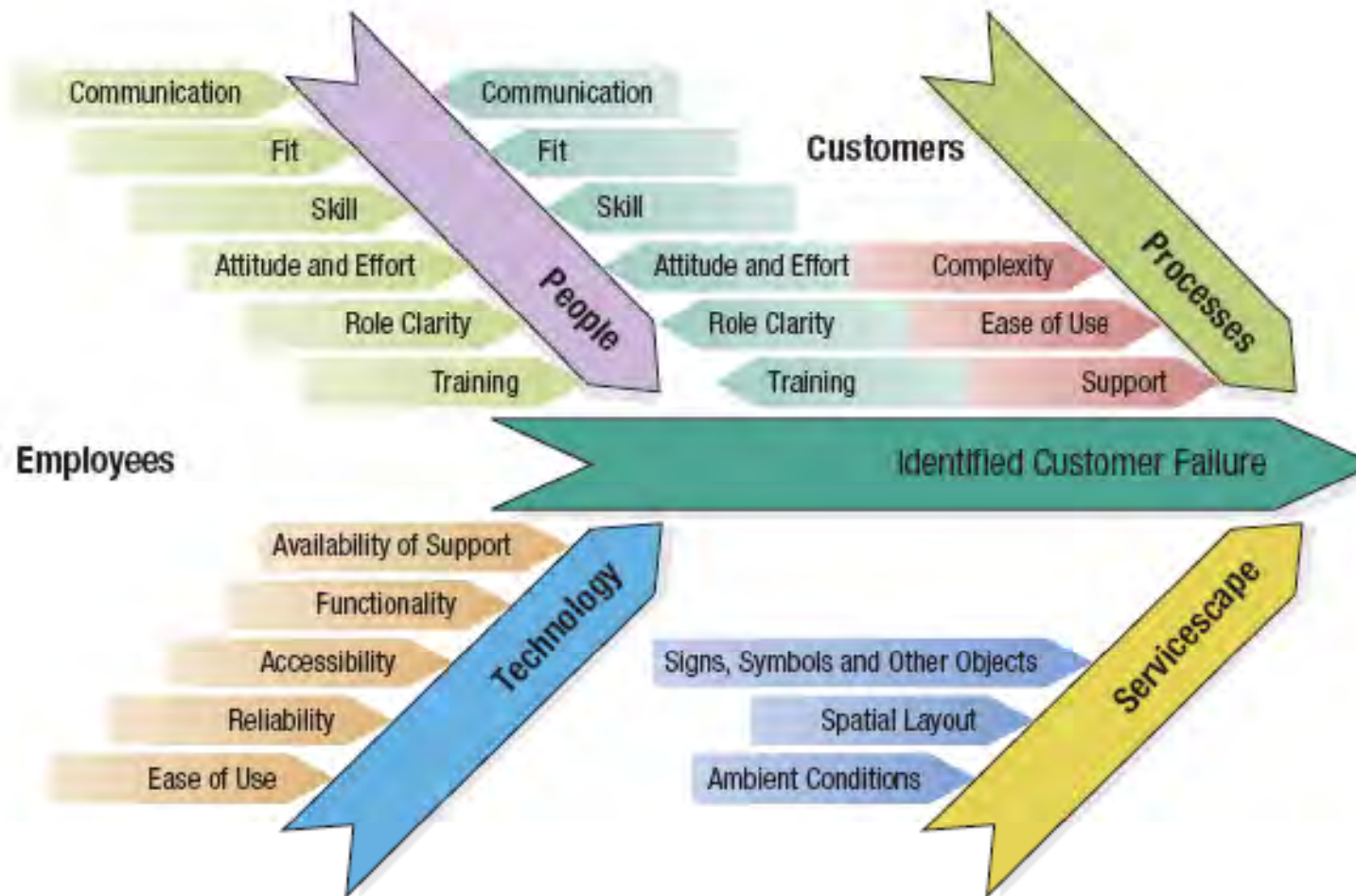


Shows how Southwest Airlines, through its streamlined operations and corporate culture, are able to pioneer many additional services and programs and wins the hearts of flyers.

Coproduction:

- Customers do not merely purchase and use services; they play an **active role** in the delivery of that service every step of the way.

