

Biyani's Think Tank

Concept based notes

Marketing of Services

MBA- (IV Sem)

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Preface

I am glad to present this book, especially designed to serve the needs of the students. The book has been written keeping in mind the general weakness in understanding the fundamental concepts of the topics. The book is self-explanatory and adopts the “Teach Yourself” style. It is based on question-answer pattern. The language of book is quite easy and understandable based on scientific approach.

Any further improvement in the contents of the book by making corrections, omission and inclusion is keen to be achieved based on suggestions from the readers for which the author shall be obliged.

I acknowledge special thanks to Mr. Rajeev Biyani, *Chairman* & Dr. Sanjay Biyani, *Director (Acad.)* Biyani Group of Colleges, who are the backbones and main concept provider and also have been constant source of motivation throughout this Endeavour. They played an active role in coordinating the various stages of this Endeavour and spearheaded the publishing work.

I look forward to receiving valuable suggestions from professors of various educational institutions, other faculty members and students for improvement of the quality of the book. The reader may feel free to send in their comments and suggestions to the under mentioned address.

Author

Topics Covered

Service, Services Marketing

The Services Triangle

Internal Marketing

External Marketing

Interactive Marketing

Consumer Behavior

Consumer Expectation

Zone of Tolerance

Service Perception

Consumer Decision Process

Customer Satisfaction

Customer Delight

Customer Retention

Customer Loyalty

Service Quality

Moments of Truth

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Market Segmentation and Targeting

Customization

Service Positioning

Traditional Marketing Mix

Extended Marketing Mix

Latent Demand

Demand Management

Flexing Capacity

Waiting-Line Strategies

Zero Defects and Zero Defections

ServQual

Service Differentiation

Marketing Planning

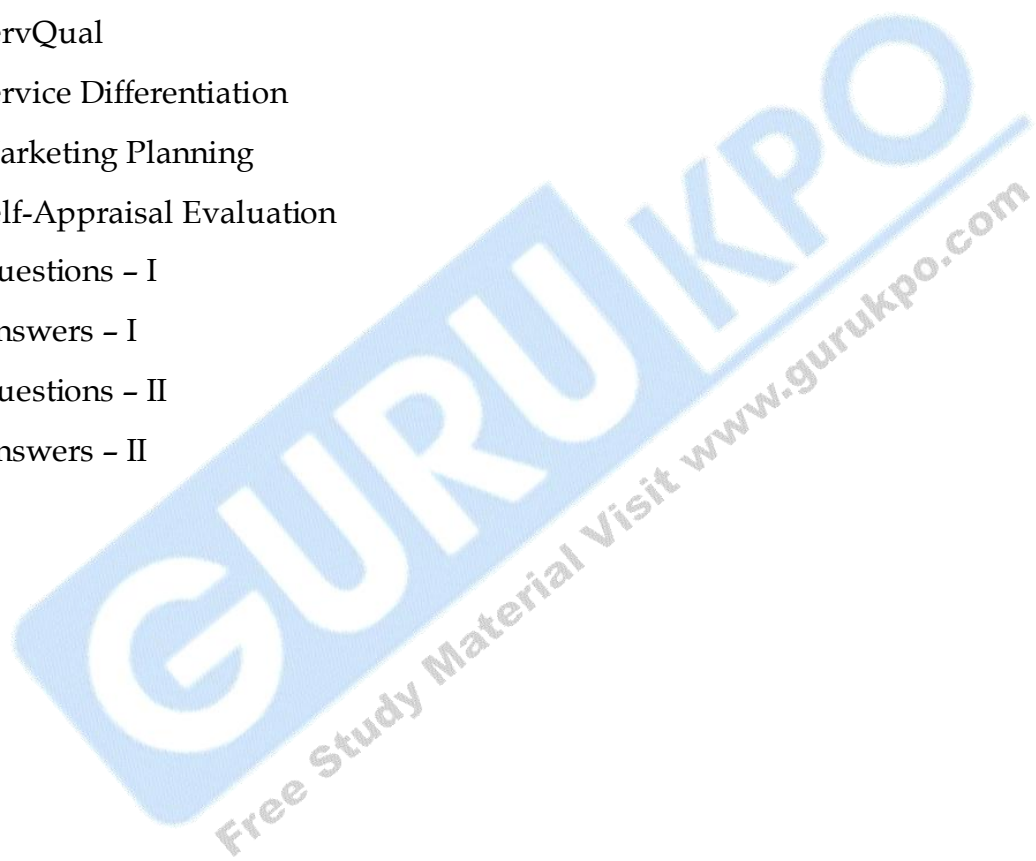
Self-Appraisal Evaluation

Questions - I

Answers - I

Questions - II

Answers - II



Service

1. Service

Any activity that involves Deed (act), wherein Processes are followed which results in Performances is a service

As per AMA Services are defined as “activities, benefits or satisfactions which are offered for sale or provided in connection with the sale of goods”.

As per Philip Kotler and Bloom services is defined as “any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product”.

- Intangibility - Services are intangible (which you cannot hold)
- Inseparability - you cannot separate
- Variability - different everytime
- Perishability - perishes immediately
- Customer participation - For delivery customer involvement is as important as is of the service provider.
- No ownership - we cannot hold on to it. Cannot own it.

