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ASSESSMENT OF SEVEN P's OF MARKETING WITHIN SERVICES CONTEXT

CASE OF SUBWAY |

ABSTRACT

In general, we define services as deeds, processes or performances. The services availed or given are not tangible things which can be touched, seen felt, but rather are intangible deeds and performances. The better services are the strategic asset of any organization; this talent of serving the customer has to be managed and preserved. This project presents a descriptive study, which mainly investigates on the effectiveness of 7 P's in service marketing and service marketing as well. A case study of SUBWAY, a leading fast food restaurant, has been presented in this research and analysis of the effectiveness of their service part and betterment in the service marketing of the business. This study also investigate on the significance of 7P's in service marketing, different features of service marketing, relevance of service management, trends in market and its effects on the revenue and brand image of the company. The research study on the case mainly helps in finding about the effectiveness of 7Ps of marketing on subway at Croydon Branch, London and it would provide an opportunity for a focused study in relation to the different P's. The importance of the study is that it offers the opportunity to conduct a focused study in this regard. This study emphasizes the difference between service and product marketing and sustaining a good brand image, which is the precious asset treasured by all organizations.

The general purpose of this study is to address the potential impact of service marketing related issues and initiatives for the implementation of 7P's model of marketing, the importance of service marketing and management is done to achieve a positive brand image, customer satisfaction, sustainable growth in the market, competitive edge in the market.

In today's market place, there is a higher degree of innovation and altercations within the organizational operations. These are very different from traditional approaches in variety of manners.

Keywords: Service marketing, 7P's of marketing, Subway

Contents

CHAPTER 1- INTRODUCTION.....	4
1.1 ORGANIZATIONAL BACKGROUND	6
1.2 BACKGROUND TO THE PROBLEM	7
1.3 AIMS AND OBJECTIVES	10
1.4 RESEARCH QUESTIONS.....	10
1.5 RATIONALE BEHIND THE RESEARCH SUBJECT	11
1.6 SCOPE AND LIMITATIONS.....	12
CHAPTER TWO- LITERATURE REVIEW.....	13
2.1 SERVICES.....	13
2.2 SERVICES MARKETING.....	15
2.3 SERVICE DIFFERENTIATION	22
2.4 HETROGENITY IN SERVICE MARKETING.....	23
2.5 SERVICE CHANNELS	24
2.6 PERISHABILITY IN SERVICES MARKETING	24
2.7 LIFE HISTORY OF SERVICES MARKETING	25
2.8 THEORY OF THE GAPS MODEL IN SERVICE MARKETING.....	26
2.9 GLOBALIZATION AND SERVICES MARKETING	32
CHAPTER 3- RESEARCH METHODOLOGY	36
3.1 QUALITATIVE RESEARCH.....	37
3.2 QUANTITATIVE RESEARCH	37
3.3 SELECTING THE APT TECHNIQUE IN CASE OF PRESENTATION	41
3.4 DATA ASSESSMENT.....	43
CHAPTER 4- QUESTIONNAIRE ASSESSMENT	44
4.1 FINDINGS AND RECOMMENDATIONS.....	56
CONCLUSION.....	58
REFERENCES.....	60
APPENDICES	68

CHAPTER 1- INTRODUCTION

In the present scenario and business world, there is a huge demand of innovation and changes for the betterment of the organization. It is quite different from conventional business when people used to stick with their own set rules and earn good profit margins but now customer is the king and satisfaction of customers is at the peak point. Any organization has to respect the demand and requirement of the customer. Then after, they can think about the company profits. In today's time organizations have to resort to proactive approach to cater to the augmenting needs of their potential customers. Now loyalty level of customers is not that high as it was during some years back. The switching cost for almost all category of product and service offerings have become negligible because of the increased options in the market. If a customer has a feeling that they are not being served and treated in a proper manner then it may be a loss for the organization. In case of improper treatment, customer immediately switches to another organization offering similar basket of offerings.

The above case is true in almost all cases as the competition level has intensified and there are numerous organizations in the market fighting for market share in the same segment. Thereby if any organization wishes to sustain in the competitive market, then it has to have some kind of competitive edge over competitors. *(Heathfield, S., 2010)*

The organization in consideration in this particular research study is Subway which fast food restaurant chain in the service sector across the globe. It is an organization which is highly oriented towards customer service in a much customized manner. In this case one more notable fact is that it is not the customer service which is high or low but it is the customer delight which is on a very high level. The intended clients of the organization are to be served in a way which delights them and in this way if customers are kept satisfied, they will intend to stay with the organization and losses owing to switching can be mitigated.

In order to accomplish the above mentioned objectives, the organization should take proactive steps with respect to service management so that process results in the desired an effective manner.

The report is analyzing the effectiveness of various method of evolving service marketing strategies in the organization. The next part of the research study will focus on prime objectives and other research questions with respect to the research topic. At the end of the entire research study, there will be description with respect to research findings and derived conclusions as well.

The overall focus is on the marketing strategy of Subway as a brand which was started in 1965 in Bidgeport, Conneticut. The goal was to be the largest food franchisee in the world. It may have achieved its goal of being world's biggest food franchisee by passing McDonalds but accepting the fact, that subway can't be considered as an everyday fast food outlet. As they are in the business of healthy eating, they sell their main products being their submarine sandwiches which are made right in front of your eyes by the highly efficient staff members. It has an impressive foothold within the industry brought by its revolutions under the new concept of customisation and healthy food.

1.1 ORGANIZATIONAL BACKGROUND

Organizational profile

The organization which is in consideration in this research study is Subways which is basically an American restaurant franchise that engages primarily into selling sub marine sandwiches and salads. Right from its inception it has been owned and operated by Doctors' Associates Inc (DAI). It is also to be mentioned in this case it is the fastest growing franchisees across the entire globe with 35,127 restaurants across 98 countries as per the figures released in the year September 2011. It is also to be acknowledged that it is the largest single brand restaurant chain on a global scale and has to its credit second position in relation to the list of largest restaurants operators across the entire globe.

The main operational office of this second largest fast food retail chain are present in Milford, Connecticut and then it also has five regional offices to support Subway's growing international operations across the entire globe. It is also astonishing to take a note of the fact that various Subways restaurants have been able to secure rank on a consistent basis in Entrepreneur Magazine's Top 500 franchises and it was also selected as number tow overall franchise in the year 2008. To add on to it, it was also ranked as number three in the list of Fastest Growing Franchise and number one Global Franchise as well.

As an international organization, Subway system is dedicated to an array of great tasting, healthier food choices and at the same time it has augmented its environmental sustainable operations which has carved out a positive influence around the globe. The first outlet of this huge fast food retail chain was present in Bridgeport, Connecticut in the year 1985. The founders were quite clear in relation to their basic principles of operations such as importance if serving a well made, high quality product offerings, having in place superior customer service mechanism for better customer satisfaction, maintaining low operational costs and above all having operations at great locations across the entire globe.

At present, this brand is accredited with being the world's largest submarine sandwich chain which also has presence at more than 34,000 locations across the entire globe. The prime vision with which this organization operates is to make the restaurants as well as

their operations as environmental and socially responsible as far as possible. As an organization, Subways is committed to-

Evolve its menu and continuously serve tastier and healthy options along with rendering access to nutrition and healthier life style information as well

Make sure that the food being served is of highest quality and meets the required benchmarked safety standards as well

Exploring and putting in place sustainable and cost effective solutions that have the capability to serve the business needs in the intended positive manner

As a business partner uncover sustainable as well as cost effective solutions that are capable of serving business needs for franchisee

Having in place various kinds of sustainable initiatives in relation to being energy efficient, resource conservation, waste reduction, sustainable sourcing as well as supply chain management

It is also to be mentioned in this case that Subway has been able to sustain its position as a nutritional leader and the brand is dedicated to render its customers with a full-fledged offerings which are an excellent combination of great taste and nutrition. The main goal of this restaurant chain is to establish itself as Quick Service Restaurant (QSR) across the globe while sustaining the great tasting freshness of product offerings that is also considered the trademark of Subways.

All the restaurants under the umbrella of Subway adhere to Gold Standard Policies in relation to prepared food and come up with manufacturing and inspection specifications. Food is prepared through specifications strictly and temperatures are also monitored on a regular basis.

1.2BACKGROUND TO THE PROBLEM

In present market place there are significant amount of changes which are taking place which are adding on to the complexity and difficulty level. Thereby it is getting extremely difficult for various organizations to survive in the increasing competitive market world. Services marketing deals with the marketing issues that are challenging

service providers such as banks and airlines. Within services marketing there is an increasing interest in the specific marketing needs of groups such as lawyers and doctors. This has given rise to marketing concepts which apply in the context of professional services marketing. The focus of marketer's attention is shifting to an even more abstract concept of 'experiences'. Therefore, a new concept of experience marketing has been evolved these days.

According to Buchanan and Gilles, the increased profitability associated with customer retention efforts occurs because of several factors that occur once a relationship has been established with a customer.

1. The cost of acquisition occurs only at the beginning of a relationship, so the longer the relationship, the lower the amortized cost.
2. Account maintenance costs decline as a percentage of total costs (or as a percentage of revenue).
3. Long-term customers tend to be less inclined to switch, and also tend to be fewer prices sensitive. This can result in stable unit sales volume and increases in dollar-sales volume.
4. Long-term customers may initiate free word of mouth promotions and referrals.
5. Long-term customers are more likely to purchase ancillary products and high margin supplemental products.
- 6.
7. Customers that stay with you tend to be satisfied with the relationship and are less likely to switch to competitors, making it difficult for competitors to enter the market or gain market share.
8. Regular customers tend to be less expensive to service because they are familiar with the process, require less "education", and are consistent in their order placement.

9. Increased customer retention and loyalty makes the employees' jobs easier and more satisfying. In turn, happy employees feed back into better customer satisfaction in a virtuous circle.

Thus if any organization has effective implementation of all 7P's of marketing and service marketing management in marketplace then it will become quite easy for organizations to maintain a good brand image of subway as well as to sustain in the competition.

As per the findings uncovered in the research studies undertaken, most of the organizations put more effort into marketing services and increasing demand toward more "leading edge" marketing services. The study found that while foundational marketing priorities will remain important, leaders and non-leaders both expect leading-edge capabilities to grow in importance. And when it comes to the top marketing objectives, "developing custom content". "Building deeper insights into client base" is still the most.

Thereby this particular research study will make attempt to uncover the importance and aim with respect to execution of various methods for the effectiveness of service marketing in order to foster the growth of organization in monetary as well as non-monetary sense so as to deliver the desired results in a better manner. So, the research topic in this particular research study holds very much true in this case as well. The organization needs to comprehend variety of ways to manage the service marketing part and judge the effectiveness of 7P's of marketing as this affects overall productivity level of the organization.

Consequently, the research questions to be answered by this research places a focus on each edge that aggregates the aforementioned points that are mentioned in research questions part of the case. These questions constitute the backbone of this research as well as the research background. In the following chapters, the answers will be provided either in theory or in practice depending on the nature of the area of investigation.