Figure 13.3 Root Causes of Customer Failure



Solutions to prevent service failures:

- Redesign processes and redefine customer roles to simplify service encounters
- Incorporate the right technology to aid employees and customers
- Create high performance customers by enhancing their role clarity, motivation, and ability
- Encourage “customer citizenship” where customers help customers.

Holistic Marketing for Services

- The service outcome, and whether or not people will remain loyal to a service provider, is influenced by a host of variables.
- See Table 13.1

Table 13.1 Factors Leading to Customer Switching Behavior

Pricing <ul style="list-style-type: none">• High Price• Price Increases• Unfair Pricing• Deceptive Pricing	Response to Service Failure <ul style="list-style-type: none">• Negative Response• No Response• Reluctant Response
Inconvenience <ul style="list-style-type: none">• Location/Hours• Wait for Appointment• Wait for Service	Competition <ul style="list-style-type: none">• Found Better Service
Core Service Failure <ul style="list-style-type: none">• Service Mistakes• Billing Errors• Service Catastrophe	Ethical Problems <ul style="list-style-type: none">• Cheat• Hard Sell• Unsafe• Conflict of Interest
Service Encounter Failures <ul style="list-style-type: none">• Uncaring• Impolite• Unresponsive• Unknowledgeable	Involuntary Switching <ul style="list-style-type: none">• Customer Moved• Provider Closed

Source: Susan M. Keaveney, "Customer Switching Behavior in Service Industries: An Exploratory Study." *Journal of Marketing*, April 1995, pp. 71-82.



Singapore Airline adopts a holistic approach to its service, dividing its resources between training staff (employees), reviewing its processes (company), and creating new products and services (customers).

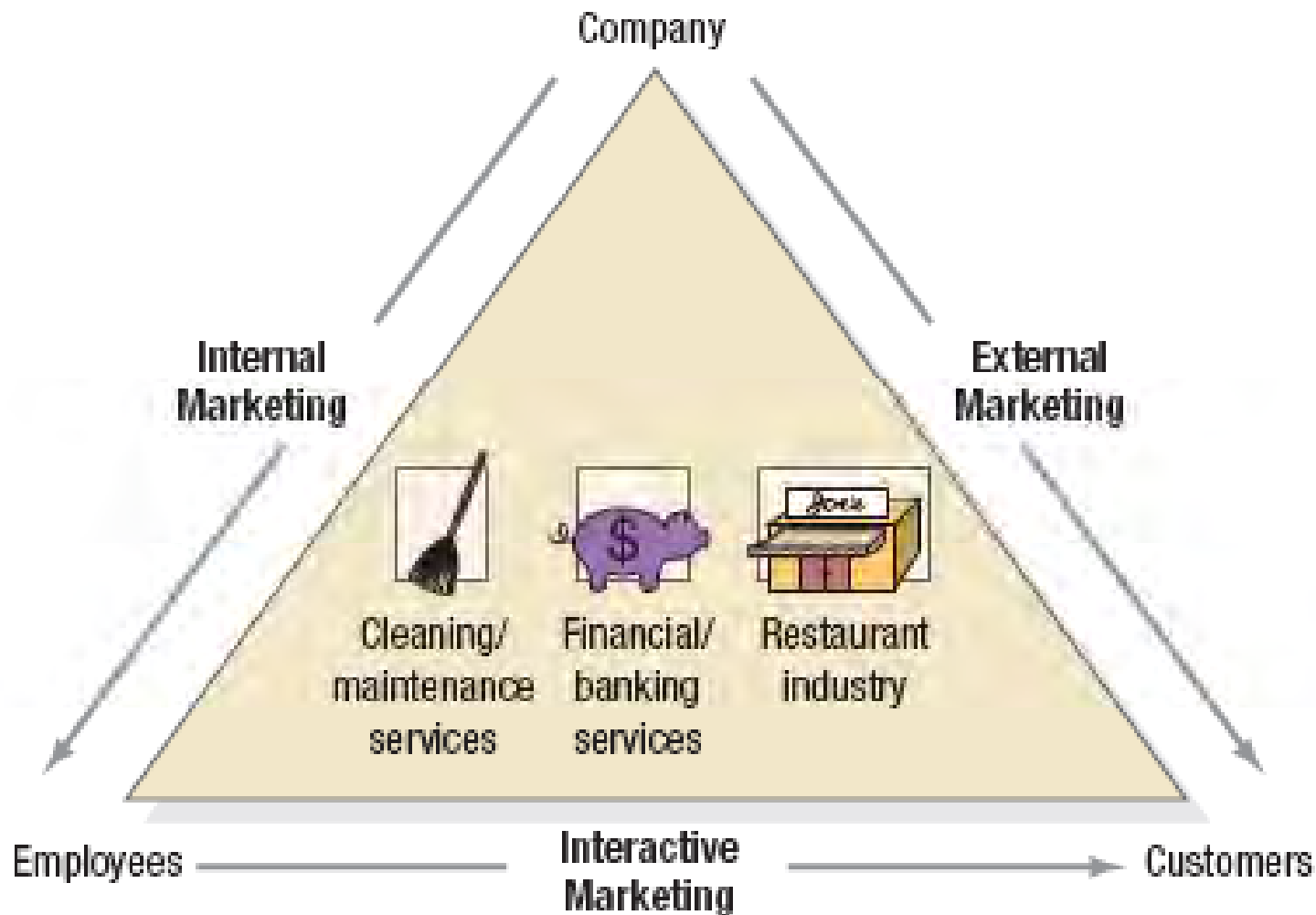
Three dimensions of Holistic Marketing for Services:

1. External Marketing
2. Interactive Marketing
3. Internal Marketing

Holistic Marketing:

- **External marketing** describes the normal work of preparing, pricing, distributing, and promoting the service to customers.
- **Internal marketing** describes training and motivating employees to serve customers well.
- **Interactive marketing** describes the employees' skills in serving the client. Clients judge servicees by its:
 - Technical quality
 - Functional quality.

Figure 13.4 Three Types of Marketing in Service Industries



Customer Empowerment

There are also shifts that favor the customer in the client relationship.

1. Companies are becoming more sophisticated about buying product support services.
2. Companies are pressing for “services unbundling.”
3. The Internet has empowered customers by letting them vent their rage around the world with a mouse click.

MANAGING SERVICE QUALITY

The service quality of a firm is tested at each service encounter.

Customer Expectations

- Customers form service expectations from many sources:
 - **Past experiences**
 - **Word-of-mouth**
 - **Advertising**

Customers **compare** the perceived service with the expected service.

- If the perceived service falls below the expected service customers are disappointed.
- If the perceived service meets or exceeds their expectations they are apt to use the provider again.

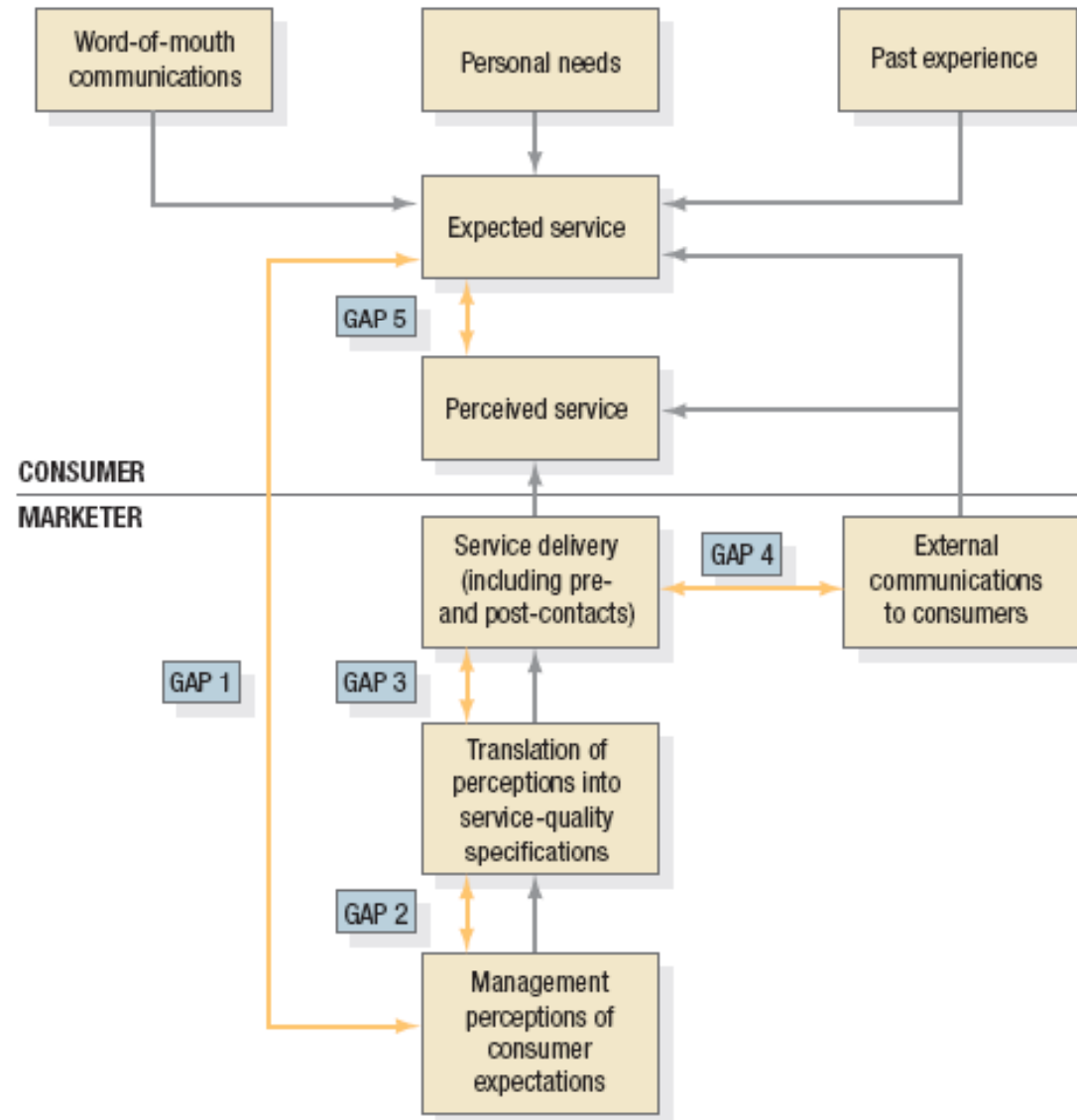
Delighting customers:

- Successful companies add benefits to their offering that not only satisfy customers but also surprise and delight them.
- Delighting customers is a matter of **exceeding** expectations.

The Service Quality Model:

- Parasuraman, Zeithaml, and Berry formulated a service-quality model that highlights the main requirements for delivering high service quality that identifies five gaps that cause unsuccessful delivery
- See Figure 13.5

Figure 13.5 Service-Quality Model



The Five Service Gaps:

1. Gap between consumer expectations and management perception.
2. Gap between management perception and service-quality specification.
3. Gap between service-quality specifications and service delivery.
4. Gap between service delivery and external communications.