2. Services Marketing

Services industry account for maximum share in the industry so it is very necessary to market the services in an appropriate manner. There is lot of competition that exists in the services industry.

A different marketing approach is necessary for Services Marketing, because services differ from goods in many respects

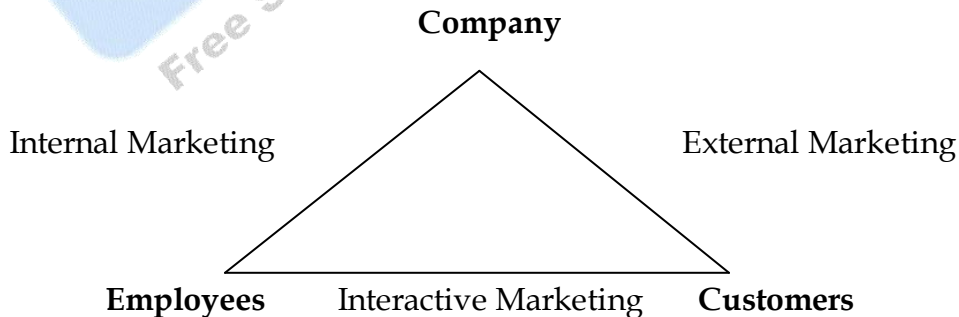
- Services are intangible. Goods are tangible
- Services are heterogeneous whereas goods are homogeneous

- Services are produced in Buyer-seller interaction. Goods are produced in the factory.
- Production, distribution and consumption take place simultaneously in the case of services. In the case of goods, the three are separate and independent functions.
- Consumers are co-producers in services. Customers do not generally participate in the production of goods.
- Services cannot be stored. Goods can be stored.
- In the sale of services, transfer of ownership will not take place whereas in the case of goods it does take place.

3. The Service triangle

This is a strategic model developed by Christian Gronroos. The model is called the Service Triangle. Gronroos identified three important groups that play critical roles in successfully accomplishing organisational goals. They are company (management), employees and customers. The model proposes three dimensional approach for the development of the overall marketing strategy. It suggests the design of three marketing programs as the integral parts of the services marketing programme. They are;

- Internal Marketing
- External Marketing
- Interactive Marketing



Marketing

4. Internal Marketing

The concept of internal marketing signifies the role of employees in achieving organizational objectives. This states that the employees of the organization are the first market and consumers are the second.

The two internal marketing objectives as per Gronroos are:-

- To ensure that the employees are motivated for customer-oriented and service-minded performance and thus fulfill their duties as the 'part-time marketer' in their interactive marketing tasks.
- To attract and retain good employees.

5. External Marketing

External Marketing is the interaction of the service company with the target market.

External marketing includes such communication campaigns by the service provider that inform, educate, persuade, train and influence the customers to purchase services.

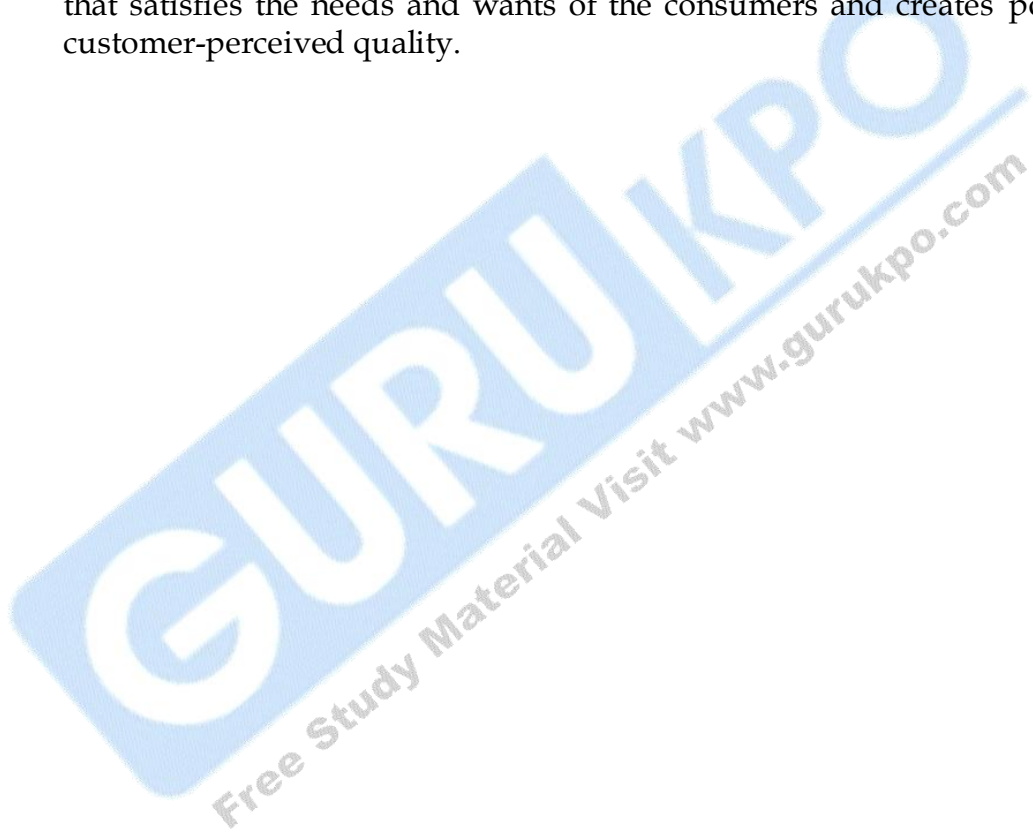
External marketing in services is popularly known as 'promotion' in traditional marketing. The five important components are:-

- Advertising
- Personal selling
- Sales promotion
- Publicity and public relations
- Direct marketing

6. **Interactive Marketing**

Interactive marketing takes place between contact employees of the service company and service consumers.