1.3 AIMS AND OBJECTIVES

- To identify the strength and weaknesses in terms of 7P's in perspective of service marketing done by subway
- To analyze the effectiveness of service marketing mix in subway
- Is service marketing mix implemented by subway well aligned with overall vision and strategy
- To explore the changes and improvements for the services with respect to 7P's of marketing
- To comprehend, how effectively does the service marketing for a service to communicate its benefits, quality and unique selling proposition
- To analyze the relevance of theoretical perspectives of 7P's to fast food industry
- To analyze the current practices that subway store(Croydon) follows in relation to 7P's of marketing

1.4 RESEARCH QUESTIONS

- To analyze the effectiveness of 7p's of marketing and service marketing strategy to supplement the overall strategy of subway
- To comprehend the initiatives and actions to be taken for the improvement of service of subway
- To examine the relevance of service marketing and 7P's of marketing in context to the success of subway
- To determine the marketing PRICE strategy for subway to counter the threats to its business
- To determine the marketing PRODUCT strategy for subway to counter the threats to its business

- To determine the marketing PLACE strategy for subway to counter the threats to its business
- To determine the marketing PROMOTION strategy for subway to counter the threats to its business
- To explore the better solutions for subway to deal with the growth in competitive market
- To identify the level of difficulty perceived by the consumers when opting subway as an everyday fast food outlet
- To critically examine the unique selling proposition of subway that is the healthy eating food as a concept of marketing

1.5 RATIONALE BEHIND THE RESEARCH SUBJECT

Blanche et al. (2007) states that the rationale, which is normally developed alongside the central ideas disclosed in the relevant literature, provides reasons why the research is being conducted. The justification does not only relate to the researcher's interest in the chosen topic, which has been enhanced and put in an academic formulation after the review of literature, but also relies on the passion to draw attention on the topic which is believed to have vital importance as the human kind goes through the era of technology and change.

The motivation for the proposed topic is to associate the theory of 7P's of marketing and they are **product, price, place, promotion, people, process and physical evidence** for the fast food chain restaurant and judging the overall effectiveness of service marketing as well for the same industry with real life examples using consumer perception.

1.6 SCOPE AND LIMITATIONS

The scope of the research is related to the issues of effectiveness of 7P's of marketing and characteristics of services that would be studied in a detailed manner further from the perspective of the customers. The research study would ensure that the service element and marketing issues related to subway is strongly taken into the consideration with the help of right and accurate information. The research would be specific and limited up to the store located at Croydon, UK because the place or location of the restaurant matters a lot in terms of services and ethics followed at the place.

On the contrary, the concept of standardization has been evolved in this era. As Standardization is defined as best technical application consensual wisdom inclusive of processes for selection in making appropriate choices for ratification coupled with consistent decisions for maintaining obtained standards. This view includes the case of "spontaneous standardization processes", to produce de facto standards. But still, this concept cannot be implemented completely in the organization. The main focus of study is limited to the service segment of the business operations, and would not concentrate on the product line of subway. The product analysis is not at all relevant to this research study of the case and would increase the scope of the research and be limited to the service segment. Thus research study in relation to the present context appears to be quite a sound topic to be explored and worked upon to derive the best possible results as well.

CHAPTER TWO- LITERATURE REVIEW

2.1 SERVICES

Services can be considered as those activities, advantages as well as satisfaction that is rendered in relation to sales made or rendered in connection with final sales. (AMA, Committee of Definitions 1960, p21). As per the viewpoint of Quinn, Baruch and Paquette (1987), services comprise various types of different economic activities and tasks which result not only in a physical product offering but also is generally consumed at the time of production itself and thereby renders value in augmented forms such as convenience, amusement, timeliness, comfort or other health benefits as well that are vitally intangible parameters for the first purchaser.

In this case the literature will attempt to highlight the differences in nature of services versus product offerings which are supposed to be carving special kind of unique challenges for service marketers and in relation to consumer buying services as well. It is, therefore, important to establish the extent to which these characteristics reflect the perspective of the consumer. (Jarmo, 2001)

Especially in case of service industries, customer satisfaction is a very important factor which is greatly influenced by the level of interaction that exists between customers and key persons within the organization. In the last ten years, there is a large scale movement or we can say revolution that has commenced in services sector and services have emerged as one of the major contributors in economic growth as well. The shift of focus to quality is basic for the service business to survive the competition, get acceptance from society, and be able to achieve its missions.

As a simple matter of fact there are two main things that are closely knitted with services' quality (experienced as well as anticipated). The first is the customers' expectations of service quality and the latter is the customers' perceptions of service quality. The customers will always assess the services they experienced by comparing them with whatever they expected or wished to receive.

Services can be better understood in behavioral terms rather than being physical entities and have been more often than not described as deeds, performances or efforts, deeds, acts or performances or efforts or even processes. Services can be defined as an array of that kind of product offerings that are characterized through intangibility, inseparability of production and consumption processes. Services in general are intangible, perishable, inseparability of production and consumption, heterogeneity.

It is quintessential for researchers to have understanding of core concepts and parameters in relation to consumer expectations and service quality. Such kinds of expectations include recognizing some specific parameters which have the capability to influence expectations of consumers in a great manner. These are: word of mouth communications (what consumers hear from other consumers); personal needs (determined by individual characteristics and circumstances); past experience of a service (or a related service); external communications from the service provider (for example, printed advertisements, television commercials, brochures, and oral promises from service provider employees); and price.

There are certain factors that can be recognized that have the power to influence the perceptions of consumers with special reference to service performance. These comprise of tangibles such as perceived competence, credibility of those who render specific services and their respective degrees of responsiveness, reliability as well as courtesy. In this case there is one more parameter that plays an important role in relation to perceived service quality which is disconfirmation which implies dissimilarity between consumers' expectations and perceived level of service performance. There is some dispute in the

literature as to whether the disconfirmed expectations variable is a predictor of perceived service quality, or whether it is a predictor of consumer satisfaction or dissatisfaction. This to some extent results from an unresolved issue in the literature concerning the nature of the relationship between service quality, and consumer satisfaction.

The consumer's satisfaction assessments relate to specific service transactions, while service quality is a general attitude relating to the service provider's overall excellence or superiority. Thus perceived service quality could be the product of the evaluations of a number of service encounters.

2.2 SERVICES MARKETING

Services' marketing is an essential sub set of overall field of marketing given the context of today's corporate world. This is a specific field and refers to both businesses to consumer (B2C) as well as business to business (B2B) services. This includes variety of services such as telecommunications, financial services, hospitality services, car rental services, air travel, health care services as well as other professional services to mention in this case. The plethoras of approaches as well as expressions mentioned in this concept have to be effective in conveying these ideas to diverse population who is the receiver in this case. The key to success in this competitive world in case of services marketing lies in augmenting value services and fostering the quality of service offerings as well.

Services are essentially those specific classes of activities that are rendered by one party to another party. In this case, services are often time based in which performances render desired outcomes to recipients, objects as well as other assets for which buyers also bear some degree of responsibility. This is carried out in exchange for money, time and effort. In this case, no ownership of any kind of physical elements is involved. (Vargo, 2004)

it is in the last twenty years that practitioners as well as various academicians have rendered high impetus on the organizations and their relationship with their respective markets. This has also resulted in emergence of variety of new concepts especially in

case of services marketing. In the viewpoint of Morgan and Hunt (1994), it is the bouquet of marketing activities that are directed towards establishing, carving and sustaining numerous marketing activities in terms of successful relational marketing. On the one hand, mass production enforced producers to sell their product & services through middlemen, and on the other, industrial organizations, due to specialization of corporate functions, created specialist purchasing departments and buyer professionals, thus separating the users from the producers. However, today's technological advancements that allow producers to interact directly with large numbers of buyers, and because of a variety of organizational development processes, such as empowerment and total quality management programs, direct interface between producers and customers is possible in both consumer and industrial markets.

It is these newly evolved concepts in the field of marketing that lead to integrate these customers, suppliers as well as numerous infrastructural partners for the purpose of developmental as well as other marketing activities in consideration. As per the viewpoint of Wilson, various variables in relation to the relationship in consideration are commitment, trust, cooperation, mutual goals, interdependence, performance satisfaction, structural bonds, adaptation, shared technology as well as different kinds of social bonds as well.

As per the viewpoint given by Nordic School of Management, it is entirely a cross functional approach which is in place for sustaining relationships so that everything takes place in desired manner for the benefit of all. Another view is being extended by Anglo Australian School which states that it is the quality in case of services marketing which ultimately renders a higher degree of customer value in long run. In case of services marketing it is extremely important to have a better customer relationship becomes highly feasible through better customer relationships.

As per the viewpoint extended by Marsden (2005), even word of mouth plays an effective and important role in case of services marketing and influences sales volume tremendously. As per the research undertaken by Burnmaster (32008), it was revealed that prospective target market segment is more probable to trust these sources than any other toll deployed for the purpose of marketing. In this case it should be ensured that

word of mouth should be extended through credible and independent sources that will render prospects with an indirect experience of service which is being marketed at a particular point of time.

Word of Mouth, primarily because it provides a timely and credible vicarious experience, is also thought to speed up the decision to purchase or enrol (it short-cuts the consideration stage and enables prospects to crystallise choices by confirming their own pre-disposition towards a particular provider).

Marketing is an important concept that holds utmost importance with respect to accomplishing organizational goals and is very much dependent on having a knowhow of needs and wants of intended target market and aiming for satisfying the intended customers. It is a process through which not only customers are satisfied but also organizational goals and objectives are also sufficed in a positive manner. Organization as a part of integrated marketing process needs to suffice organizational objectives by anticipating the needs and desires of the target market in consideration. In this case we can say that every organization especially those in services segment need to serve the consumer in the right way so that they can derive augmented ancillary benefits in the process of service marketing and management as well. Marketing should act as a catalyst for the function of sales which will be followed as a next step. It is up to the marketer to create an initial buzz and early level of acceptance within the market.

With respect to consumer driven approach, consumer desires for various kinds of forces with respect to strategic marketing decisions. No strategy can be accomplished and resorted to in a successful manner until it passes the test of consumer research. Each and every parameter with respect to market offering which comprises of product's nature is catalyzed through needs of potential customers. In this case, the commencement point is the consumer. The basic purpose behind this approach is that there is no reason to spend R&D funds carving the product offering that people will not spend money on. There have been various reasons and citations in past that various product offerings have been great commercial disasters despite the fact that they were technological breakthroughs in their own fields.

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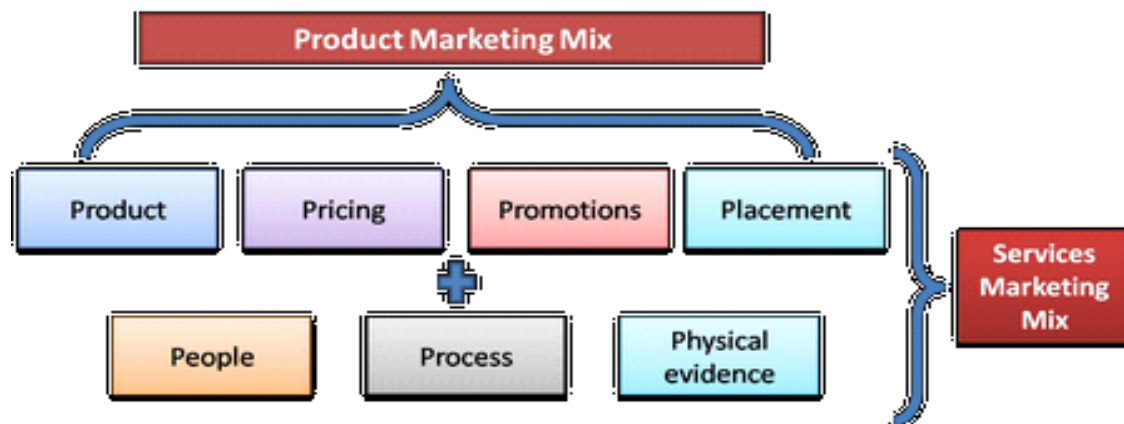
As per Adam Smith's well known book, The Wealth of Nations which came somewhere in the year 1776, differentiated between the outputs of what he termed productive as well as unproductive labor. The former concept revolves round the fact that produced goods offerings could be stored after production and then can be exchanged for money or some other valuable item offerings as well. But on the other hand is unproductive labor which results in perishable item offerings and do not contribute in any ways to augmenting the wealth.