5. Gap between perceived service and expected service.

Five determinants of service quality:

1. Reliability
2. Responsiveness
3. Assurance
4. Empathy
5. Tangibles

SERVQUAL attributes

- Based on these five factors, the researchers developed the 21-item SERVQUAL scale – see Table 13.1
- Authors note that there is a zone of tolerance or range where consumer perceptions on service dimensions would be deemed satisfactory, anchored by the minimum level consumers would be willing to accept and the level that the customer believe that it should be delivered.

Table 13.2 SERVQUAL Attributes

Reliability <ul style="list-style-type: none">● Providing service as promised● Dependability in handling customers' service problems● Performing services right the first time● Providing services at the promised time● Maintaining error-free records	Empathy <ul style="list-style-type: none">● Giving customers individual attention● Employees who deal with customers in a caring fashion● Having the customer's best interests at heart● Employees who understand the needs of their customers● Convenient business hours
Responsiveness <ul style="list-style-type: none">● Keeping customer informed on when services will be performed● Prompt service to customers● Willingness to help customers● Readiness to respond to customers' requests	Tangibles <ul style="list-style-type: none">● Modern equipment● Visually appealing facilities● Employees who have a neat, professional appearance● Visually appealing materials associated with the service
Assurance <ul style="list-style-type: none">● Employees who instill confidence in customers● Making customers feel safe in their transactions● Employees who are consistently courteous● Employees who have the knowledge to answer customer questions	

Marketing Insight: The role of expectations in service-quality perceptions

- The dynamic process model of service quality is based on the premise that customer perceptions and expectations of service quality will change over time.
- They are about what *will* and *should* happen – increasing customer expectations of what the firm will deliver can lead to improved perceptions; decreasing customer expectations of what the firm should deliver can lead to improved service perception.

