Preface

An analysis of the growing stages of economic activity indicates that all economies were initially dominated by primary activities, or the agricultural sector. The dominance then moved towards secondary activities, or the industrial sector. After the growth of manufacturing activities and the industrial revolution, the service age emerged. Today, developed countries are dominated by tertiary activities, or the service economy, while emerging economies are going through a transition phase, and it is not wrong to say that these emerging economies may also become service economies in the future, depending upon their pace of growth.

With the opening of the services sector in emerging economies, from the viewpoint of service marketers, one of the major concerns is to market a service product effectively, which differs from the marketing of physical goods. This is not due to any other reason but the inherent basic characteristics of services, which need different handling than goods. Further, in emerging economies, marketers face competition not only from local players but also from foreign counterparts, which doubles the challenge. The challenge further increases when it is required to meet the needs of the masses, which is required to fill gaps in the market and to have more business volume.

Over a period of time characterized by growth and change of consumer lifestyles along with change of economic structures, corporations face many challenges to have a sustainable business and maintain their customers. A successful strategy by one player is imitated by others, usually in short span of time. Then the same or other service provider looks for new avenues and marketing strategies to gain more market share, and then again, the cycle of imitation continues. It becomes challenging to be in business successfully over a long period of time. Therefore, the service corporations (large, medium, and small businesses) in emerging economies need innovative strategies to do business competitively and to fulfill the basic as well as evolving service-oriented needs of customers. These innovations also provide sources and strong foundations for sustainable growth of business.

I have observed the above-mentioned factors and points in the Indian context. India saw the growth of services in the 1980s. With the growth of the services sector since 1980, many new services were introduced in the Indian economy. In the existing services areas, many players had a monopoly in their respective sectors, namely airlines, insurance, banks, telecommunications, and others, which were countered by foreign players. The competition resulted in a complete revolution in the way services are offered today. It was a challenge for the Indian players to face competition and protect their market shares against foreign counterparts. In the subsequent times, the growth of emerging economies caught the attention of scholars and the corporate sector worldwide. Corporations found the emerging economies to hold the possibility of new potential markets for their existing products. However, some of the foreign corporations did not find easy replication of their marketing strategies in emerging economies,
as they were framing and implementing in home markets/developed economies. Scholarly writings also indicate that there is a need to study and understand the consumer behaviour factors in emerging economies because they are different than the behaviours and consumption patterns in developed economies. There is a need to study this difference because the existing strategic models originated from developed economies may not be applicable in the same way in developing economies due to difference in socio-cultural and other environmental factors.

Taking this into consideration, this book was created. A need to have an understanding of how and what marketing strategies to consider and develop for emerging markets by corporations in order to do profitable business and to simultaneously meet the requirements of citizens of emerging economies was identified. In present times, it is required to be innovative in existing practices and to adopt other fruitful strategies innovatively from other developed as well as developing countries. Through this edited book, all readers will benefit by having a wide perspective of strategies from different economies and nations, which can be applied for emerging economies.

The present text looks at innovations in the area of services marketing and services management in terms of process innovation, market strategy innovation, relationship innovation, and the like in emerging economies. The text describes possible marketing strategies from different services sectors and from different emerging economies. It also presents innovative strategies and developments from developed economies that can be adopted in emerging economies, taking into consideration the cultural and social aspects.

In light of the above, the book is relevant because there is a requirement to understand and learn what possibilities are there to handle business innovatively. At the same time, the book is also relevant for future consideration, as innovation is not a one-time process, and the contents of this book can provide a number of opportunities to consider new ways of handling business. This is again relevant because learning from one service industry can be adapted and implemented in other service industries. Further, this book is different from the other service texts because it provides the application of the theoretical underpinnings or detailed theoretical perspectives for future research. This book will supplement the existing texts on services marketing and innovations.