In this case, alternative view was also put forth which states that services comprise a form of rental through which end users may derive advantages of certain kinds. In this case desired experiences and value can be measured through what consumers are ready to pay and how much they value the offering. (Womack, 2005)



Source- business-fundas.com

In this case, service marketing mix is also referred to as extended marketing mix. This is an integral part of overall blue print design of services marketing. The services marketing mix comprises of 7 P's in relation to 4 P's of marketing. In addition to 4 Ps, 3 more Ps are present to make sure that 3 more Ps optimally ensure service delivery. (Mandel, 2006)



Source- marketing91.com

The seven Ps of services marketing are elaborated below-

Product- it is quite obvious that product in service marketing mix is definitely intangible in nature. If we take example of tourism or hospitality industry, then we can easily make out the fact that services product offerings cannot be measured and they are quite heterogeneous in nature. They are perishable and cannot be owned. The quintessential fact in this case is that service offerings have to be designed with care and thereby service blue printing is very important in this case. It is this blueprint that will decide the outlook and delivery of service offerings. (Clark, 2005)

Place- in case of services, place is decided in relation to the place where the service offering is to be positioned. The best manner in this case depends on the service offering itself.

Promotion- in a similar way to marketing, promotions are critical even for services marketing. Services are easy to reciprocate in consideration to product offerings and thereby they have to be set apart from the competitors' offerings in a smart way which makes reciprocation very difficult.

Pricing- this is a very sensitive issue in case of services and pricing of services is tedious than pricing of product offerings. There are quite a lot of offerings to be considered while pricing the services. As a general course of action, services marketing considers taking into consideration labor, material cost as well as overhead costs. In this case, a profit mark up is also added to get the final service pricing. (Baron, 2004)

People- this is one of the most important elements of overall services marketing mix. It is an already acknowledged fact that it is the people that are with the organization have the capability to either make or break the organization.

Process- it is the single most important aspect of services marketing mix and it is all about the manner in which service is being delivered to the end user. It is the process of a service organization with respect to delivering the offering in consideration which is of highest importance. In this case, organization should first define the process in exact terms so that seamless operations can take place. This will also enable the best utilization of resources.

Physical Evidence- it is the ultimate element of services marketing mix. Services are intangible in nature and thereby the intention is to carve a superior level of customer experience. In most of the cases, physical evidence can be deployed as a differentiator with respect to the process of services marketing.

It is essential to take a note of the fact that it is the concept of marketing mix management that has evolved through numerous researches and various paradigms. There have been novel approaches that have evolved owing to market research. It is an evident fact that it is the globalization of business and enveloping effects that have paved way for the concept of customer is king. Now-a-days it is extremely important for marketers to understand the concept of customer retention and market economies especially in case of services marketing. The paradigm has begun to evolve as a concept which is quintessential given the inclination towards services in corporate world across the entire globe.

It is the mechanism of relationship building as well as management which is labeled as relationship marketing which has evolved as a modern concept and taken a big place in marketing literature. Even this shift has been dramatic in nature which is convincing passionately about this nature of the field of marketing management in relation to services.

The purpose of this entire research report is to elaborate on the concept and consequences of dominating marketing paradigm of present marketing world. In this case it is quite important to build relationships as well as manage them so that research can be carried out in effective manner. Finally, the research study goes on to explore the concept of relationship marketing in context of services marketing in a better manner.

What we call as marketing today has evolved somewhere around the decade of sixties. Even the concept of four/ seven Ps as well as marketing mix evolved over a period of time and managed a place in this fast evolving world.

There has been a paradigm shift in theoretical deduction as well as empirical research so that marketing research can evolve as a true concept. The marketing mix has sprung up from the notion that there has to be a proper amalgamation of ingredients so that there is a proper dish (final) in place which is accepted warmly by the market as well.

In this case the parameters of commitment as well as consistency are especially important in the light of services marketing. Thus it is important to not only know the secret to success but also devise certain framework which increases the probability of successful sustainability in the market place as well.

The prime question in this case is to how to come up with a consistent level of performance every time within the services set up. Various researchers have made attempts to understand the environmental changes and evolve a mechanism for the same as well. Few have been successful in this case as well. In this case advertising as well as other successful promotional programs in place to avoid congestions within the market place and streamline the track to great extent as well.

It has to be borne in mind that it is the development of service business but not in the service business itself which is important in this case. Marketers need to know how to

convince the target market in the right manner so that it accomplishes a higher degree of consistency within the services business. The challenge in this case is also about having the data as required in relation to what is required and what is not so as to maintain the flow of communications and work in the intended positive manner.

In this case, we can also come up with a way so that service organizations can come up with an effective mechanism to maintain and sustain relationships in better and fruitful manner. It is to be noted in case that some of the service organizations are simply superb at dealing with the problem mentioned. Marketers should maintain and carve mechanism for sustaining continuous level of communication not only with present consumers but also potential consumers as well.

It is also important to take a note of the fact that advertising and public relation agencies have an important role to play in case of differentiating organization's offerings from the competition within the market place. Then it is quite obvious that with the help of two functions and their professionals, organizations will be able to carve out effective communication programs as well which will do enough good to the organization in variety of manners.

2.3 SERVICE DIFFERENTIATION

The key to success in this competitive world in case of services marketing lies in augmenting value services and fostering the quality of service offerings as well. This is the basic panorama of service differentiation. The prime factors in this case are as follows-

1. Ease of Ordering- this point indicates to the ease of placing an order with the organization in consideration. It is important to take a note of the fact that easier the degree of placing the order, higher can be the competitive advantage for sustainable period of time. (Nicholls, 2005)

2. Delivery- this parameter is highly related with the mode in which service offering is being delivered to the end user.
3. Installation- this parameter refers to the mode or mechanism in which the work being assigned is accomplished in relation to making the product operational at the pre planned location or site. To attain the advantage of competitive differentiation through the parameter of installation is quite an achievement in itself.
4. Customer Training- this parameter refers to the manner in which organization's associates are being trained to demonstrate how to utilize the equipments and then how effectively customers are able to recall and utilize the same as well. (Palmer, 2004)
5. Customer Consulting- this refers to a specific type of data, information system or advising services that the seller renders to the customers.
6. Maintenance and Repair- this parameter elucidates the service program that is in place for aiding the consumers in keeping the offerings in a good working state which is quite an important factor in relation to several offerings that are being offered in the market place.

2.4 HETEROGENITY IN SERVICE MARKETING

It is quite obvious that each and every service is quite different in nature and that is what is referred to as heterogeneity in service offerings.

People are a very dominant part of services marketing mix and in this case it is to be mentioned that people may only be a cause of heterogeneity in services marketing mix as well. The service offerings may be perceived differently by different people and this heterogeneity mainly arises through interaction. Each interaction with a service is important to maintain the service levels. Heterogeneity needs to be controlled to give a uniform customer experience. (Peppers, 1993)

Implications of heterogeneity-

It is already acknowledged fact heterogeneity is one parameter that is constant in services marketing. In fact the quality of service is also dependent on numerous factors such as customer demands, expectations and fulfillment. Each customer is different and so are their demands as well. Perception differs and thereby even the perception of level of quality of a service offering also differs significantly.

Mitigating heterogeneity is one factor that has the ability to render competitive advantage in today's market place so that customers are able to access right product offerings especially in case of fast food restaurants as well as other service marketing avenues.

Owing to such intricate factors associated with services marketing mix, the marketing manager should have the right knowledge to mitigate the impact of heterogeneity especially in case of restaurants. We can easily make out the fact that heterogeneity plays a key role in services marketing.

2.5 SERVICE CHANNELS

It may appear from the surface that distribution of products or goods offerings is tedious but in reality services distribution is a tougher and tedious task. Services offerings have their own individualistic service marketing channel to render value to the end user in its own unique manner. It is really important to realize the fact that even service offerings do have multiple levels of channels. (Lemon, 2000)

In case of services, novel channels of services such as information highways are being explored. Thus we can easily make out the fact that service sector channels as well as their establishment have their own specific and unique challenges.

2.6 PERISHABILITY IN SERVICES MARKETING

It is one of the quintessential parameters with respect to services marketing. In other words, we can say that services cannot be stored and thus have a zero inventory level. Once sold, they are sold and cannot be returned at all at any time. (Lusch, 2006)

Implications of Perishability In Services Marketing

Owing to perishability, inventory is almost zero. In this case, one factor that is of utmost importance is demand forecasting and this becomes the crux of services marketing. In this case there is strong need for having a backup plan any time. Perishability is a crucial problem in case of services marketing.

2.7 LIFE HISTORY OF SERVICES MARKETING

The history of services marketing has undergone three phases which are as under-

- Crawling Out Stage (Pre-1980)
- The Scurrying About Stage (1980-1985)
- The Walking Erect Stage (1986- today)

Crawling Out Stage (Pre-1980)

This was a period of high risk. In this time, if services marketing proved to have a point, the sub discipline could grow. If this was not the case, a then service marketing was a mere extension of goods marketing and without a solid base it will not be important at all. The basic objective in this era was to prove the right of services marketing existed. Various marketing academicians put forth their respective views. In this case if the services' marketing emerges as a sub discipline then it has to have its own stand along with which it should have the capability to face the challenges in an effective manner. (Mandel, 2006)

The Scurrying About Stage (1980-1985)

In this period, there was a significant rise in interest level of practitioners and academicians in relation to the subject of services marketing. The debate was all about

uniqueness of the topic services marketing which was partly accepted as well. The basic objectives were to reinforce the argument that even after similarities the services marketing called out for different management approach and there was a need to prove empirically the former facts as well. In this case, outcome was a significant rise in empirically based knowledge in relation to special nature of services, service quality, service encounters, service design as well as new service development.

The Walking Erect Stage (1986- today)

The basic characteristics of this stage have not been discussed at length and in this era it has been accepted with due respect that services require an all together new and different marketing management approach. The objective in this era is to execute empirical research in novel arenas of inquiries within the purview of services marketing. The outcome in case of empirical research shows the orientation and rigor. New areas of enquiry that have been established include customer retention, relationship marketing, green marketing, branding techniques, internationalization of services, direct services marketing, sponsorship in services and franchising in services as well. (Clark, 2005)

Thus from above description, we can make out the fact that it was in the decade of seventies that services marketing emerged as a major sub discipline of marketing . Services now contribute am major part of economy across the entire globe. There is an ongoing debate in relation to contents of services marketing. In this case the new logic is synthesis of knowledge as well as other ideas that have revolutionized this world in numerous manners.