Best Practices of Service Quality Management:

- Various studies have shown that well-managed service companies share the following common practices: a strategic concept, a history of top-management commitment to quality, high standards, self-service technologies, systems for monitoring service performance and customer complaints, and an emphasis on employee satisfaction.

Best practices of service quality management:

- **Strategic Concept**

Top service companies are “customer obsessed.” There is a clear sense of target customers and their needs.

- **Top-Management Commitment**

Companies such as Singapore Airlines, Giordano, Marriott, and Disney have a thorough commitment to service quality.

Best practices of service quality management:

■ High Standards

- The best service providers set high service-quality standards.
- The standards must be set appropriately high.
- A service company can differentiate itself by designing a better and faster delivery system.

Three levels of service differentiation:

- Reliability
- Resilience
- Innovativeness



Asian airports are known for providing excellent services. Singapore's Changi Airport is consistently ranked in the top 3 for international airports.

MARKETING MEMO

THE SEVEN DEADLY SINS OF SERVICE MANAGEMENT

Giordano is arguably Asia's most successful home grown clothing retail chain. Outstanding service is a cornerstone for Giordano's success. Peter Lau, its chairman and CEO, outlined seven cardinal errors top management of service businesses should note and avoid:

1. **Short-sightedness** — Instead of calculating the immediate economic return of each service initiative, Giordano focuses on its long-term cumulative benefits.
2. **Unhappy frontliners** — Unhappy staff will result in unhappy customers. Giordano offers its staff a 1.5-day holiday weekly and constant attitude training.
3. **Bloated management ego** — Most managers believe they know more than their staff and customers. Giordano believes in sharing information. Every morning, store briefings are held and the *Giordano Morning Post* faxed to all stores listing each shop's sales and which items sell well. Customer feedback is collected and rewarded regularly. Giordano also has a mystery shopper program.
4. **Absence of customer-friendly policies** — Most companies have procedures designed for selfprotection. Giordano's procedures facilitate customer satisfaction. Its exchange and

refund policies, usually no questions asked, are liberal. Staff are empowered to implement these policies to the best of their judgment.

5. **Training for short-term returns rather than for character-building** — Most companies do not have holistic people-development programs. Giordano employees are given not only sales training, but also personal growth workshops. Training costs per employee average \$700 annually. Employees spend 34 hours a year in training. A two-year management trainee program has also been implemented.
6. **Management does not walk the talk** — Most managers fail to lead by example. All Giordano senior managers frequent its stores to communicate with sales staff and customers. Company policies apply to all employees equally, with no added privilege given to anyone.
7. **Complacency** — Most companies are satisfied with the status quo. Giordano seeks to constantly improve its processes for anticipating and fulfilling customer demands. To stay abreast of fashion trends, for example, its New York design studio sends the latest in fashion basics from the U.S. via the Internet to Giordano's Hong Kong head office.

Source: Peter Lau, "The Seven Deadly Sins of Service Management." In *Asian Business Wisdom: From Deals to Dot.coms*, Dinna Louis C. Dayao, ed., (Singapore: John Wiley, 2001): pp. 203–207.

Marketing Insight: Developing customer interface systems

- Customer service interface is any place at which a company seeks to manage a relationship with a customer, whether through people, technology, or some combination of the two.
- To deliver high levels of customer-perceived value, any interface should excel on four dimensions: physical presence and appearance; cognition; emotion or attitude; connectedness.

Best practices of service quality management:

- **Self-Service Technologies (SSTs)**

As with products, consumers value convenience in services.

- Many person-to-person interactions are being replaced by self-service technologies.
- Not all SSTs improve service quality, but they have the potential of making service transactions more accurate, convenient, and faster for the consumer.