Interactive marketing is the managerial process through which a series of interactions between service provider and consumers are organized to facilitate efficient participation in service production and consumption that satisfies the needs and wants of the consumers and creates positive customer-perceived quality.



Consumer Behaviour

7. Consumer Behaviour

Consumer Behavior is defined as activities people undertake when obtaining, consuming and disposing of products and services.

It can also be defined as a field of study that focuses on consumer activities.

Today the focus is also on why and how people use the product in addition to why and how they buy.

8. Consumer Expectations

Customer expectations are beliefs about service delivery that function as standards or reference points against which performance is judged.

The knowledge of customer expectations helps the marketers to design comprehensive service packages that will deliver satisfaction.

Level of Service Perf'ce	Customer Response
Exceeding max. expe level	Highly satisfied/delighted
Max. service level	Satisfied
Adequate service level	Indifferent
Minimum service level	Dissatisfied
Below minimum level	Highly dissatisfied

9. Zone of Tolerance

Zone of tolerance lies between Maximum Level of service expectation and Minimum Level of service expectation.

Tolerance zone differs from customer to customer and also differs for first time service and for recovery service.

The tolerance zone would be low in case of important factors and would be high in the case of not very important factors.

10. Service Perception

Customers perceive services in terms of the quality of services and how satisfied they are overall with their experiences.

The evaluation of services differs from person to person, culture to culture and situation to situation.

Factors influencing the service perception of customers:-

- Service encounters: When we come face to face with the service providers starting from the reception to the final meeting.
- Evidence of service: These are the tangibles surrounding the core service
- Image: What is the image of the brand in the minds of the people will also determine the perception
- Price : Higher the price, higher is the perception and vice-versa

11. Consumer Decision Process

This means the process that a consumer follows to final down to a decision.

Consumers generally follow a four stage process in making purchase decisions:-

- Problem Identification : We take a decision to purchase something when there is some unfulfilled need or want. So the first step is to identify the problem.
- Information Search : Once the problem is identified then we have to start searching for the alternatives which will satisfy our need/want.
- Alternatives Evaluation : After finding out the alternatives, we must evaluate which alternative best suits us.
- Purchase, consumption and divestment: Once, we have zeroed on to an alternative, then we go ahead and purchase that product. After purchasing, we consume it/use it. After using it, we dispose/divest that product. This completes the Consumer Decision process.

12. Customer Satisfaction

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation.

In simple terms, satisfaction is the customer's evaluation of a product or service in terms of whether that product or service has met their needs and expectation.

Satisfaction is the customer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment.

13. Customer Delight

Global competition today is fierce, and customers who are merely satisfied with your company's products or services will soon be lured away by your competitors. The Customer Delight Principle reveals how today's

leading marketers consistently retain and grow their customer bases by moving beyond satisfaction to discover and fill each customer's unseen yet essential needs, virtually eliminate the negative, and drive your customers to new levels of repeat purchasing, loyalty, and sheer delight.

Giving customers some extra value will *delight* them by exceeding their expectations and insure their return