2.8 THEORY OF THE GAPS MODEL IN SERVICE MARKETING

It is essential to note that gaps model in relation to service quality was first of all proposed by a group of authors namely, Parasuraman, Zeithmal, Berry in the year 1985. It was based on different kinds of exploratory studies undertaken with the help of executive interviews and focus groups in four entirely different business setups. Then after the researchers came up with a conceptual model of service quality depicting those

perceptions of consumers towards service quality is highly dependent on four gaps which are present in the organization- consumer environment. These researchers further came up with in depth assessment in relation to service quality in another year's time, that is somewhere in the year 1986.

As per the model in consideration, perceived model can be defined as the difference between consumers' expectations and perceptions which eventually are dependent on the size and direction of four gaps which are ultimately concerned with delivery of service quality considering the viewpoint of the organization. In this case the magnitude as well as direction of each of the gaps will have a bearing on the level of quality of service.

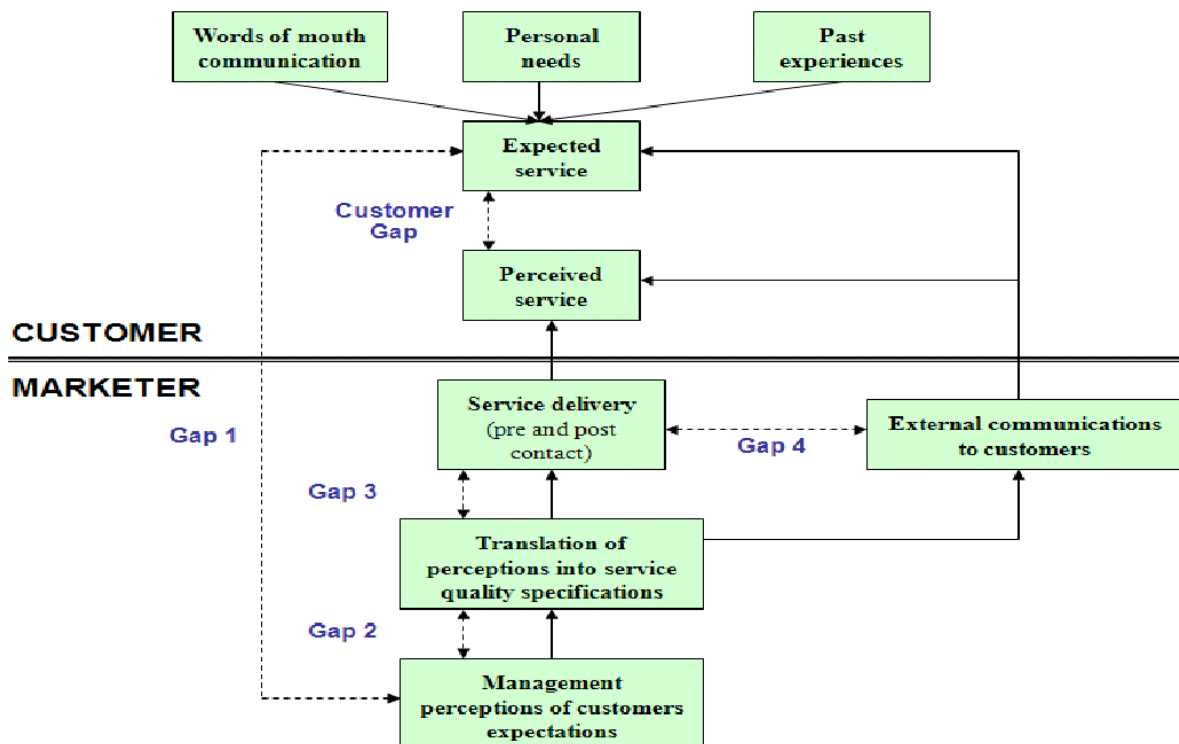


Fig. 1: The Integrated Gaps Model of Service Quality (Parasuraman, Zeithaml, Berry 1985)

In this case there are some important points which can be put forth as follows-

Customer gap: It is the difference between customer expectations and perceptions which is also referred to as service quality gap.

Gap 1: The difference between what customers expected and what management perceived about the expectation of customers.

Gap 2: it is difference between expectations of management's perceptions in relation to expectations of customers and translations of those perceptions into service quality, specifications and designs.

Gap 3: it is the difference between specifications in relation to the concept and applicability of service quality and actual service level rendered to the end users

Gap 4: The difference between the service delivered to customers and the promise of the firm to customers about its service quality

Applications of the Gaps Model

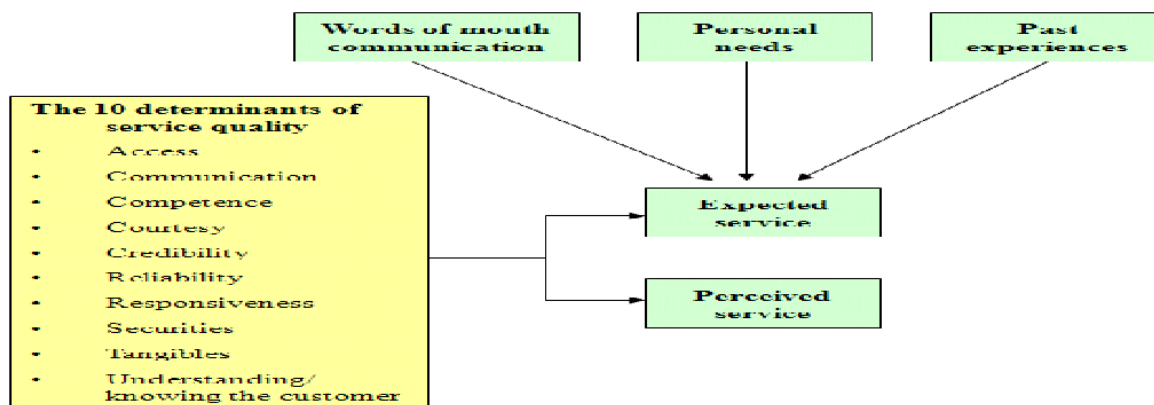


Fig. 2: The 10 determinants of service quality (Parasuraman, Zeithaml, Berry, 1985).

In this way the model being discussed above renders a conceptual framework for academicians, business person as well as business researchers to further explore the concept of service quality in relation to service marketing.

Thus we can easily make out that people are a vital part of this process of services marketing and services are heterogeneous in nature to be mentioned at this time. Each of the interaction at multiple times is quite important for maintaining the right kinds of

service levels and justifying them as well. Heterogeneity needs to be controlled to give a uniform customer experience.

Thus, the key to success in this competitive world in case of services marketing lies in augmenting value services and fostering the quality of service offerings as well. (Baron, 2004)

as per the research studies carried out by Williams and Barksdale (1974) in relation to marketing activities of service industries established the fact that the field of services marketing is in general on lower side. It has been explored and established that services marketing organizations tend to focus less on marketing and related activities.

As per the research studies carried out by Jackson and Richard (1975), it was found that out of 400 service and marketing organizations, service organizations are less probable to have proper separate marketing department in place and in general take services of external consultants, advertising organizations and dedicated marketing organizations for such kinds of services.

As per the research study carried out by Devline (2000), it was explored as to how value can be augmented while rendering services which have a higher degree of complexity, intangibility as well as impalitability in the eyes of valued consumers. It was noted in this research study that it is quite necessary to assess commonly accepted, western based marketing theory in relation to various countries to see the explanation and utility of the phenomena in relation to end users of numerous countries.

Various researchers such as Parasuraman, Zeithaml and Berry (1988), there should be a proper approach in place which should define and measure the level of service quality as well. In this case model is referred to as SERVQUAL. It is essential to incorporate five parameters of service quality such as tangibles, reliability, responsiveness, assurance and empathy, the model has been put into place to effectively render service quality.

Various researches that have taken place earlier reveal the fact that various kinds of service quality elements have the capability to predict entire expectations of consumers. In

this particular case, organizations can gain a higher level of understanding so that they can foster organizational performance and standing in the market place.

Apart from service quality, even the parameter of customer satisfaction has been an essential factor in the entire process of service management as well as marketing. There is a great deal of difference between the perceived level of services and actual level of services. In a nutshell, we can also say that an organization can ensure a higher degree of customer satisfaction when organizational performance can be delivered at a higher level than anticipated. Thus, it is possible for organizations to make sure that customer satisfaction is at high levels.

Thus, we can easily make out the fact that service quality as well as customer satisfaction are definitely related with one another in a positive manner. But this can definitely vary within the given context.

Wang, Lo, and Yang (2004) attempted to conceptualize factors of service quality (tangibility, reliability, responsiveness, assurance and empathy) as antecedents to customers' overall evaluation of service quality, rather than as dimensions or components of the construct.

Hansen and Sand (2008), drawing on the conceptualizations offered by Selnes (1993) and Fombrun (1996), define image as a perceptual representation of the firm's overall appeal when compared with other rivals. They argue that both benevolence and image are extrinsic faces of the satisfaction object. They conclude that improving customer satisfaction can be achieved by combining good service quality with communicative messages focusing on the firm's positive image as well as focusing on the customer's perception of benevolence signaled by the firm. (Clark, 2005)

Helgesen (2006) focuses on the relationships between customer satisfaction, customer loyalty and customer profitability at the individual customer level. The context is the order-handling industry: four Norwegian exporters of fish products and their customers. Variations in customer loyalty explain only about 10 percent of the variations of customer profitability. The relationship seems to be degressive, which indicates that

increased customer loyalty has a positive effect on customer profitability, but at a decreasing rate.

Kim (2005) integrates and applies the concept of satisfaction from three fields: management information systems (MIS), marketing and e-commerce. Satisfaction affects post-purchase behavior (word-of-mouth, advocacy etc.) and future purchase behavior (repeat purchase). The obvious implication is that satisfaction goes beyond simple satisfaction with the product or purchase outcome; the channel experience also has an impact on overall satisfaction.

It is quite obvious by now that today organizations are facing quite a few challenges which are complex in nature. One of these complex challenges includes ever growing cut throat competition and steady rise in the level of customer expectations as well. It is these kinds of high expectations that paces the way for excellence and further explorations but then too much high level poses certain kinds of special challenges as well. In addition to the former fact stands the fact that today customers have become increasingly quality conscious as well as the experience they have even in case of services.

It is the forces associated with the parameters of customer demand as well as competition that are forcing the organizations which are operating in the market place to explore new techniques and their applicability such as the concept of services management and services marketing. These proactive strategies will enable the organization to take a huge leap with respect to competitors in the market place. Even in case of services marketing, one concept that has flourished is concept of quality and quality management. As per the viewpoint of Berry et al (1988), service quality is quite a unique as well as novel concept and can be deployed by service organizations in the form of competitive weapon to great utility as well. It is the basic requirement of any service organization that it should have the capability to render superior level of services for sustainability, profitability and competitiveness in the market. It is quintessential for any service organization to have a big loyal customer base which can be made highly feasible through deploying the concept of services marketing effectively. (Kotler, 1984)

In fact the researcher also put forth the idea of earning loyalty via being loyal.

Hence it can be easily made out from the research that one of the most important parameters revolves round the service quality in case of services marketing. Even during the initial stages, it has been established that this factor is going to be enormous importance during the entire process of services marketing.

Unlike manufacturing sector, services marketing researchers have based their entire research work on carving out the concept of service quality. As per the viewpoint of Lewis and Booms (1983), service quality is an important parameter is a measure of degree to which services are rendered matches with the level of anticipated customer expectations. Rendering the stipulated levels of service qualities implies confronting to the levels of customer expectations on a regular basis without fail.