**OBJECTIVE OF THE BOOK**

The book aims to explore the various possibilities of innovation for service businesses in emerging economies and to provide insights for improvements from different possible strategic and tactical perspectives for corporate enterprises and for scholars. These innovation possibilities will be applicable to small as well as large-scale service businesses. The aim is to present the knowledge and information about current as well as potential marketing strategies, practices, and empirical research findings, which are/may become fruitful in creating innovation for service businesses. The goal is to improve consumer living standards with their overall wellbeing in emerging economies along with meeting the organizational objectives. This book, with an effort to fulfill this aim, captures the chapters; with case study examples, research findings, theoretical and conceptual frameworks, critical analyses, discussions, managerial implications, and future research directions, in the context of emerging economies. Many of the contributions will help to bring ideas and possibilities for service innovations, which may help organizations to reach the
masses and bring benefits to consumers at large. This will also bring awareness and knowledge among scholars. Thus, this text will provide insights to all service corporations interested in doing business in emerging economies and future study directions to scholars in developed as well as developing economies.

This book will be of interest to students, academicians, researchers, and managers of large- and small-scale service businesses as well as service entrepreneurs, and thus to all those associated with the service businesses. It is expected that enterprises will understand and identify the possibilities of innovations and improvements for better service delivery to consumers. Similarly, scholars will be able to identify the possibilities for further research and study, which may help to identify further innovations for services in emerging economies. This book can be a resource in specialized courses and a manual for instructors and services managers.

**STRUCTURE OF THE BOOK**

The book is organized in three sections with related chapters. In total there are seventeen chapters, which include innovation possibilities related to service brands, network-oriented services towards food retailers, value-based services from restaurants, consumer communities, service quality orientation, change management processes, online research panels, healthcare services, medical tourism, library services, public service innovations, role of customer relationship management in providing services in emerging economies, and the role of employees in developing and implementing service innovations. All the chapters have relevance for emerging economies.

Seventeen chapters have contributions from 28 authors from developed as well as developing economies. The authors represent the developed nations of Australia, United Kingdom, and the United States of America, and the developing nations of Brazil, China, India, Indonesia, Madagascar, and Turkey.

Section one looks at innovations that will help to enhance the performance of services in different domains. Services range from pure services to hybrid services to supporting services for goods along a tangibility spectrum. Pure services (professional services, market research firms), hybrid services (restaurants, retail business), and supporting services with goods (after sales services of white goods, cars) all need the basic aspects of services marketing with related additional complexities. Section one presents innovative frameworks in different forms of services that will contribute to improve the existing practices and strategies within service organizations and, in turn, enhance the satisfaction and value perception with consumers. Section one is comprised of six chapters.

Chapter 1, titled “Adding Value to Service Brands through Innovation: A Framework for Emerging Economies,” presents an empirical study from Turkey. Service providers bring different forms of innovations in their marketing strategies, which may be related to improved offerings, attractive promotions, or advanced distribution. The authors question whether these innovations lead to added value and help in making the service brands stronger by enhancing the perceived brand equity. The authors present a model, developed using a critical incident technique framework, with different factors that play a role in innovations on services brand equity primarily in context of emerging economies.

Chapter 2, titled “MarketMaker™: An Innovative Network-Oriented Services Marketing Strategy for Emerging Economies,” presents an innovative network-oriented marketing strategy that is successfully operative in the United States and helps to connect small farmers with various food supply chain stakeholders and supportive agencies at the state/city level for marketing their offerings. It is normally difficult for farmers to connect with consumers in big cities to offer their products and services, and also
to get connected with private/public agencies in urban areas for a better marketing of their agriculture business. This is primarily true for emerging economies. There is discussion of the potential benefits of e-commerce-based marketing opportunities as an innovation for emerging economies. It is fruitful to combine primary activities with tertiary activities, which will help to fulfill the basic essential needs in emerging economies.

The title of chapter 3 is “Innovation in Medical Tourism Service Marketing: A Case of India.” It presents the basic concept of medical tourism and an innovative perspective of medical tourism in emerging economies with existing and potential growth opportunities. The authors propose a marketing-mix strategy for medical tourism consisting of 14 Ps. These 14 Ps provide various innovation opportunities for emerging economies for managing the marketing of healthcare services with tourism in order to provide effective and efficient services to consumers. The chapter critically examines the development of medical tourism as an innovation in India.

