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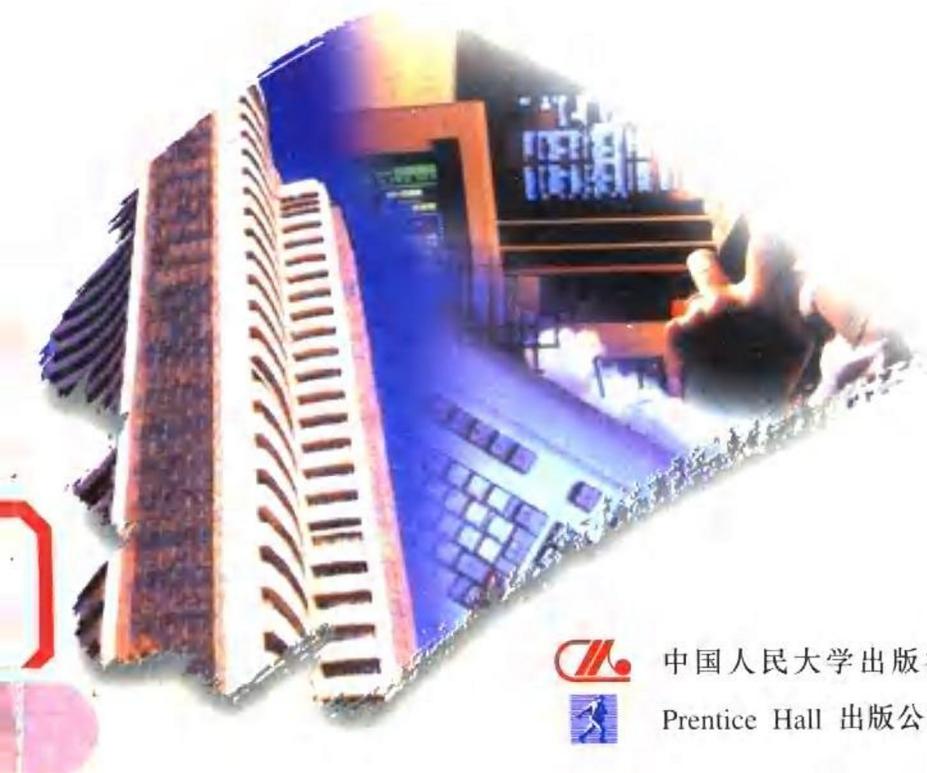
工商管理精要系列·影印版

服务营销

SERVICES MARKETING

艾德里安·佩恩 著

Adrian Payne



中国人民大学出版社



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《工商管理精要系列·影印版》

出 版 说 明

《工商管理精要系列·影印版》是中国人民大学出版社和西蒙与舒斯特国际出版公司继《工商管理经典译丛》之后，共同合作出版的一套大型工商管理精品影印丛书。

本丛书由欧洲著名管理学院和管理咨询公司的教授和专家撰写，它将 90 年代以来国际上工商管理各专业的最新研究成果，分门别类加以精练浓缩，由享誉世界的最大教育图书出版商 Prentice Hall 出版公司出版。每一本书都给出了该专业学生应掌握的理论框架和知识信息，并对该专业的核心问题和关键理论作了全面而精当的阐述。本丛书虽然篇幅不长，但内容充实，信息量大，语言精练，易于操作且系统性强。因此，自 90 年代初陆续出版以来，受到欧洲、北美及世界各地管理教育界和工商企业界读者的普遍欢迎，累计发行量已达数百万册，是当今国际工商管理方面最优秀的精品图书之一。

这套影印版的出版发行，旨在推动我国工商管理教育和 MBA 事业的发展，为广大师生和工商企业界读者，提供一套原汁原味反映国外管理科学研究成果的浓缩精品图书。有助于读者尽快提高专业外语水平，扩大知识面，掌握工商管理各专业的核心理论和管理技巧。

本丛书可作为管理院校的专业外语教材和各类企业的培训教材，对于那些接受短期培训的企业管理者、MBA 学生，以及想迅

速了解工商管理各专业核心领域的师生来说，本丛书更是极具价值的藏书和参考资料。

为了能及时反映国际上工商管理的研究成果，中国人民大学出版社今后将与 Prentice Hall 出版公司同步出版本丛书的其他最新内容并更新版本，使中国读者能借助本丛书，跟踪了解国际管理科学发展的最新动态。

1997 年 8 月

Preface

The service sector has increased dramatically in importance over the last decade, both internationally and in the UK, where it now accounts for nearly two-thirds of the economy by income and jobs.