Best practices of service quality management:

■ Monitoring Systems

Top firms audit service performance, both its own and competitors, on a regular basis. It collects voice of the customer (VOC) measurements to probe customer satisfiers and dissatisfiers. Methods used include:

- Comparison shopping
- Ghost shopping
- Customer surveys
- Suggestion and complaint forms
- Service-audit teams
- Letters to senior management

Services can be **judged** as follows:

1. Customer importance and company performance
2. Importance-performance analysis is used to rate the various elements of the service bundle and identify what actions are required
3. See Table 13.3

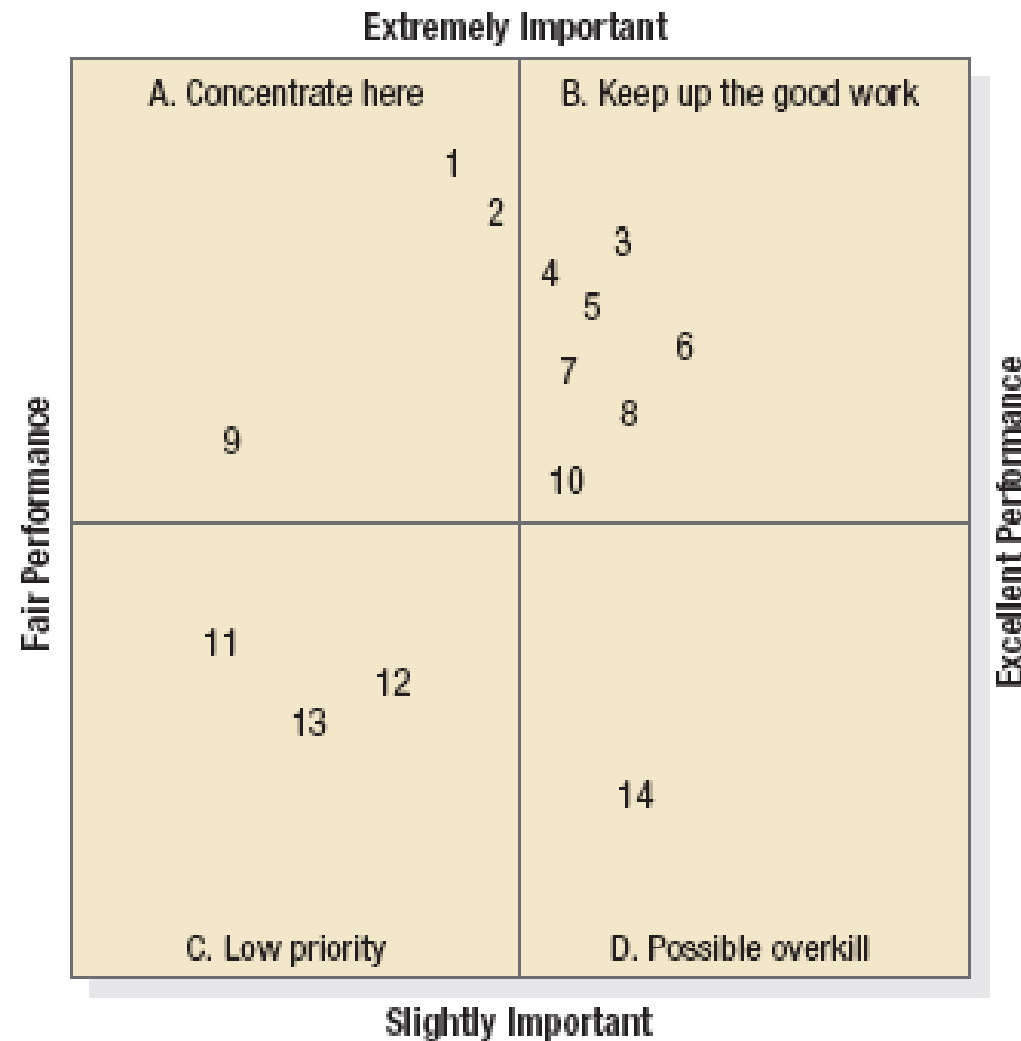
Table 13.3 Customer Importance and Performance Ratings for an Auto Dealership