Chapter 4 presents the change management process and related frameworks in reference to service-oriented sectors, which can be helpful in providing quality services to consumers in emerging economies. It will help in managing incremental innovations with success. It is significant to consider that service organizations in emerging economies face a challenge to implement and administer a change as well as innovation to meet the customer requirements satisfactorily. The author includes two examples with discussion questions for better comprehension of the concepts in the chapter. This chapter can specifically be of use in classroom discussion. The title of chapter 4 is “Initiating an Organizational Change Management Process: Achieving Service Quality in Emerging Economies.”

Online customer panels are not much in use in developing countries among corporate and research institutions to collect information for marketing research. Chapter 5, titled “Market Research through Online Custom Panel: Co-Creation Value and Customer Relationship,” discusses the applications, benefits, and challenges of these online panels. The authors present the innovative development within online panels in terms of virtual communities. Two case studies in the Brazilian context are presented to explain the development and use of these online virtual communities.

Chapter 6, titled “Innovation in Offer of Services for Manufacturing Enterprises: New Experiences Based on Emerging Technologies,” addresses a unique context of supporting services through goods (tablet) and services (software management). There is normally a requirement of product-aligned supporting services of different kinds to market manufactured goods. The chapter presents a new commercial approach called Nimian, which is supported by software and used through tablet platform. The chapter illustrates the innovation, which is used to enhance and support the function of sales and marketing communication in terms of advertising and informing consumers about the products. The authors explain the contributions of Nimian, which play an important role at the point of purchase and help in consumer purchase decision making. It also helps organizations in their sales management on the back-end.

Section two is comprised of seven chapters, providing possibilities of innovation primarily for consumers and society at large. The focus of this section is to look at the well-being of all consumers by improving day-to-day requirements. The evolution of society brings new requirements and challenges, and how these can be addressed with combined efforts of concerned organizations and individuals are well presented through the seven chapters in this section.

Chapter 7, titled “Good Treats: Eating Out not Just for Joy but also for Well-Being,” talks about the challenges and problems faced with prosperity and related lifestyle changes. These challenges are raising their head in developing economies and already being faced by developed economies. One such change is the increase in eating-out occasions, which provides joy but at the cost of well-being as normally
results in obesity and health disorders. The chapter presents the problem with suggested solutions in terms of consumption trade-offs through motivational interviewing and with the help of behavioural economics applications. The authors indicate that eating outlets can play a significant role with the use of appropriate strategies to provide both enjoyment and health to consumers while at the same time thriving in their businesses.

Chapter 8, titled “Interaction Strategy in Co-Creation: A Case of Bus Transportation Services and Its Consumer Community in Indonesia,” elaborates the interaction strategy in co-creation between service providers and the consumer community. The author has presented a case of consumer community within bus transportation services in Indonesia. Through empirical analysis, the author analyses the dimensions of interaction strategy in co-creation and identifies it like a game theory where it can be a win-win situation for both service provider and the consumer community. This co-creation strategy will be beneficial for emerging economies. It provides a strategy where marketers can deliver services along consumers with mutual benefits.

Chapter 9, titled “Medical Tourism: A Conceptual Framework for an Innovation in Global Healthcare Provision,” details the medical tourism literature from the perspective of services marketing and management and discusses the consideration of medical tourism as an innovation. The authors propose a conceptual framework of key drivers, which represents innovation of medical tourism in the global healthcare arena by emerging economies. The study presents managerial and policy-based implications and identified research gaps to provide directions for future research in the area.

Chapter 10, titled “Healthcare Services Delivery in India: Special Reference to Mother and Child Health,” focuses on maternal and child healthcare primarily in the lower-middle and lower classes of society in emerging economies. The author presents the concept of frugal innovation, which in the form of secondary healthcare hospitals may provide the required health services to mother and child. The success case of a secondary care hospital is presented that indicates that such innovations will bring required healthcare to the needy and will also help the services reach many. The suggested framework may be easy to implement with public-private partnerships.

Chapter 11, titled “Marketing of Library and Information Products and Services: Using Services Marketing-Mix,” presents library services, which are normally not marketed. However, due to various information channels and value of time, it is required to take care of the marketing of Library and Information Products and Services (LIPS). The author presents the 7 Ps marketing-mix strategies and five laws of library science to suggest innovative marketing strategies for libraries in emerging economies for a better reach and to fulfill the purpose of a library with better utilization of its resources. The chapter suggests that with limited resources and a little effort in the right direction, it will be possible to market library services.