Deregulation of services, growing competition, fluctuations in demand, and the application of new technologies are presenting a considerable challenge to service companies, which the unification of Europe is intensifying. Banks, building societies, insurance companies, airlines, retailers and telecommunications companies, as well as professional service firms such as accountants and lawyers, need new approaches to address the challenge. The non-profit sector, government and newly privatized utilities are also becoming increasingly aware of the need to improve their performance. In addition, the importance of services as a source of competitive advantage in manufacturing has increased greatly in the last five years.

The text provides an introduction to services marketing and is aimed primarily at managers on short courses and students on MBA, undergraduate and diploma courses. The book does not assume a specialist knowledge of marketing. There are many longer and more complex texts on services marketing and management; however, a short book offering a foundation on the application of marketing for service businesses from a managerial perspective is noticeably absent. It is the purpose of this book to fill the gap. Having read this book, readers may wish to move to more advanced texts, details of which are given in the reading list at the end of the book.

In a short book such as this some decisions inevitably need to be made on which elements of marketing should be discussed in detail and which should be only briefly reviewed. In determining this several issues were considered. Firstly, to what extent are the elements especially important or crucial in service businesses? Secondly, to what

Preface

degree are the elements different, either substantively or in application, for service businesses? Thirdly, is a good general treatment of the elements available in most marketing texts? Emphasis is placed here on a number of topics which are not discussed adequately in many of the texts on services marketing. The book adopts a managerial rather than a tactical focus, and presents those strategic elements and issues considered relevant to service marketers.

The intention of the book is to provide a managerial framework of services marketing for managers and students with an interest in the services sector. Its focus is primarily on services business but much of it is relevant to services in manufacturing businesses. In keeping with the concept of The Essence series, academic footnotes are kept to a minimum.

Chapters 1 and 2 begin by exploring the nature of services and key concepts in services marketing and relationship marketing. Chapters 3 to 5 examine some specific key tasks in services marketing including development of effective mission statements, market segmentation and service positioning. Chapter 6 involves a review of assembling the services marketing mix. Chapters 7 and 8 are concerned with a detailed discussion of two key challenges to the services marketer – the creation of integrated marketing plans and the development of a customer-focused services culture.

Most of the ideas contained in this book have been used with many managers both at Cranfield School of Management and within service firms. I am particularly grateful to the insights offered and the intellectual curiosity displayed by MBA students and practising managers attending courses at Cranfield, and my colleagues researching and working in the services sector. Sections of this book are based on a number of articles and monographs used at Cranfield on services courses and are included with the copyright holders' permission.

Special thanks are due to Pennie Frow for all her help and support and to Robert Stanley, a pioneer services marketer, for getting me started. I am especially indebted to Anna Newman-Brown for typing this manuscript.

Adrian Payne

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The nature of services marketing

Western Europe is becoming a predominantly service-based economy. Explosive yet erratic growth in this area, coupled with decline in traditional manufacturing, means that whether measured by income or numbers employed, more than 60 per cent of most Western economies are now in the services sector. Intense competition, encouraged by deregulation in both the financial and professional markets as well as the application of new technology, has fuelled this growth. Within all sectors of the economy there has been a growing trend towards specialization leading to greater reliance on external specialist service providers. When the EC dropped its internal trade barriers at the end of 1992, opening up the entire continent of more than 320 million people as a home market, this trend intensified.

Services marketing has increased in importance over the last decade with the advent of competition. Ten years ago competition was relatively less important to firms in service businesses. However, competitiveness has escalated at an alarming rate in most service sectors.

We are frequently asked the following question: 'Is the marketing of services, and consumer or industrial products, similar or different?' We always give the same reply – yes and no. This reply, rather than being evasive is meant to highlight the following:

- At a higher level the theory of marketing is relevant to all exchange relationships. The same principles and concerns apply.
- At the industry sector and operational levels the characteristics of

services may dictate the need to place more emphasis on some marketing element and/or apply other marketing elements in a different way.

With an intangible product and with copyright impossible on many service innovations, marketing staff in the services industries are faced with a special challenge: how can a firm achieve a unique corporate image, product differentiation, and a distinctive reputation in the marketplace? How can one airline seat or one insurance policy be made to appear more attractive than the opposition's broadly similar offering? In such an intensely competitive environment, marketing skills in services will be at a premium.