Attribute Number	Attribute Description	Mean Importance Rating ^a	Mean Performance Rating ^b
1	Job done right the first time	3.83	2.63
2	Fast action on complaints	3.63	2.73
3	Prompt warranty work	3.60	3.15
4	Able to do any job needed	3.56	3.00
5	Service available when needed	3.41	3.05
6	Courteous and friendly service	3.41	3.29
7	Car ready when promised	3.38	3.03
8	Perform only necessary work	3.37	3.11
9	Low prices on service	3.29	2.00
10	Clean up after service work	3.27	3.02
11	Convenient to home	2.52	2.25
12	Convenient to work	2.43	2.49
13	Courtesy buses and cars	2.37	2.35
14	Send out maintenance notices	2.05	3.33

^a Ratings obtained from a four-point scale of "extremely important" (4), "important" (3), "slightly important" (2), and "not important" (1).

^b Ratings obtained from a four-point scale of "excellent" (4), "good" (3), "fair" (2), and "poor" (1). A "no basis for judgment" category was also provided.

Figure 13.6 Importance-Performance Analysis



Implications of the four quadrants

- Quadrant A shows important service elements that are not being performed at the desired levels.
- Quadrant B shows important service elements that are being performed well.
- Quadrant C shows minor service elements that are being delivered in a mediocre way but do not need any attention.
- Quadrant D shows that a minor service element is being performed in an excellent manner.

Satisfying Customer Complaints

- Every complaint is a gift if it is handled well.
- Companies that encourage disappointed customers to complain and also empower employees to remedy the situation on the spot have been shown to achieve higher revenues and greater profits.

Customer Complaints

- Customers dissatisfied 25% of the time but only 5% complain
- Resolve customer problem in a satisfactory manner is extremely critical
- Bad-mouthing can grow exponentially

Complaints and Asian customers:

- *Asian customers to provide negative feedback pose a challenge:*
 1. Quite taciturn & sparing with words
 2. Less open to give negative feedback
 3. Complaining represent loss of “face” - discomfort

Customer Complaints

- Complaints resolved earn company loyalty from these customers
- Complaints evaluated based on:
 - Outcomes they receive
 - Procedures used to arrive at outcomes
 - Interpersonal treatment during process

Methods for handling complaints:

- Extra-role behaviors for front-line employees can be a critical asset in handling complaints
- Companies also are increasing the quality of:
 - Call centers
 - Customer service representatives (CSRs)

Satisfying **Employees** as Well as Customers

- Excellent service companies know that positive employee attitudes will promote stronger customer loyalty.
- The product-line manager must review how the line is positioned against competitors' lines.

Satisfying **Employees** as Well as Customers

- Given the importance of positive employee attitudes, service companies must attract the best employees they can find. The need is to market a career rather than a job.
- It is important to audit employee job satisfaction regularly.

MANAGING SERVICE BRANDS

Some of the world's strongest brands are services—consider financial service leaders such as Citibank, American Express, and HSBC; and airlines such as Singapore Airlines, Cathay Pacific, and Japan Airlines. As with any brand, service brands must be skillful at differentiating themselves and developing appropriate brand strategies.

Differentiating Services

- Service marketers frequently complain about the difficulty of differentiating their services.
- To the extent that customers view a service as fairly homogeneous, they care less about the provider than the price.

Methods of service differentiation:

- A. The offering can include innovative features.
- B. What the customer expects is called the primary service package.
- C. The provider can add secondary service features to the package.
- D. Service providers can add a human element to their operations.
- E. Differentiation through the sheer range of its service offering and the success of its cross-selling efforts.

Developing Brand Strategies for Services

- **CHOOSING A BRAND** - decisions made not at actual location and where brand recall is crucial
- Other brand elements can “pick up the slack” & complement brand name
- No physical product, physical facilities of service like signage, apparels are very important

Developing Brand Strategies for Services

- **ESTABLISHING IMAGE DIMENSIONS** -
Organizational associations important -
affect evaluations of service quality
- Service firms - design marketing -
consumers learn more about brands than
from service encounters alone

Developing Brand Strategies for Services

- **DEVISING BRANDING STRATEGY** – develop brand hierarchy & portfolio
- To position & target different market segments
- Classes of service branded vertically - basis of price & quality

Branding strategy

- Vertical extensions often require sub-branding strategies where the corporate name is combined with an individual brand name or modifier.
- In the hotel and airlines industries, brand lines and portfolios have been created by brand extensions and introductions.
- For example, frequent-flier programs of most airlines have been branded, such as Evergreen Club (EVA Airways), Krisflyer (Singapore Airlines), and Marco Polo Club (Cathay Pacific).