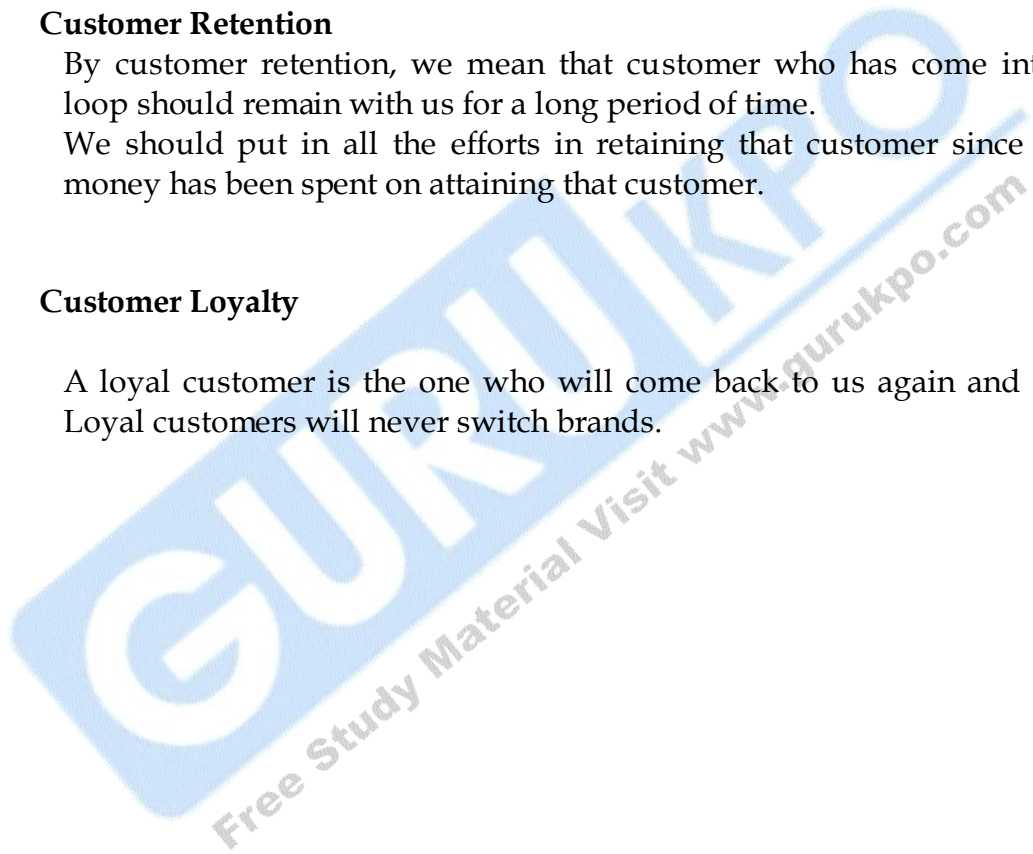
14. Customer Retention

By customer retention, we mean that customer who has come into our loop should remain with us for a long period of time.

We should put in all the efforts in retaining that customer since lot of money has been spent on attaining that customer.

15. Customer Loyalty

A loyal customer is the one who will come back to us again and again. Loyal customers will never switch brands.



Service Quality

16. Service Quality

- Service Quality is a predictable degree of uniformity and dependability at low cost with a quality suited to the market.
- Service Quality is consistent conformance to customer's expectation.
- Higher Service quality has a beneficial effect on both revenues & costs.

Service Quality dimensions include:-

- *Reliability*: Perform promised service dependably and accurately. Example: receive mail at same time each day.
- *Responsiveness*: Willingness to help customers promptly. Example: avoid keeping customers waiting for no apparent reason.
- *Assurance*: Ability to convey trust and confidence. Example: being polite and showing respect for customer.
- *Empathy*: Ability to be approachable. Example: being a good listener.
By Empathy we mean treating customers as individuals. Being passionate towards them

It is also Ability to be approachable. Example: being a good listener.

It is putting yourself into the other's shoes and trying to understand from the customer's point of view.

- *Tangibles*: Physical facilities and facilitating goods. Example: cleanliness.

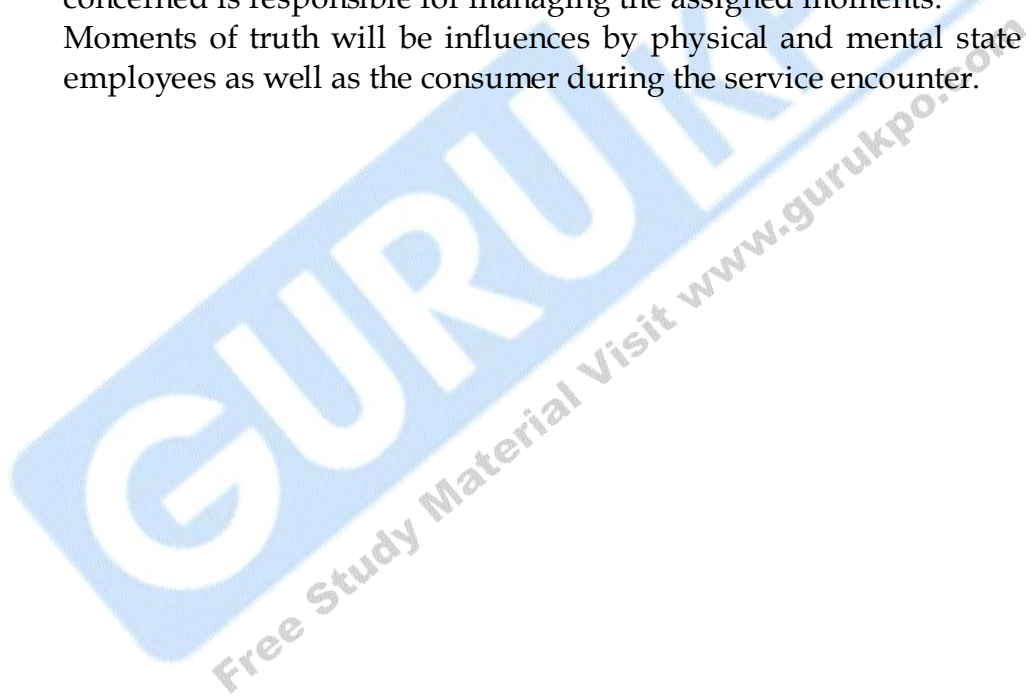
Tangibles are the visible environment that is surrounding the core service. It includes the infrastructure, furniture, wall paintings, tables, chairs etc that surrounds the service.



Moments of Truth

17. Moments of truth

The concept of “Moments of Truth’ was promoted by Jan Carlson, the CEO of Scanddenavia Airlines. The concept is simple and easily adaptable. The service company should first identify those moments between employees and customers, customers and service environment, and between customers and systems and other processes that are capable of creating some specific experiences for the customer. The moments thus identified are assigned, by categorizing and classifying them into groups, to each employee involved in the interaction process. The employee concerned is responsible for managing the assigned moments. Moments of truth will be influences by physical and mental state of the employees as well as the consumer during the service encounter.