It is now very common for customers to expect and demand personalized and close degree of relationships especially with the agents or parties that render service to them. This entire process has become quite important for the marketers.

Now-a-days even the concept of service excellence has become a comprehensive part of superior service rendering mechanism. There are basically two components of service delivery or service which are core part and augmented part. In present context, emphasis is on the augmented part but then it has to be borne in mind that without the presence and delivery of core part in the intended right manner, the delivery and presence of augmented part especially in relation to service will stand useless.

2.9 GLOBALIZATION AND SERVICES MARKETING

It is an obvious fact that it is the process of globalization that has paved the way for various advancements in entire production and post production processes as well. Today even the service organizations have to deal with managing cross cultural diversity owing to operations extending from home country to numerous host countries. The process of globalization has to be reviewed in ethical manner as well. It is presumed that with a specific purpose to aid marketers, there is presence and further exploration in relation to marketing ethics and thereby marketers today are behaving more ethically as compared to conventional marketers.

Thus we can easily make out the fact that the two processes of globalization as well as international marketing ethics are highly related with each other. It is the process of increasing globalization that has resulted in sudden expansion even in the case of service industry. We can now see numerous international chains especially in retail format having presence almost all across the globe which includes developing as well as developed economies.

As per the viewpoint being extended by Tehranian globalization is almost 5000 years old process but then its effects have started to make an impact in recent years only across the globe. The most important of globalization process is economic globalization which implies inevitable integration of markets, nation as well as technologies to a level that has never been experienced previously with a purpose to reach around the world in a faster and better manner in resource effective manner. In this case, spread of free market capitalism has been experienced by each of the individual economies across the entire globe. The process has paved way for augmenting integration of production of variety of offerings, communication and other aspects in the process as well.

It is to be noted in this case that there are multiple dimensions of the process of globalization which in itself is a multi dimensional factor. It shares some common things or points with daily lives as well. The various dimensions in this case include-

Economics

Political

Sociology

Psychology

Anthropology

Communications

Geography

Thus each of the aspects has special kind of relationship with the entire system that makes up the equation in professional corporate world. Each of the above mentioned parameters has a role to play in the construct of process of globalization. As per the viewpoint of Kongar, the process of globalization has three dimensions associated which

include political, economic and cultural aspects. If we consider economic viewpoint in this case, then there are two most important factors that seem to underline the process of globalization in numerous manner and degree as well. The first factor in this case is decrease in barriers to flow of product, service and capital from one nation to another across the globe. The second factor in this case is various kinds of technological changes that have shaped up the dramatic developments especially in the field of communication, information processing and transport technologies especially in relation to services industry.

Every one today is aware as to the important role that technology plays in today's world. Thereby even small organizations have to compete with big organizations in the market place and thereby they also need to devise policy frameworks and execute them in a manner which will make them sustainable as well as profitable in the market place. It is important to have sound knowledge especially in case of services marketing as the offering in consideration is intangible in nature and organization has to have a very loyal and large customer base.

Today even service organizations are increasingly engaging in cross border trade as well as investment and thereby service managers need to identify, understand and execute task of managing international business in the required stipulated manner. It is an obvious fact that various countries across the globe have their unique cultures, tastes, preferences and norms which are different from others. When organizations from international arena (different nations) enter the market place, they first need to understand the fact they have to carve out an organizational strategy along with offering that is pat for the culture of the country they have entered and wish to foray as well in a successful manner.

It is quite obvious that various differences that exist call out for different and new marketing approaches as well. As a global organization operating in services sector it is very important to even advertise and promote the offerings in standardized manner which differ country wise across the globe.

As per the viewpoint of IMF (International Monetary Fund) with the progress of globalization, even the living conditions of people have improved across the globe in a significant manner which is a very much welcome and desired change. But then higher

gains have been made by developed nations but it is to be mentioned that even developing economies have benefited from the process of globalization in significant manner. It is also to be mentioned in this case that no countries across the entire globe remain isolated from the world, rather owing to the process of globalization, every country has an inter relationship with each other. In other words, we can say that we live in a coupled economy. Thereby every country is attempting to help each other in the process of poverty alleviation. Thus we can easily make out the fact that almost all the countries have benefited big time due to the process of globalization.

If the organizations wish to compete successfully in international market context, then they have to adhere to ethical rules and regulations. It is important for every marketer to act in socially and ethically responsible manner. It is the hallmark of international as well as domestic marketer in international context especially in services marketing. These issues which are most important are at times not the obvious issues and thereby marketers have to be extremely cautious in carving and implementing marketing plan for the intended service offering within the market place. Basically it will be a real nice idea to carve out boundaries in relation to minimum required ethical and social responsibility within the market place. As per the viewpoint of DeGeorge (2003), international complexities in international market space can be managed through following framework as under-

One should not engage into activities which may be harmful intentionally

Serve country (host) more than unintended harm caused through its operations within the host country

Respecting the rights of associates working in the organizations

Respecting the local norms and culture in relation to the host country

Regularly pay taxes and respective shares as per government norms

Have equitable code of conduct in place to cooperate with local government and related bodies as well.

CHAPTER 3- RESEARCH METHODOLOGY

It is to be mentioned in this case that entire research methodology revolves around the concept of services marketing and its applicability. In this case special reference has been given to Subways which is very big and prestigious name in the field of fast food global retail chains. The researcher has deployed a mix of qualitative and quantitative research methodologies to derive the best possible results from this research dissertation. The data presentation has been undertaken in a meticulous manner and various kinds of statistical tools such as pie charts, bar diagrams etc. One fact that is to be noted is that without the presence of such kinds of statistical tools, research report appears to be incomplete and does not have the capability to be interactive and engrossing for the reader. It appears dull and mundane. But again researcher has to be very cautious while deploying such techniques as their inapt use may render the report worthless. (Lovelock, 2007)

It is to be noted in this case that a refined questionnaire was being deployed for the purpose of effective assessment which included all the parameters that were important and relevant in relation to the research study under consideration as well. This refined questionnaire was derived after a lot of assessment and thought. Researcher ensured that response rate was high by circulating it through e-mailers and thus questionnaire was able serve its purpose in effective, successful and timely manner as well. Researcher came up with the option of having an own dedicated webpage wherein the respondents visited the webpage and easily filled in the form as well. It was electronic mechanisms' help that made it easy for the researcher in carrying out the research in resource effective manner. Researcher also ensured that he validated that data in proper systematic manner through deploying statistical tools such as Statistical Package for Sociological Studies and others

to be mentioned in this research chase. These kinds of tools were deployed in exploratory phase of the research work so that it led the way for effective interpretation in the end of research. The research methodology in this particular research work was an amalgamation of qualitative and quantitative research techniques.

3.1 QUALITATIVE RESEARCH

This is to be mentioned in this case that this particular research technique is highly subjective in orientation and nature as well especially in relation to certain special techniques deployed in the research work. The methods included interviews as well as other methods through which maximum possible level of information can be gathered in alignment to the research topic and work done.

In this case, it is interviews as well as focus group interviews that form a prime part of data gathering techniques which is stipulated in this research work owing to its vast purview as well. Researcher has made it quite clear that it is important to take a note of customers' viewpoint as well as stakeholders' viewpoint as well to derive and explore the best possible results in this particular research study. This will make the research work more resource effective in relation to quite a few parameters as stipulated before commencing the research work which is in consideration at this point of time as well. it is best to carry out a meticulous assessment of various aspects to explore and reach to the results as well.

3.2 QUANTITATIVE RESEARCH

This is a very special type of research methodology which relies on the principle that there are various types of assessment techniques that are being deployed in this research study as needed to uncover the best results as well. These kinds of techniques are more objective in nature. It involves very simple calculations and simple mathematical tools. The size of sample in this case has been decided after a proper process and assessment as well. (Lusch, 2006)

Both the qualitative as well as quantitative techniques in relation to the research work in consideration act as a strong support for each other and thereby we find that amalgamated technique of research is best suitable for this research work. It involved interviews, surveys (online and panel).

But then at this time, researcher deployed qualitative research so that yet undiscovered panoramas can be explored and set for further research study as well which will be able to accomplish a higher degree of strategic integration as well which will benefit all involved in the process as well.

It is to be mentioned that various kinds of presentation techniques that make the report of superior quality and interactive for the researcher.

Without the presence of such presentation techniques and tools, the research report will fail to be effective to a superior degree and thereby will not be able to cater to the purpose in the desired manner. It is quintessential for the research report to be interactive in presentation so that it can engross the reader in a positive manner. It is extremely important to bear in mind that researcher has to follow caution while deploying such research techniques otherwise report may stand futile as well. Thereby all the charts and figures in the research report should be presented in a manner so that reader can gain maximum from the research report and render fruitful returns as well.

Th data has been collected as per the stipulated purpose in the research work in consideration so that it is easy for the researcher to carry out the entire research work in a proper manner. The researcher made sure that he deployed stipulated data collection methods to do justice with the research topic and process so chosen.

The two main sources of data collection is written below:

1. Primary and
2. Secondary

Sources Of Primary Data-

The data is gathered by researcher himself through qualitative and quantitative research techniques. This method of data gathering is referred as primary data collection. It is an already acknowledged fact that primary data is unique in nature and fosters the process of problem solving in the research process. Primary data remains unique till the point the research work in consideration gets published and becomes public. There are various sources through which researcher can gather desired primary data like interviews, questionnaires, observations, diaries, case-studies, critical incidents, focus group interviews etc.

From the above resources of data collection, following two methods of primary data collection will be required to assess the research hypothesis:

- Personal Interviews
- Questionnaires

Interviews-

The researcher has considered following two types in this research study- personal interviews and telephonic interviews. (Mandell, 2006)

After meticulous assessment of various advantages and disadvantages of various methods, researcher has selected telephonic interview as the mode of research data gathering owing to following reasons-

1. Personal interviews are time consuming as well as cost intensive as it requires long distance to be covered.
2. With the aid of telephonic interviews, researcher gets the space to ask semi formal or even informal questions which render deeper insight into the research topic which leads to what we refer as good exploration of existing and relatively unknown facts. In such type of conversations, a former question lays down the path for next question that will be asked by the researcher to the respondent. This is also economically feasible for the researcher as it presents before the researcher a low cost option to gather responses from intended target audience. Even such

types of interviews have yielded a higher response rate as compared to conventional models of data collection.

Questionnaires

It is very obvious and clearly established fact that it is not easy to design any kind of questionnaire intended for data collection with respect to research work. Also in this case, researcher wishes to gather majority of responses through deploying this methodology as he believes that this method will help him in uncovering some solid findings in relation to the research topic. There are various benefits that a researcher can gain through the help of questionnaire such as-

1. Quick response time
2. Higher response rate
3. Resource effective
4. Indirect method to fetch data from chosen set of respondents
5. Anonymous responses can be gathered
6. Biasness can be mitigated to a great extent

SOURCES OF SECONDARY DATA

In this case it is important to note that aid of secondary data is taken for variety of purposes. One of the prime purposes is to substantiate the primary research work as well as the findings uncovered in the process. This will also render an in-depth insight to the entire research work and will facilitate the progress of research work in positive direction.

Secondary data can be gathered through various magazines, brochures, company reports, books, journals, company papers, books, other paper based materials, periodicals, research reports, e-books and other official available data.