Some of the traditional business divisions no longer apply and services marketing professionals can learn from people involved in other areas of expertise such as fast moving consumer goods, which has a lot in common with certain services such as package tours. Professionals like architects and solicitors now have to consider how to improve their marketing to both consumers and businesses as a consequence of deregulation. In deregulated businesses in particular, managers have recently seen an urgent need for marketing where none existed previously. Even non-profit making bodies such as charities, hospitals and some government departments – such as the Department of Industry with its Enterprise Initiative – are discovering the need for services marketing.

In this chapter we begin with an overview of the service economy and a consideration of the nature of services. We then examine ways of classifying services to help gain strategic marketing insights and conclude by exploring the role of services in manufacturing.

An overview of the services economy

World War II marked a milestone in the explosive rise of service industries. At the end of the war major social and economic changes transformed Western economies. The restructuring of the shattered European economy brought massive new investment projects, which placed new demands on the financial services sector. Specialization in all areas of production meant that businesses became more reliant upon contracted services. The increased rate of spending on personal consumption services has also been impressive, rising from approximately 30 per cent to over 50 per cent in the last thirty years. Individuals are spending greater proportions of their income on travel, restaurant and leisure services to improve the quality of their lives; on telephone, postal and communication services, reflecting a more

dynamic and fast moving environment; and on purchasing better quality health and education services. The growing complexity of banking, insurance, investment, accountancy and legal services has led to greater demands for financial and professional services in each of these areas. Over the past forty years the services sector has come to dominate our economy. This trend has been so strong that it has been described as the Second Industrial Revolution.

Table 1.1 provides a breakdown of employment in the UK between 1968 and 1990. On the basis of the government statistics in the table we can see that the proportion of employees in the service sector grew from 50 per cent in 1968 to 70 per cent in 1990. This trend has been evident throughout the world, with the more advanced economies showing the greatest growth in services. Table 1.2 offers an international comparison of civilian employment in twenty-one countries. With the exception of Greece and Portugal all the countries listed have more than 50 per cent employment in the services sector.

Table 1.1 Total UK employees in employment in June 1990 (thousands)

	Service employees	All other	Total in employment
1968	11 242	10 944	22 186
1969	11 243	10 905	22 148
1970	11 294	10 699	21 993
1971	11 358	10 290	21 648
1972	11 667	9983	21 650
1973	12 096	10 086	22 182
1974	12 240	10 057	22 297
1975	12 545	9668	22 213
1976	12 624	9424	22 048
1977	12 698	9428	22 126
1978	12 895	9378	22 273
1979	13 260	9378	22 638
1980	13 384	9074	22 458
1981	13 142	8244	21 386
1982	13 117	7799	20 916
1983	13 169	7403	20 572
1984	13 503	7238	20 741
1985	13 769	7151	20 920
1986	13 954	6932	20 886
1987	14 247	6833	21 080
1988	14 853	6907	21 760
1989	15 319	6908	22 227
1990	15 849	6846	22 695

Source: *Monthly Digest of Statistics and Employment Gazette*, February 1991.

Table 1.2 Civilian employment by sector: international comparison, 1988 (%)

	Services	Industry	Agriculture
UK	66.6	29.8	2.3
Australia	67.8	26.4	5.8
Austria	54.5	37.4	8.1
Belgium	68.9	28.3	2.8
Canada	69.9	25.6	4.5
Denmark	67.1	27.2	5.8
Finland	59.6	30.6	9.8
France	62.9	30.3	6.8
FR Germany	56.1	39.8	4.0
Greece	46.2	27.2	26.6
Irish Republic	56.9	27.8	15.4
Italy	57.7	32.4	9.8
Japan	58.0	34.1	7.9
Luxembourg	65.0	31.6	3.4
Netherlands	68.8	26.4	4.8
Norway	67.1	26.4	6.4
Portugal	44.2	35.1	20.7
Spain	53.1	32.5	14.4
Sweden	66.7	29.5	3.8
Switzerland	59.2	35.0	5.7
United States	70.2	26.9	2.9

Source: *Employment Gazette*, February 1991.

There are various reasons for the growth of the services sector. These can be divided into demographic, social, economic and political changes.

Demographic changes

- Life expectancy has risen, producing an expanding retired population. This sector has created new demands for leisure and travel as well as for health care and nursing.
- Structural shifts in communities have affected where and how people live. The development of new towns and regions has increased the need for infrastructure and support services.

Social changes

- The increased number of women in the workforce has led to previously domestic functions being performed outside the home. This has promoted the rapid rise of the fast food industry, child care facilities and other personal services.