Customer Relationship Management/Relationship Marketing

18. Customer Relationship Management/Relationship Marketing

In marketing Customer Relationship Management and Relationship Marketing are used interchangeably.

CRM is marketing-oriented towards strong-lasting relationships with individual accounts.

Relationship Marketing is attracting, maintaining and enhancing customer-relationships.

Relationship marketing is an integrated effort to identify, maintain, and build a network with individual customers and to continuously strengthen the network for the benefit of both the sides, through interactive, individualized, and value added contacts over a long period of time.

Relationships Marketing achieves:-

- **Building Relationships:-**companies have to focus on attracting the public to respective business areas for interaction
- **Maintaining Relationships:-** The goal is to build long -term relationships. The maintenance of relationship is possible only when a company fulfills its promises to the satisfaction respective parties
- **Enhancement of Relationships:-** Companies have to build the relationship that are more rewarding. The organization has to show a lot of care and concern in addition to offering special beneficial packages to the customers.
- Relationship marketing builds goodwill in the market.

- Relationship marketing is a highly effective technique to keep track of buying habits intensions, self images and spending patterns.
- Relationship marketing can stop customer switching to another brand.
- Relationship marketing results in positive image & enhanced brand equity on account of customer satisfaction.

19. Market Segmentation and Targeting

Market segmentation is the most popular technique used to reach the markets with service packages.

Markets are heterogeneous in nature with varied

Differentiated market (Market Segmentation)

- Inorder to reach the customers by matching the service offer to the needs and wants of the consumer, market segmentation is the best approach available to the service providers

While segmentation it should be ensured that each segment is homogenous in all significant characteristics.

Basis for segmentation can be broadly categorized as:-

- Consumer characteristics (geographic, demographic and psychographic)
- Consumer responses (benefit sought by a consumer from a service provider. The benefits may be with relation to quality, price, relationship, flexibility, exceptions, use occasions and so on.)

We can have good mix of both the types of segmentation

Following are the popularly used bases for segmenting service markets:-

- Geographic segmentation - division based on nations, states, regions, cities and towns
- Demographic segmentation- based on age, family size, gender, family life cycle, income, occupation, education, religion, race, nationality and social class
- Psychographic segmentation- based on lifestyle, personality and values.

- Behavioural segmentation- based on occasions, benefits, user status, usage rate, loyalty status, buyer readiness stage and attitude towards service.
- Technographic segmentation- willingness and ability to use the latest technology

Criteria for Segmentation

- Substantiality
- Measurability
- Accessibility
- Differentiability

Stages of Market Segmentation

- Search-through surveys, interviews, focus groups
- Selection
- Strategy - value maximization, capacity utilization and customer participation

20. Customisation

- Services are delivered by people and by nature are heterogeneous.
- Though the technical product can be standardized but functional part cannot be standardized in services.
- This variability provides opportunity to get innovative with the customers. On the other hand it makes service delivery difficult to control and predict. In customisation each customer is a market segment.
- Customisation is easier for companies who have limited customers.
- It is possible with a bigger customer base if we have state-of-art technology and employee empowerment.
- As per Joe Pine, we can have various approaches to move towards mass customisation. These approaches are:-

- Customising the service around a standardised core:- A standardised core service like airline and hotel industry can customise features.e.g. offering in-room variations like size and number of beds.
- Creating customisable services :-Here firm offers the same service to everyone, using a design that can be customised by the consumer e.g. ATMs and automated ticketing systems, self service salad bars, Esselworld etc.
- Offering point-of-delivery custom :- Here the provider allows the customer to communicate what they need or want at the point-of-delivery e.g. professional services, health care counselling and personal care service, pizza hut.
- Offering standardised modules that can be combined in unique ways. E.g tour operator, MBA programme

Though mass customisation is highly desirable but is not possible in all the industries. Before pursuing mass customisation; the need and feasibility should be carefully studied.

21. **Service Positioning**

Positioning means projecting the image of the product or service in such a way that consumer perceives its value distinctively from that of Competitive offers.

Positioning is not what you do to a product but what you do to the mind of the prospect

The process of designing a service has an impact on the image of the service in the mind of the customer.

It describes not only individual traits or qualities but the total impression that an object makes on the mind of others.

- ✓ Positioning by features.
- ✓ Positioning by comparison.
- ✓ Positioning by benefit to customer.

- ✓ Positioning as an expert.
- ✓ Positioning through guarantees.
- ✓ Positioning as a leader.
- ✓ Positioning through smart tags lines.
- ✓ Positioning through emotions.



Marketing Mix

22. Traditional Marketing Mix

Traditional Marketing Mix comprised of the following components i.e. the 4Ps:-

Product

Service is an intangible product. It consists of a bundle of features and benefits that have relevance to a specific target market. There is high level of flexibility and opportunity to be innovative in designing product offer.

Place

Service are intangible as well as inseparable. So it cannot follow the same channel as goods marketing.

Production, distribution and consumption takes place simultaneously in the services industry. However services have an advantage of used direct selling approach at a low cost.