Chapter 12, titled “Managing the Public Service Innovation in Emerging Countries: Experiences and Lessons from China Railway,” presents a context of public services that play a significant role in providing the basic living facilities to all citizens. This chapter studies the innovation in passenger railways ticketing methods in China. The authors have empirically analyzed the relationship between choice of new ticketing method and consumer demographics. There are suggestions to work on public service innovations in emerging economies in a way that these innovations can reach less affluent classes and thus can achieve the purpose of meeting the needs of the masses.

Chapter 13 is titled “The Customer Relationship Management as an Element of the Acceleration of Society Evolution: The Case of the Emergence of Hypermodernity in Madagascar.” The chapter presents the emergence of hypermodernity in the Malagasy culture and its impact on consumer requirements.
The author studies the mutual impact between Customer Relationship Management (CRM) strategies and hypermodernity. It is analyzed that due to hypermodern values, consumers are likely to need different relational support and offers from the service providers, and it may also impact consumer loyalty towards organizational services.

Section three has its focus on “People” – one of the 7 Ps of the services marketing-mix. Service employees play a significant role in service delivery to consumers either working on the back-end supporting the functions or on the front-end interacting with consumers. Service employees are like a backbone for any service organization to develop and implement strategies, to deliver services, and to manage innovations. It is important to provide a conducive working environment and take care of employees’ well-being before satisfying the consumers. The innovative ways of managing employees and their well-being with their significance on consumer satisfaction is discussed in the four chapters of this section.

Chapter 14, titled “Establishing the Linkage between Internal Market Orientation and Service Innovation,” presents a model indicating the relationship between the three main dimensions of Internal Marketing Orientation (IMO) and its impact on the functioning of employees. The analysis shows the impact of IMO practices resulting in motivated and committed employees who positively contribute to implement innovations in service organizations, which in turn result in satisfied customers. The chapter is based on empirical findings from banking services.

Chapter 15, titled “Quality of Work/Life and Service Quality,” presents a comprehensive conceptual model linking Quality of Work/Life (QWL) of employees and service quality to consumers. It details the literature related to dimensions of QWL, innovations in the area of QWL, complexities of perceived service quality by consumers, and related studies in emerging economies about relationship between QWL and service quality. The authors suggest application of the proposed framework by service organizations in emerging economies taking into consideration the respective culture of a place, as culture affects the ways of handling activities.

Chapter 16, titled “Integrating Psychological Contract and Service-Related Outcomes in Emerging Economies: A Proposed Conceptual Framework,” presents a conceptual model indicating the relationship between management and employees, primarily in terms of front line employees, that has its impact on improving service innovations and enhancing employee citizenship behaviour. It is required to have a co-ordination between management, employees, and customers in order to maintain and sustain growth in any service organization.

Chapter 17, titled “Hospitality Innovations in the Emerging Experience Economy: A Case Study of the Oberoi Resorts,” presents a detailed case of luxury resorts to study and analyze the impact of innovations in marketing-mix in the area of hospitality services. The primary focus is on the employee dimension, which impacts the delivery of innovative experience to consumers. The author suggests a conceptual framework representing the impact of employee management on innovative service delivery success. Emerging economies are experiencing increased expectations of guests in the hospitality industry, and thus, it is important for an organization to have employee orientation within its strategy framework.

**FINAL WORDS**

The present text will be fruitful for corporations in designing innovative strategies for marketing and management of service businesses in emerging economies. It will provide a platform to meet business objectives with social requirements, which will help in sustainable growth of business. No business can flourish without considering the consumers’ and employees’ perspectives along with business goals.
This book will serve to achieve satisfaction at all three points as an imperative requirement of service business performance and success. Readers will get insights from the view of emerging economies. This text will also be equally beneficial for scholars and academicians for gaining knowledge and for future research directions. The contributions of all authors and the editor will be advantageous to all the readers.

Wish you all an enjoyable reading! I will be grateful to hear from you.

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