The circus Cirque du Soleil has adopted a very strict branding strategy

1. **Cast teams for creative conflict.** Cirque officials generally make sure there's a mix of nationalities and viewpoints when they draft a creative team. Then they lock creators in a room with the instructions, "Don't come out till you have something great."
2. **Always shoot for the triple somersault.** Cirque's founder, Guy Laliberte, is famous for asking his people to stretch beyond the great to the jaw-dropping. "It is a commitment to a degree of sophistication and performance that distinguishes Cirque du Soleil productions from their less demanding peers," says coach Boris Verkhovsky.
3. **Recruit the near-great.** Elite athletes who just missed the national team generally have the same work ethic, the same tricks, and nearly the same skills as medal winners. The difference: They still have something to prove, and they're rarely prima donnas.
4. **Push the envelope—at the interview.** Cirque scouts routinely ask candidates to do something unexpected at their audition: Climb a rope... then sing a song when you get to the top ("Happy Birthday" is forbidden). It is a good way to find talent that's multidimensional and comfortable improvising, not to mention a great character test.
5. **Do not be greedy.** Cirque limits its show production to one a year. "It believes that to have fun creating shows and pushing the boundaries, one show a year is good enough. It does not want to jeopardize quality." If there's not a creative challenge, it will not do a deal, regardless of the financial impact.
6. **Protect creative teams from business pressures.** The creative teams are isolated from the Cirque du Soleil "machine." The creative teams need to eat and breathe their show. "Keeping them away from day-to-day operations protects them from business pressures."



Figure 13.7 Flying High Without a Net: Cirque du Soleil's Formula for Creative Success

Source: Linda Tischler, "Join the Circus," *Fast Company*, July 2005, pp. 53–58. [needs permission]

Managing Product Support Services

- All manufacturers of equipment have to provide product support services.
- Product support service is becoming a major battleground for competitive advantage.
- In the global marketplace, companies that make a good product but provide poor local service support are serious disadvantages.
- Firms that provide high-quality service outperform less service-orientated competitors.

Identifying & Satisfying Customer Needs

- Manufacturers of equipment - provide *product support services*
- Customers have 3 specific worries:
 1. *Reliability & failure frequency*
 2. *Downtime & service dependability*
 3. *Out-of-pocket costs*

Identifying & Satisfying Customer Needs

- Buyer **estimates life-cycle cost**
- Best support - pick services customers value most & relative importance
 - *Facilitating services &*
 - *Value-augmenting services*
- Plan product design & service-mix decisions in tandem

Identifying & Satisfying Customer Needs

- Can offer & charge for product support services in different ways:
 1. A standard offering + basic services
 2. *Service contracts or extended warranties*
 - Free maintenance & repair services - specified period & price

Postsale Service Strategy

- The quality of customer service departments varies greatly.
- In providing service, most companies progress through a series of stages from simply transferring customer calls to the appropriate department for action to those companies eager to receive customer requests and in turn, handle them expeditiously.

Customer Service Evolution

- Manufacturers start off running their own parts-and-service departments, but over time, manufacturers switch more maintenance and repair service to authorized distributors and dealers.

The Customer Service Imperative

- Customer service choices are increasing rapidly and manufacturers have to figure out how to make money on their equipment, independent of service contracts.

Marketing Debate – Is Service Marketing Different From Product Marketing?

Some services marketers vehemently maintains that services marketing is fundamentally different from product marketing & that different skills are involved. Some traditional product marketers disagree, saying “good marketing is good marketing.”

Take a position: Product & services marketing are fundamentally different *versus* Product & services marketing are highly related.

Marketing Discussion

Colleges, universities & other educational institutions can be classified as service organizations. How can you apply the marketing principles developed in this chapter to your school? Do you have any advice as to how they could become better service marketers?