There are other channels of distribution like agents, brokers, franchisers and electronic channels that are used for distribution of services.

Price

The pricing decision is critical in services too, as this component alone determines the revenue of the firm. Consumer sensitivity will be higher in services than in goods. The pricing strategies for services depends upon value perceptions of various groups of people that are targeted by the service firms.

Promotion

Consumers are co-producers in the service business. The quality of service will not only depend upon the performance of the service provider but also on the performance of the service consumer.

It is the responsibility of the service organizations to educate and if necessary, train customers so as to make them use the services efficiently.

A well designed service promotion programme is of immense help to the organisation to inform, persuade and train customers to better their experiences.

23. Extended Marketing Mix

In services industry sincere there is intangibility, variability, customer participation, we have 7Ps and these three extra Ps are known as the Extended Marketing Mix.

People:-

- All of the human actors participating in the delivery of a service provide cues to the customer regarding the nature of the service itself. How these people are dressed, their personal appearance, and their attitudes & behaviors all influence the customer's perception of the service.
- The services provider or contact person can be very important. Such as consulting, counseling, teaching & other professional relationship - based services, the provider is the service.
- Customer service quality themselves can also influence service delivery, thus affecting service quality and their own satisfaction.

- Customers not only influence their own service outcome , but they can influence other customers as well . Eg. in a theater or in classroom customers can influence the quality of service Received by others.
- If the employee is placed on the line of visibility, his behaviour, activities and performance will have a direct impact on customers. Service employees are to be trained and motivated for better performance in the marketing activities.

Physical evidence:-

- Most services cannot be offered without the support of the tangibles. Though customers cannot see the service, they can definitely see the tangibles associated, examine them and try to form the opinion on the service provider.
- The physical evidence of service includes all of the tangible representation of the services such as, brochures, letterhead, business cards, report formats etc.
- It includes the physical facility where the service is offered for e.g.- the retail bank branch facility.
- Physical evidence cues provide excellent opportunities for the firm to send consistent and strong messages regarding the organization's purpose.

Process

- The actual delivery steps the customer experiences, or the operational flow of the services, also give customers evidence on which to judge the service.
- Highly bureaucratized services frequently follow this pattern , and the logic of the steps involved often escapes the customer.

- Process that can provide evidence to customer is whether the service follow a production -line/standardized approach or whether the process is an empowered/customized one.

24. Latent demand

In any environment it is impossible to have a set of products that are capable of offering total satisfaction to all the needs and wants of society. There exists a gap between the desirables and the available. Latent demand is nothing but the gap between desirability and availability. Latent demand is the service opportunity which should be tapped by the firms at the right time.

25. Demand Management

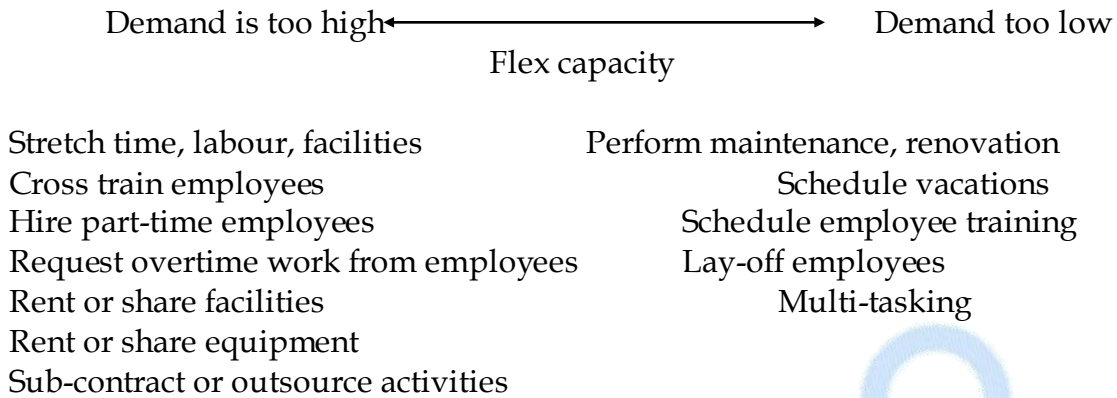
There are three characteristics in a society that are needed to generate demand for a service. They are desire, affordability and the willingness to purchase.

Most organisations have to face varying demand situations, which may not even be totally favorable to them. One of the primary responsibilities of the marketing organisation is to manage demand at a desirable level. Thus demand management becomes one of the major challenges for marketing organisations. Though demand for a marketing offer is not controllable, it is definitely possible to manipulate demand.

26. Flexing capacity

One of the approaches to either eliminate or reduce the imbalance between supply and demand of service is to flex the capacity beyond the optimum level when demand is more and reduce capacity when demand is less.

Zeithaml and Bitner suggest strategies for flexing capacity to match demand.



27. Waiting-Line strategies

Waiting generally is not a pleasant experience. When customer waits are inevitable, service organisation should deal efficiently by employing a variety of waiting-line strategies.

Employing operational logic

When customer waits are common, the service firm should first analyze the operational process to locate any loopholes in the system and initiate corrective measures. Efforts can also be directed at innovating better systems that can either reduce the pressure of the customers. E.g. in Tirupati a paper indicating the time of darshan and approx. time required to reach the terminal is given to each devotee. This reduces the managerial process as well as burden to the customers and they can plan their day in a better manner.