3.3 SELECTING THE APT TECHNIQUE IN CASE OF PRESENTATION

It is quite evident that today researchers have variety of options but then it is up to the researcher to select the best presentation technique in relation to the research topic and data. The numerous factors that play an important role in the process which are listed as under-

1. Nature of the data collected in the process
2. Target audience for the research report in consideration
3. Communication of findings
4. Aim of research study
5. Length of research paper and proportion allocated for presentation tools
6. Proper alignment

The various options that the researcher has in relation to the various kinds of presentation techniques are as follows-

Histograms- this type of presentation technique is being deployed in case of continuous frequency distribution and other special occasions. The presentation style is dependent on vertical bars that are present to indicate frequency of the individual classes so derived in the process. It occupies important place in numerous kinds of research studies. It is a two dimensional presentation in which y-axis represents frequencies. As per this research study, questionnaire has been so devised that it is in exact alignment with the research topic of services marketing.

One dimensional diagrams- this particular technique includes numerous presentation styles such as simple bar diagrams, composite bar diagrams, sub divided bar diagrams, percentage bar diagrams and others as well which stand relevant.

The researcher has to very carefully choose the presentation technique and numbers of parameters have to be considered such as-

The researcher should ensure that presentation technique renders clear communication in the research report of findings so derived in the process. There should be equal spacing between the parameters in consideration in the research report. Even if the researcher is using bar diagrams as his chosen style of presentation in relation to the research study.

Percentage Bars- This is an effective presentation technique that calls out for collecting the required data and then converting the same into percentages. It should be made sure that researcher should proceed to the second sub step which is all about aligning the matter in a proper manner. This style of presentation has certain benefits which can be deployed in the process of differentiation to full advantage.

Dimensional Diagrams- this particular technique is based on the fact that data should be presented in circular format which is in the form of length and breadth of circles so presented. (Palmer, 2004)

Hence, we can make out the fact that there are enormous options available with the researcher in case of presentation of analyzed data. This will make the presentation in the right manner.

There are two basic research paradigms that are available with the researcher such as interpretivism and positivism.

In this particular case, research methodology is interpretative in nature which is more associated with facts and figures. The research paradigm is quite interactive in its entire approach so that it can evolve over a period of time. The methodology and approach is based on numerous kinds of interpretations in the process which have higher degree of association with social realities that exist today in the market place. (Pauli, 1987)

Even the researcher has decided to take into consideration quantitative research designs so that it will foster the level of understanding and quantification of derived results as well.

The researcher can either use exploratory or conclusive researcher as per the ease and nature of research topic under consideration. Even if the researcher decided that he is going to deploy exploratory research design, then he has to make sure that they render the right degree of substantiation to the research work as required.

In this case research design has to do justice with the research topic in consideration so that it can do justice with the research topic. Thereby this aspect is given supreme importance in this research study. Researcher also has to make sure that resources are allocated in a better manner which will ensure working within allocated resources feasible. (Shah, 2006)

It is an obvious fact that without meticulous presentation research report will not succeed. Thereby to ensure research report is effective, it is essential that presentation is taken in the right manner and different statistical techniques have been rendered for the purpose of efficient presentation. Researcher has to be extremely cautious in this case as if it not in the right manner, then it can harm the utility of the entire report. Hence, various kinds of presentation tools in this particular research report should be arranged in a manner which is interactive for the reader and gains are at maximum levels for the reader of the research report. It is to be noted that there are various kinds of methodologies which are available for conducting the research study but in this research study researcher has used selective primary and secondary sources for the purpose of data collection. Each of the sources has their individual advantages as well as limitations. The researcher has taken proper care to select the right mode so that this does not dent the research work in any manner. In this case primary data is collected by the team designated by the research for the task so that validation of hypothesis can take place in the right manner. Researcher has not only used primary data but also secondary data so as to uncover findings which are novel in nature and useful as well. (Rust, 2000)

There are various kinds of secondary data sources but then researcher has to be extremely cautious in selecting the right one so that he does justice with the data and explorations as well. This will pave way for better understanding of the research topic from multiple perspectives. The various sources of secondary data in this particular research study include magazines, brochures, organization reports, books, journals, periodicals, other research reports, websites and others to mention in this case.

3.4 DATA ASSESSMENT

It is now an already acknowledged fact that various philosophies behind the concept represent an extremely superior level of effectiveness as well as better allocation of resources in this case as well. if this concept is taken proper care of, then this will definitely lead to significant level of improvements in the manner in which work is being undertaken at organizational level. But, it is for our understanding to comprehend the

fact that there is a high degree of difference between spending money on such people as well as product offerings and implementation as well.

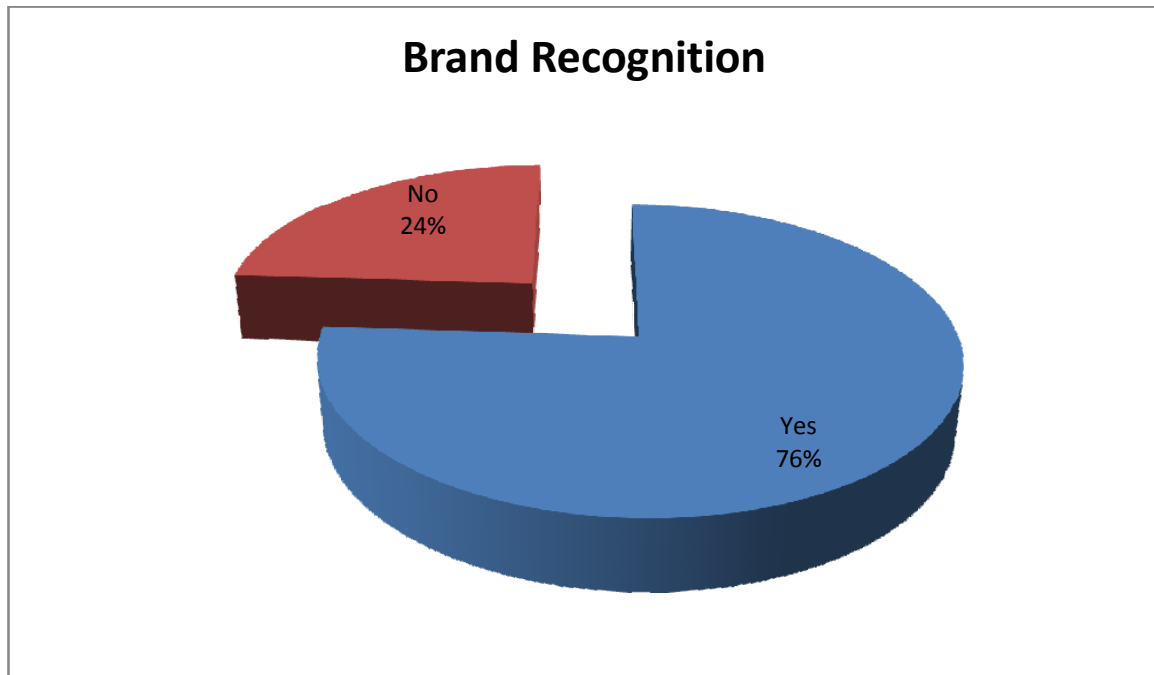
Now various organizations are able to recognize the significance of carving databases and deriving creative measures to capture the intended customer information as well. Organizations are now learning to come up with enhanced communities around their respective brands in relation to rendering customers more incentives to recognize themselves with these brands and exhibit higher levels of loyalty. (Ditton, 1997)

CHAPTER 4- QUESTIONNAIRE ASSESSMENT

1. Have you ever heard of Subways Restaurants?

a) Yes (76%)

b) No (24%)



It is already mentioned in this case, that approximately 100 respondents were being interviewed and then we assessed the level of brand recognition in relation to Subways chain of restaurants. In this, almost 76 respondents out of 100 were aware of Subways and offerings whereas other 24 respondents did not have any or clear idea in relation to Subways and its offerings.

2. How will you categorize the brand image of Subways?

a) Westernized (47%)

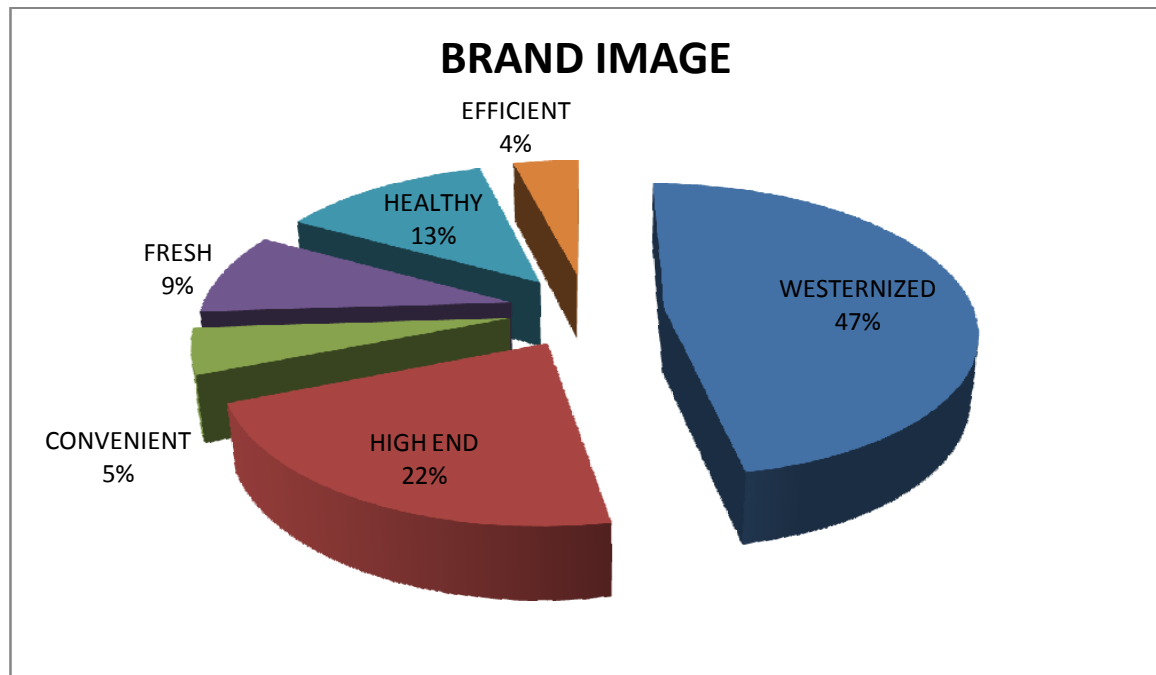
b) High end (22%)

c) Convenient (5%)

d) Fresh (9%)

e) Healthy (13%)

f) Efficient (4%)



In this case, assessment was done on the basis of categorization of Subways within the given six parameters namely, Westernized, High end, Convenient, Fresh, Healthy and Efficient. Majority that is almost 47 respondents classified it as westernized whereas 22 respondents classified it as high end. 13 respondents also felt that it is another name for healthy food offerings as well. Rest voted in favor of other options as well in this case.