- Working women and the resulting two-income households have created a greater demand for consumer services, including retailing, real estate and personal financial service.
- The quality of life has improved. Smaller families with two incomes have more disposable income to spend on entertainment, travel and hospitality services.
- International travel and mobility have produced more sophisticated consumer tastes. Consumers compare services both nationally and internationally and demand variety and improved quality.
- The greater complexity of life has created demand for a wide range of services, particularly legal and financial advice.
- Communication and travel have increased aspiration levels. As a result both children and adults are making new demands on learning establishments, in order to develop the skills needed to compete in our complex and fast changing environment.

Economic changes

- Globalization has increased the demand for communication, travel and information services. This has been fuelled by the rapid changes brought about by new information technology.
- Increased specialization within the economy has led to greater reliance on specialist service providers; for example, advertising and market research have become specialist functions supporting all sectors of the economy.

Political and legal changes

- Government has grown in size, creating a huge infrastructure of service departments. This trend has been augmented by the European Community.
- Internationalism has made increased and new demands on legal and other professional services.

Many of these changes have knock on effects. For example, globalization is producing concentration within many industries – often by acquisition. In one recent example over £15 million was spent on fees to merchant banks, financiers, accountants and legal advisers, over a relatively short period in an unsuccessful attempt to ward off an acquirer. A large amount was also spent by the acquiring company. As a consequence of the successful acquisition, many staff were made redundant, creating demand for out-placement consultants and external specialists. Management consultants were called in to improve the company's operations and actuaries were used to sort out transference

and settlement of pension schemes. Loss adjusters, insurance brokers and insurance companies were involved following a fire, (which was believed to be the result of sabotage). Architects were used to redesign the building, involving the subsequent use of other services.

This example illustrates an important feature of demand for many types of services. The various providers of the services did not have advance warning of the service requirement. They could not plan for the sudden demand on their various specialisms. Each of the services was very much dependent upon people resources, which cannot be stockpiled. The increased demand for services is in part driven by the greater complexity of all business transactions.

A further factor in the current economy is an increasing trend for companies to subcontract out to specialist service providers a wide range of activities which they previously carried out in house. Contract catering, recruitment, advertising, transportation, computer services, training, market research and product design are all examples of such work being delegated to external organizations. Companies are becoming more focused, realizing that increased sophistication in the marketplace and greater competition means that such activities are better performed by external specialists.

The nature of services

The increasing interest in the services sector has been accompanied by considerable disagreement and debate as to what constitutes a service and whether services marketing is a distinctive subject area. Many authors have sought to develop definitive descriptions of a service, yet no adequate agreed definition has emerged.

In a review of over ten different definitions of service one author pointed out that all the definitions he had examined were too limited. Our definition, recognizing that any definition is inherently restrictive, is as follows:

A service is an activity which has some element of intangibility associated with it, which involves some interaction with customers or with property in their possession, and does not result in a transfer of ownership. A change in condition may occur and production of the service may or may not be closely associated with a physical product.

However, given the diversity of services, examples of services which do not fit any definition can usually be found.

There is often confusion over terminology in this area. We view a **product** as an overall package of objects or processes which provide some value to customers, whilst **goods** and **services** are subcategories which describe two types of product. However, there is no widely used convention and even within the same service industry, terms such as 'product', 'service' or 'service product' may be used interchangeably. Rather than being too concerned with a definition of services, it is more useful to explore what they are and what 'offer' is made to customers.

Phillip Kotler has distinguished four categories of offer, varying from a pure good to a pure service:¹

- A **pure tangible good** such as soap, toothpaste or salt. No services accompany the product.
- A **tangible good with accompanying services** to enhance its consumer appeal. Computers are an example.
- A **major service with accompanying minor goods and services** such as first class airline travel.
- A **pure service** like baby-sitting and psychotherapy.

This categorization starts to make it clear why it is difficult either to define or generalize about services. Services vary considerably over a range of factors, including whether they are directed at businesses or individual consumers; whether they require a customer's physical presence; and whether they are equipment intensive or people intensive (e.g. a launderette versus a masseur).

To what extent do services differ from goods? It is frequently argued that services have unique characteristics that differentiate them from goods or manufactured products. The four characteristics most commonly ascribed to services are:

- **Intangibility** – services are to a large extent abstract and intangible.
- **Heterogeneity** – services are non-standard and highly variable.
- **Inseparability** – services are typically produced and consumed at the same time, with customer participation in the process.
- **Perishability** – it is not possible to store services in inventory.

Several authors have pointed out that these characteristics by no means fully describe all services and that some manufactured products have one or more of the four characteristics. Some further comments on these characteristics are appropriate at this point.

Undoubtedly services such as education are highly intangible; however, the customers of a restaurant seek a highly tangible product