When queues are inevitable, the service firms should decide upon issues such as number of queues, their locations, reservation to special segments and their effect on consumer behaviour.

- **Establishing a reservation process**

In case of unavoidable waiting, advance reservation system can be used to reduce customer panic during the wait and to increase the certainty of having the service at a designated time. This system not only reduces the waiting time but is also useful in shifting the demand to less desirable time periods. E.g. offers by economy airlines.

- **Differentiate waiting customers**

The strategy is to differentiate customers based on need or customer priority.

Lovelock suggested four approaches to differentiate

- Importance of the customer
- Urgency of the job
- Duration of service required (priority to be given to short service jobs)
- Payment of a premium price.

Making waiting fun

Organisation can make waiting, a value received by the customers.

David Maister proposed several principles:-

- Unoccupied time feels longer than occupied time
- Preprocess waits feel longer than in-process waits
- Anxiety makes waits seem longer
- Uncertain waits are longer than known waits
- Unexplained waits are longer than Explained waits
- Unfair waits are longer than Equitable waits
- The more valuable the service, the longer the customer will wait
- Solo waits feel longer than group waits.

These principles are highly useful to service organizations in designing wait-line strategies and manage the waiting time of the customers efficiently.

28. Zero defects and Zero defections

Zero defects are the target quality standards for manufacturing firms. Total quality management concept that has been widely followed by many manufacturing organizations provide that there should be no defects in performance and the goal should to achieve 100% perfection from the first time.

In the case of services, customers are sold promises first. If the service firm does not fulfill the promises made to the customers, it is called a defection. Therefore zero defections should be the goal of the service firms.

29. SERVQUAL

For the purpose of measuring customer satisfaction with respect to different aspects of service quality, a survey instrument was developed by Parasuraman, Zeithaml and Berry in 1988. The instrument is called SERVQUAL. The basic assumption of the measurement was that the customers can evaluate a firm's service quality by comparing their perception with their expectations. The SERVQUAL scale includes five dimensions and is applicable to services industry.

- Tangibles
- Reliability
- Responsiveness
- Assurance
- Empathy

30. Services Differentiation

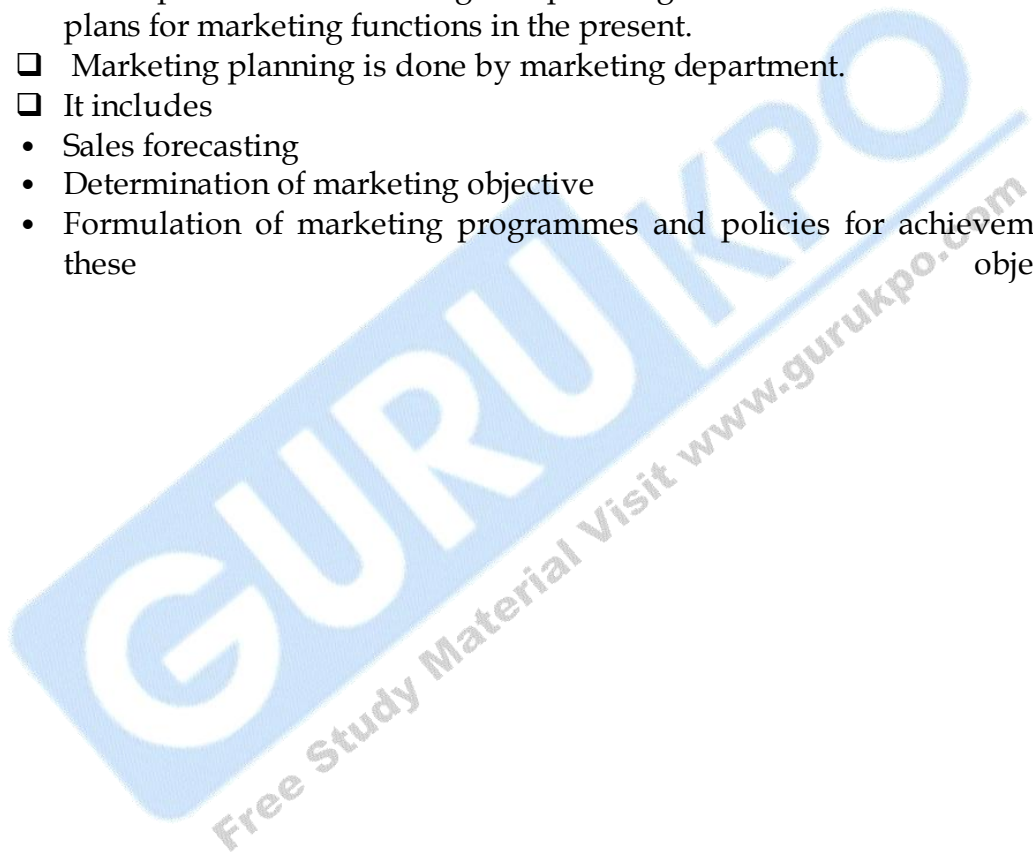
Services differentiation means providing meaningful changes in services offer that add value to the customer and are capable of generating quality perceptions distinctive from competition offers. Services companies can get closer to the customer and offer delightful experiences through differentiation. The major service differentiators are:-