3. How often do you visit Subways within a quarter?

a) 1-2 (64%)

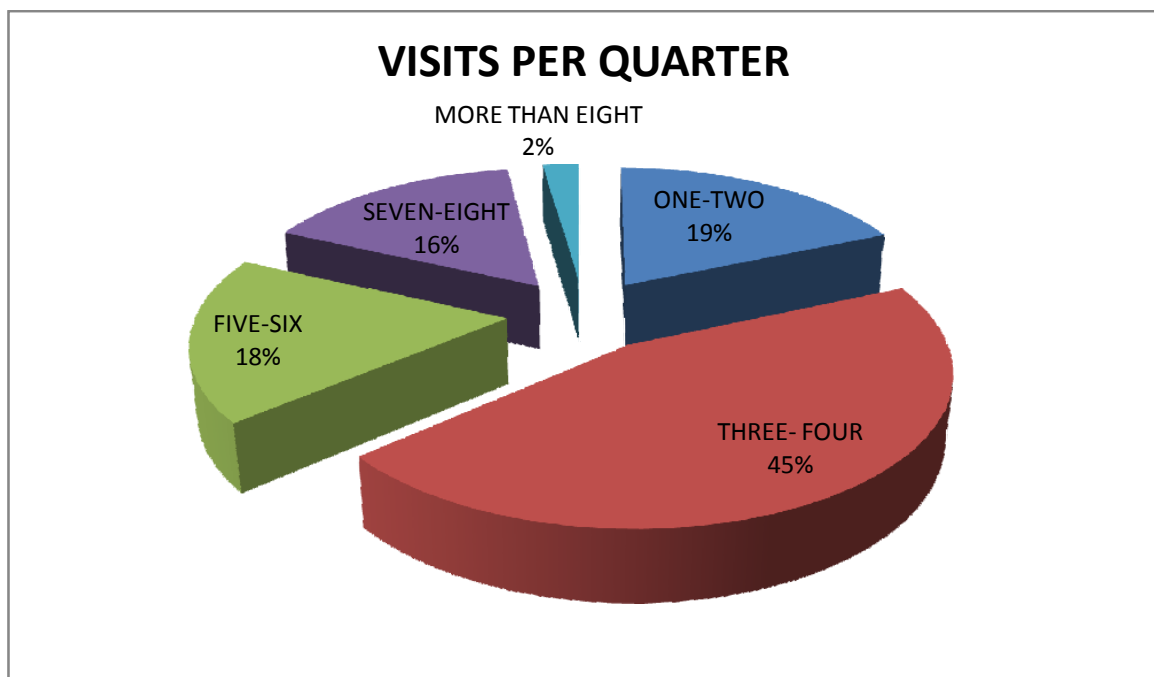
b) 3-4 (20%)

c) 5-6 (8%)

d) 7-8 (7%)

e) More than 8 (1%)

Out of 100 respondents, 64 visited one or two times and only 20 respondents visited 3-4 times within the given time frame in the question. We can find that the organization may offer healthier options but the frequency of visits within the stipulated time is less and needs to be improved as competitors are doing far well in this aspect.

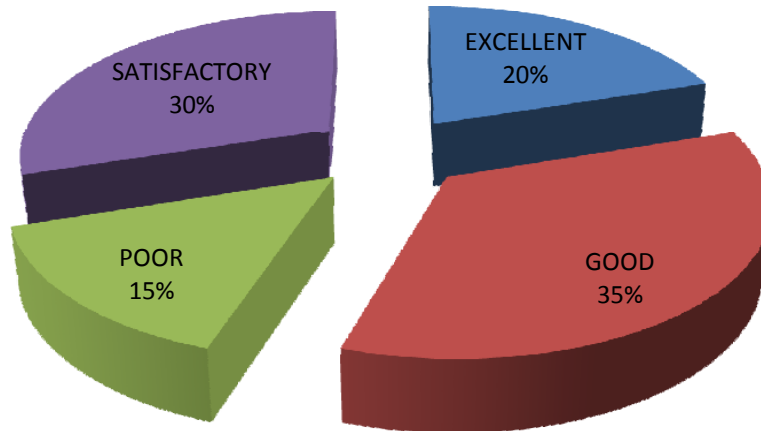


4. How will you rate service quality at Subways?

- a) Excellent (20%)
- b) Good (35%)
- c) Poor (15%)
- d) Satisfactory (30%)

Out of 100 respondents, almost 20 respondents rated Subways excellent in terms of service quality whereas other 35 found it to be good. 30 respondents found it to be satisfactory whereas only 15 found it to be poor.

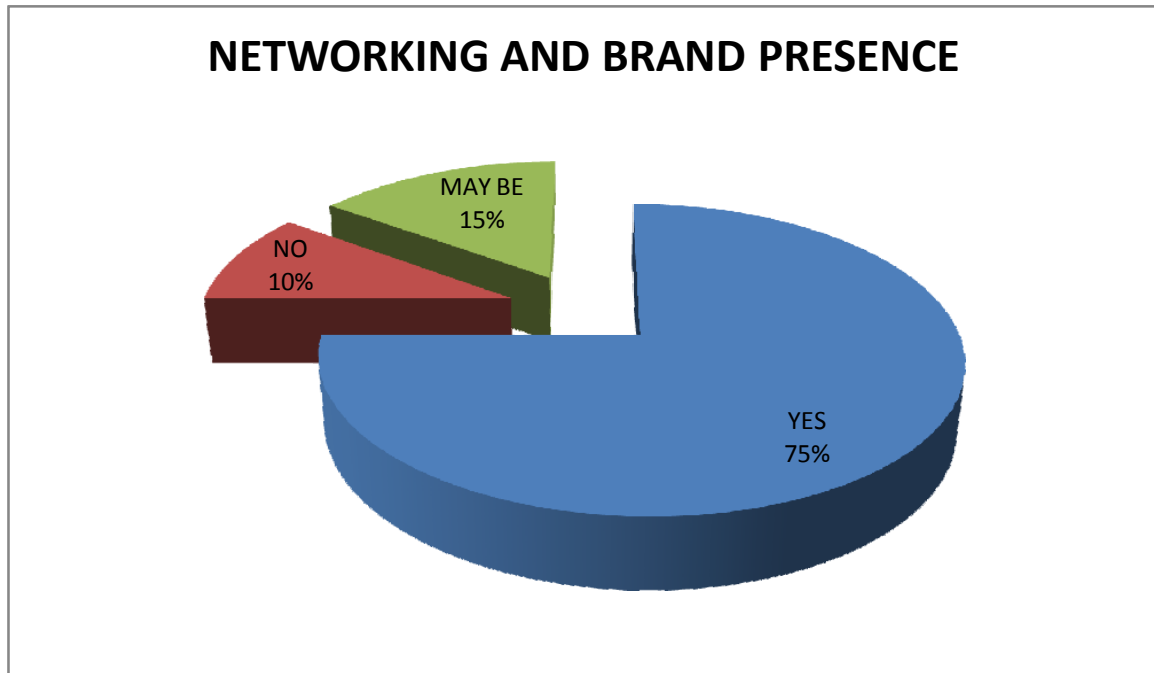
SERVICE QUALITY



5. Do you think that there is a possibility of relationship between social networking and increased level of brand presence in service industry?

- a) Yes (75%)
- b) No (10%)
- c) May be (15%)

in this case large number that is seventy five respondents felt that the variables are related whereas only ten felt there is no relationship between variables in consideration in the research question.

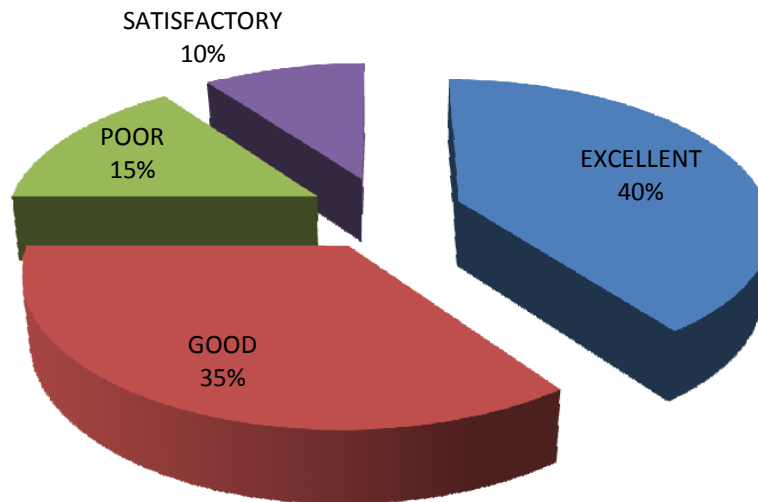


6. How will you rank Subways in terms of customer service?

- a) Excellent (40%)
- b) Good (35%)
- c) Poor (15%)
- d) Satisfactory (10%)

Out of 100 respondents, almost 40 respondents rated Subways excellent in terms of customer service whereas other 35 found it to be good. 10 respondents found it to be satisfactory whereas only 15 found it to be poor.

RANKING IN TERMS OF CUSTOMER SERVICE

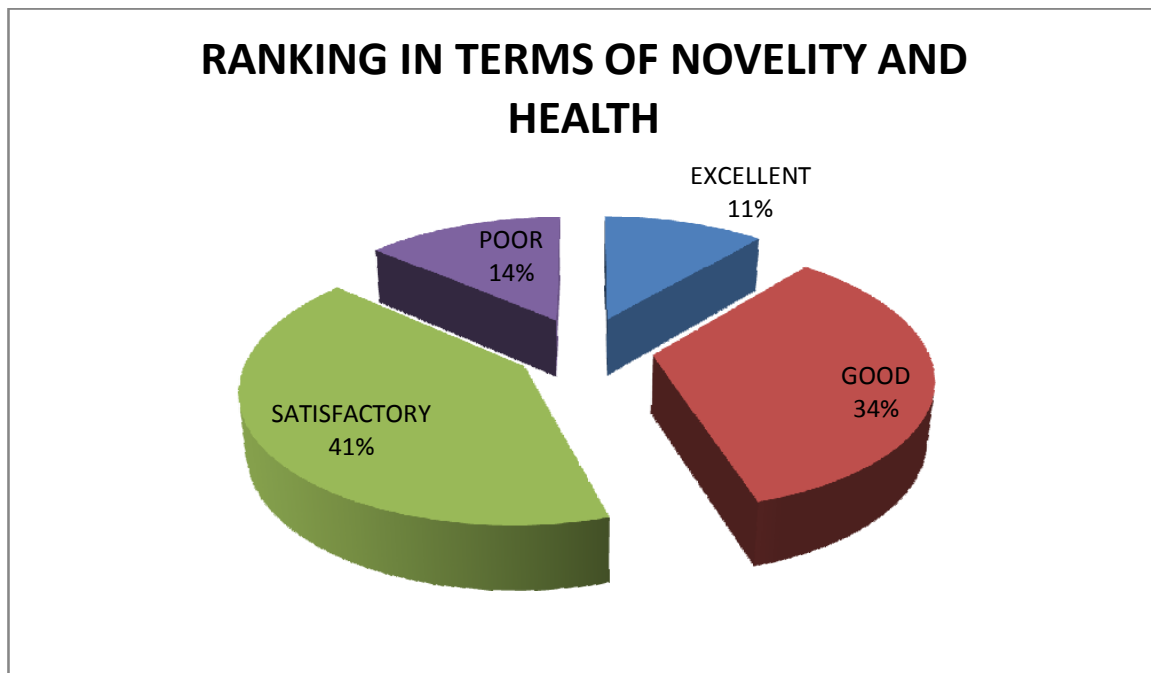


7. How will you rank Subways in terms of novel and healthy product offerings?

- a) Excellent (35%)
- b) Good (25%)
- c) Poor (10%)

d) Satisfactory (30%)

Out of 100 respondents, almost 35 respondents rated Subways excellent in terms of novel and healthy product offerings whereas other 25 found it to be good. 30 respondents found it to be satisfactory whereas only 10 found it to be poor.