- Basic service package – By making little changes in BSP, consumer can be made to perceive differentiated value
- Accessibility : By making service more accessible as compared to competitors differentiated value can be created.
- Interaction: The design and process of customer interaction is another area of creating service differentiation.
- Customer participation: The responsibility of service firms lies in ensuring total, able and involved participation of the customers. Differentiation can be adopted in the approach of training, educating and convincing the customers.
- Tangibles used: The quality, adequacy, maintenance, technology and suitability of various tangibles required for the service performance can be used to create differentiated value perceptions.
- Service personnel: Competence, courtesy, credibility, reliability, responsiveness, communication and empathy displayed by service personnel can act as a big differentiator.
- Service channel: The choice of channels such as agents, brokers, franchisee or electronic channel, the skill and expertise of channel members and their performances are the areas of differentiation.
- Service image: The image of the company at the corporate as well as local level differentiates in the value perception of the customers.
- Service recovery: In spite of careful and cautious approach, deficiencies in service is not an exception to any service organisation. Successful companies adopt service recovery strategies to win the customers and also use such strategies to differentiate their service offerings from that of their competitors. E.g. Domino's says if they don't deliver in half an hour, they will give the money-back.

31. Marketing Planning

Marketing planning is the work of setting up objectives for marketing activities and of determining and scheduling the steps necessary to achieve such objectives.”

- ❑ It is a part of overall managerial planning that decides future action and plans for marketing functions in the present.
- ❑ Marketing planning is done by marketing department.
- ❑ It includes
 - Sales forecasting
 - Determination of marketing objective
 - Formulation of marketing programmes and policies for achievement of these objectives.



SELF APPRAISAL EVALUTATION

QUESTIONS -I

1. Services are primarily intangible and tend to be an experience which is consumed at the point of purchase; they cannot be owned since they quickly, and once they have occurred they cannot be repeated in exactly the same way.

- (a) perform
- (b) perish
- (c) persevere
- (d) persist

2. The and attitude of these service personnel is critically important: the way that complaints are dealt with can mean the difference between keeping and losing customers or between making and destroying the company's reputation.

- (a) disposition
- (b) exposition
- (c) imposition
- (d) supposition

3. The organization must also pay attention to Continuing Professional Development, in which every staff member sees his or her professional career as process of training and growth.

- (a) a lifelong

- (b) a long-lived
- (c) an interminable
- (d) an unending

4. This training ought to start during into the company, which will involve the new staff in the organization's culture for the first time and brief them on operating policies and procedures.

- (a) inclusion
- (b) incursion
- (c) induction
- (d) insertion

5. Every customer staff member needs training and development in order to maintain high quality personal service.

- (a) facing
- (b) fronting
- (c) orientating
- (d) originating

6. Many of us can recall a situation in which the personal service offered has enhanced or a vacation, an overnight stay or a restaurant meal.

- (a) tainted
- (b) tested
- (c) tormented
- (d) twisted

7. People are the key in any service: services are usually produced and consumed simultaneously, and aspects of the customer experience are adjusted to serve the needs of the individual consuming them.

- (a) argument
- (b) cement
- (c) element
- (d) sentiment

8. The Western economies have seen of the traditional manufacturing sectors and growth of the service economies.

- (a) degradation
- (b) denigration
- (c) deterioration
- (d) determination

9. The right of is not extended to services, since we merely experience them; we cannot sell them once they have been consumed.

- (a) ownership
- (b) salesmanship
- (c) stewardship
- (d) upmanship

10. Marketing personnel often speak of the nature of a service as from the point of consumption and from the service provider.

- (a) inseparable
- (b) insuperable
- (c) irreducible

- (d) irreplaceable

Answers - I

1. Correct answer: (b) perish
2. Correct answer: (a) disposition
3. Correct answer: (a) a lifelong
4. Correct answer: (c) induction
5. Correct answer: (a) facing
6. Correct answer: (a) tainted
7. Correct answer: (c) element
8. Correct answer: (c) deterioration
9. Correct answer: (a) ownership
10. Correct answer: (a) inseparable

QUESTIONS - II

Indicate whether you agree or disagree with each of the following statements.

1. Cultural trends are important to the marketing of a business.
 - True
 - False
2. To maximize the impact of a very limited marketing budget, business should try to reach the broadest number of people possible.
 - True
 - False
3. Business should strive to have a different message each time they advertise and promote their product or service.
 - True
 - False
4. Research indicates that copy is not nearly as important as other considerations like graphics and color in advertising and promotion.
 - True
 - False

5. Always limit a direct mail letter to one page in length.

- True
- False

6. The price I charge for my product or service has impact on how it is perceived.

- True
- False

7. It is always more profitable and productive to sell products and services direct to the ultimate consumer than to use a middle-man/distributor/jobber.

- True
- False

8. In pricing a product/service, I need only be concerned with the price charged for similar products and services.

- True
- False

9. Graphics should, first and foremost, be eye-catching and attention-grabbing.

- True
- False

10. The timing of communications and marketing in business is

simply not crucial.

- True
- False

Answers - II

1. True
2. False
3. False
4. False
5. False
6. True
7. False
8. False
9. True
10. False

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