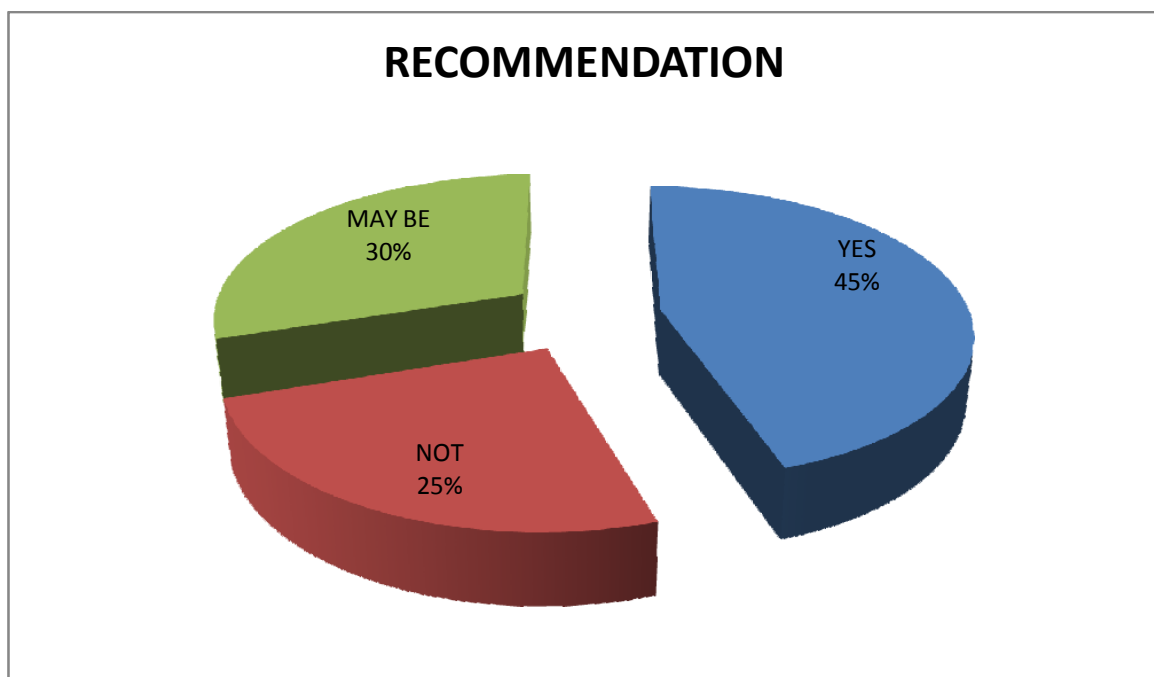
8. Will you recommend Subways to your colleagues, friends and acquaintances?

a) Yes (45%)

b) No (25%)

c) May be (30%)

in this case out of 100 respondents, 45 felt that they will recommend subway to others in their respective circles as well where 30 respondents were not sure whether they will recommend or not.

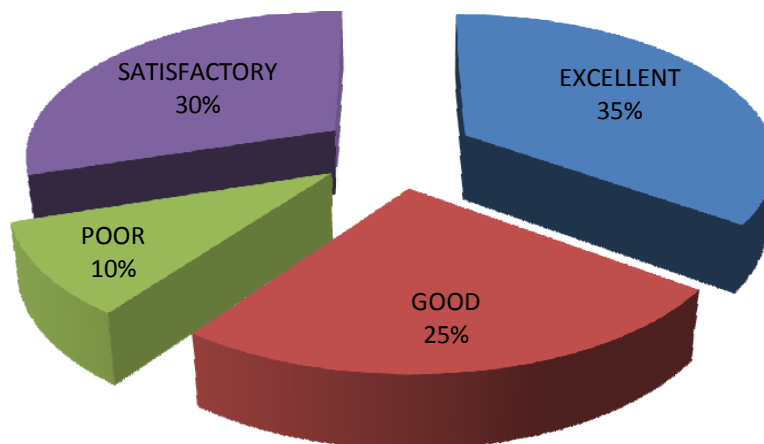


9. What do you think of competitive positioning and strategy about Subway?

- a) Excellent (35%)
- b) Good (25%)
- c) Poor (10%)
- d) Satisfactory (30%)

in relation to competitive positioning and strategy, 35 out of 100 respondents felt that the organization has an excellent positioning strategy, 25 found it to be good and 30 found it to be of satisfactory level.

COMPETITIVE POSITIONING AND STRATEGY



4.1 FINDINGS AND RECOMMENDATIONS

As per the assessment which was undertaken it was found that the main goal of the Subway chain is to be ranked the number one restaurant by consumers and in every market that Subway serves. Furthermore, Subway does not specifically select the new countries it enters.

It was also revealed through secondary data assessment that product policy is international by deploying techniques in relation to global branding as well as a single corporate identity. As a general matter of fact, this organization Subway has a basic product offering range of almost fifteen products. The Subway's product line is carved via different kinds of sandwiches (depth of the program) but then it is also very close program breadth (mainly sandwiches). To add on to the facts stands the fact that Subway has been able to position itself as healthier alternative within the fast food sector which is considered as not so healthy.

As a concept, Subways also practices services marketing concepts in the form of different components of promotion mix with a specific purpose to augment the level of brand awareness of brand as well as product offerings in consideration. The overall organizational goal is to augment the level of brand awareness as well as presence so that overall sales volume can be fostered. (Rust, 2000)

Subway also came up with a unique advertising proposition to further explore and derive benefit out of saturated market. Thus we can make out that it is a very unique and individualistic advertising message. This also paved way for deriving competitive advantage out of the intended advertising message.

Subway primarily focuses on tasty yet healthy food even in promotional messages and campaigns. Another point to be noted is that healthy food is quite affordable for masses.

There should be one main objective to the promotion campaign. Therefore, Subway has to focus its message on tasty, but healthy food, which is prepared quickly and freshly in front of the eyes of the customer. Besides that, this healthy food is affordable for everyone.

Even one of the prime target groups for Subway has been teenagers and school students. It is obvious that they spend quite a long time on various social networking as well as other networking sites. Thus Subways can also engage in adding banners with hyperlinks on more popular websites and blogs with the youth. They can also undertake the same in newspapers weekly as well.

Another service marketing tool can be deployed in this case is of direct marketing tools and techniques. This can be quite effective under certain special circumstances. Just like its competitors. Subways can also undertake advertising via digital media such as television and radio; it can also resort to various kinds of interactive print advertising.

Management at Subways can also deploy novel techniques in relation to sales promotion which can effectively address the target audience at Point of sale in case of temporary campaigns as well to cater to the target segment in a better manner. In this case Subways can also resort to novel sales promotion in the form of BOGOF which implies buy one

get one free, coupons along with newspapers, money-off promotions, sampling, displays, tasting as well as customer bonus mechanism along with coupon tickets.

Subways should also foster effectiveness of innovation related support activities which will require highly systematic information for coordinating information as well as expertise. This will minimize bureaucracy as well as foster access as well. (Jarmo, 2001)

The organization should also bring into place a better and effective mechanism for recognizing, prioritizing and channeling of commercial, innovation related initiatives and research as well. The organization should engage in longer term horizon scanning which will be highly related to the concept of retailing which will facilitate showcasing of novel ideas along with commercial potential and thus aiding projects on the margin as well.

Subways should also engage in recognizing and foster the complex skill sets which are required for retail innovation. This will call for having a provision on innovation awareness training amongst associates, provision of management of innovation skills training, cross sector technical training capability, integrated support structure and others to be mentioned in this case. Thus through the above measures it can manage the concept of services marketing in a better manner. It will also help the organization to accomplish its goal of being the leader in the market segment in which it operates.

Unlike products, end users can not try services and then purchase them. They have to purchase a service offering prior to consuming them. Thus this fact further augments the need for services marketing as well as services management at the same time.

CONCLUSION

This particular research study was an attempt to explore the world of Subway in relation to the concept and applicability of services marketing within the present market purview as well.

Various factors such as urbanization, industrialization, adopting western culture, shortage of time, effects of high media coverage and other developments have paved way for rapid and dynamic alterations within this segment in the market place. As a result of such

developments, there have been various altercations in life styles and nutritional habits of the people. Thus it is the concept of services marketing that can pave way for making informed choices and increase the level of reminder in the minds of target consumers as well. The research study also intended to render some suggestions within the given framework of services marketing in relation to Subways so that the applicability and effectiveness of the concept can be further augmented to the desired levels.

Even this research study is a good attempt in itself to add on to the new parameter to present level of knowledge especially in relation to the concept and applicability of services marketing. In a nutshell, we can say that researcher has been able to execute the research properly and come up with true, loyal and validated results. In addition to above facts stand the fact that is the parameters of service quality as well as satisfaction level that have the capability to affect customers' likelihood to recommend the food retail to others as well. In this case this fast food retail chain can augment the word of mouth and recommendations as well. This as per this research report it is quintessential that managing customer satisfaction levels is a critical strategy for fast food restaurants and chains to retain customers and get them in a position to lure more potential customers through word of mouth and viral marketing as well. (Vargo, 2004)

It is quintessential for researchers to have understanding of core concepts and parameters in relation to consumer expectations and service quality. Such kinds of expectations include recognizing some specific parameters which have the capability to influence expectations of consumers in a great manner. These are: word of mouth communications (what consumers hear from other consumers); personal needs (determined by individual characteristics and circumstances); past experience of a service (or a related service); external communications from the service provider (for example, printed advertisements, television commercials, brochures, and oral promises from service provider employees); and price.

Thus essentially there are numerous factors that need to be considered in relation to assessment of factor power of customer perception in case of service performance. The

various factors have been specified in the report in a clear and descriptive manner at length from multiple and diverse perspectives. But then this report tries to clarify various disconfirmed expectations in relation to service quality, customer satisfaction as well as service marketing concept in a great manner. The report has been able to do justice with various aspects and specified objectives as well.

We can easily with the help of research report study state the fact that service quality as well as services marketing is a broad concept that will need to be explored at length in further research studies as well.

Henceforth, in a nutshell it is extremely important to understand the concept of services marketing and its applicability in present corporate world as well. (Ambler, 2000)

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APPENDICES

QUESTIONNAIRE

1. Have you ever heard of Subways Restaurants?

- a) Yes
- b) No

2. How will you categorize the brand image of Subways?

- a) Westernized
- b) High end
- c) Convenient
- d) Fresh
- e) Healthy
- f) Efficient

3. How often do you visit Subways within a quarter?

- a) 1-2
- b) 3-4
- c) 5-6
- d) 7-8
- e) More than 8

4. How will you rate service quality at Subways?

- a) Excellent
- b) Good

c) Poor

d) Satisfactory

5. Do you think that there is a possibility of relationship between social networking and increased level of brand presence in service industry?

a) Yes

b) No

c) May be

6. How will you rank Subways in terms of customer service?

a) Excellent

b) Good

c) Poor

d) Satisfactory

7. How will you rank Subways in terms of novel and healthy product offerings?

a) Excellent

b) Good

c) Poor

d) Satisfactory

8. Will you recommend Subways to your colleagues, friends and acquaintances?

a) Yes

b) No

c) May be

9. What do you think of competitive positioning and strategy about Subway?

- a) Excellent
- b) Good
- c) Poor
- d) Satisfactory