

Implementation of services marketing strategies: case study in a passenger transportation company

Abstract

The esteemed work aims to propose a grounded and coherent solution to improve the services provided at Manaus Special Transport, which operates in the charter segment. The overall objective of the project is associated with attracting new customers from the analysis of service marketing. The specific objectives have the purpose of identifying the service marketing strategies used by the special transportation segment; To examine which practices can contribute to improving the organization's reputation and to compose a service marketing package that matches the company's size. The project came from the data survey provided by the organizational diagnosis where it was possible to identify the need to improve the marketing area, especially service marketing. Finally, it was concluded that with the quality tools: Diagram of Causes and Effects and the 5W2H can create a proposal appropriate to the size of the company studied, increasing quality and customer satisfaction.

Keywords: strategy, transport by charter, services marketing

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Introduction

This study aims to present and develop a solution proposal based on the results of the Organizational Diagnosis carried out at Empresa Transportes Especiais de Manaus LTDA, which, after data analysis, was found that one of the sectors that demonstrates the most weaknesses is the Marketing sector, requiring modifications in order to improve the practices currently used. The lack of service marketing in the organization studied was highlighted as a problem. In the current globalized and dynamic world scenario, where organizations create strategies to maintain themselves in this competitive market, service marketing is an essential tool to explain the value of your service and convince the customer to choose a specific company. It can be used as a strategy or tactic to attract new customers, thus strengthening the company's image in the market in which it operates. The company only uses marketing known as word-of-mouth, which is also important, but not sufficient for promoting and presenting its products and services. It is expected that from the implementation of service marketing, the company will increase its revenue, by acquiring new customers, and improve its reputation, increasing the satisfaction of the customers it already has. The general objective of the project is associated with attracting new customers from the analysis of service marketing, accompanied by specific objectives that aim to identify the service marketing strategies used by the special transport segment; Examine which practices can contribute to improving the organization's reputation and compose a package of service marketing actions compatible with the company's size. The project methodology is based on field research, interviews and to assist in solving the problem, we will use the 5W2H quality tool, which will develop a checklist of activities to be developed with maximum precision by the team responsible for implementation of service marketing. This project will also include the proposed solution for the general and specific objectives, together with the planning of the actions that will take place through the quality tool.

Literature review

The theoretical foundation serves as guidance for the analysis and interpretation of data collected for the research, it manages to

give credibility in the context. According to Gil et al.¹ "The field study constitutes the classic model of investigation in the field of Anthropology, where it originated. Nowadays, however, its use occurs in many other domains, such as Sociology, Education, Public Health and Administration". Depending on the data collection, analysis and interpretation techniques, field research can be classified as having a predominantly quantitative or qualitative approach. In research in which the approach is basically quantitative, the researcher limits himself to the factual description of this or that event, ignoring the complexity of social reality.²

Marketing concept

Marketing is a set of activities that aim to meet the needs of the customer, which is why they are responsible for bringing results to the company. Since its inception, it has undergone evolution to the present day, from sales distribution in the role of meeting consumer needs to a more comprehensive philosophy of meeting and anticipating customer needs, introducing products and services to the market that provide satisfaction. and add value to the end consumer. Therefore, marketing is the set of tools, techniques and processes that promotes the link between the organization and its market.

Service marketing concept

Service marketing is an approach that aims to show the customer the value of a company in the area of service provision, positioning itself as a provider of solutions to their needs and increasing the visibility of the product or service makes punctuality happen to attract new customers. "Services marketing concepts and strategies were developed in response to the immense growth of the sector, which increased its importance for the North American economy and the rest of the world".³ According to Freire et al.⁴ demands recognition of the value of customers over their lifetime of consumption rather than as individual customers or organizations that must be approached on each purchasing occasion. By recognizing the value of lifetime - or lifetime - services marketing seeks to progressively unite the company with customers. Service marketing should be the tool responsible for improving the company's visibility and the company's relationship with its customers.

Definition of loyalty in service marketing

Companies currently face fierce competition, and customers can choose one or another organization available on the market to meet their needs. In this way, organizations are looking for different possible ways to provide what customers want and need, in an attempt to make them loyal to the company. Kerin et al.⁵ “direct marketing can help encourage repeat purchases from buyers who are satisfied with their first experience. Public relations plays a small role in the post-purchase stage.”

Service marketing strategy:

A well-structured services marketing strategy can generate a direct and positive impact on the company. If the strategy is consistent enough to convince the customer that the service delivers what they need, there are even more chances of the actions being converted into real sales. “Develop a positioning strategy, which involves decisions about taxes relevant to consumers, to increase the attractiveness of a product to a target segment”.⁶ Three generic strategies have been successful in formulating strategies that allow a company to outperform its competitors. The strategies of global cost leadership, differentiation and market focus are approaches that service companies have adopted in various ways to obtain competitive advantages. In each of these strategies, however, management must not lose sight of the fact that only focusing on customers and satisfying their needs will result in a loyal customer.⁷

Benefits of service marketing:

Services Marketing, a methodology which aims to explore the competitive advantages of a given service so that customers can see your company as the most appropriate to contact and are all focused on the main thing, which is to satisfy the needs of a certain group of people, through of a relational process between companies and customers.

“Meeting the strict demands of customer satisfaction is the biggest challenge that marketers face today”.⁸ The variability of services basically depends on who provides them, when and where they are provided. It must also be considered that the level of human disposition is not always the same, which may directly reflect the heterogeneity of services. “A good relationship between the service provider and the consumer is the key to good work development and satisfactory results”.⁹

The importance of marketing in after sales:

After-sales is a set of marketing actions carried out after selling a product or hiring a service. Investing in these activities means having more chances of sales in the future and expanding the influence that your company has on the market with the help of consumers themselves. Larentis et al.¹⁰ “To evaluate loyalty, or loyalty, Gummesson suggests the use of indicators that evaluate the duration of a relationship, which can be measured by the time the customer continues to buy”. After-sales is vital for customer loyalty and feedback regarding the service provided, it becomes a gateway for new customers and also for market analysis. “It is necessary to value all sales processes to maintain a lasting relationship, as well as focusing on after-sales. It is a proposal to keep customers satisfied before, during and after a sale is made”.⁹

Expectations and level of customer satisfaction in after-sales:

For service marketing, after-sales can be a key factor in a company's success and customer satisfaction, knowing that evaluating the level of customer satisfaction and expectations is an arduous task for company managers. This is because the degree of satisfaction

varies depending on the customer: while some feel very satisfied with a service, others feel very dissatisfied with that same service. This occurs due to the customer's expectations when making a purchase. Often, the consumer He has high expectations for the company, and the service is not as good as he imagined. According to Cobra et al.¹¹ “purchase satisfaction is linked to certain sensations of satisfaction that the consumer imagines are leading to the satisfaction of needs”. To sell products and services and start working focused on individual service, satisfying customer needs and desires and enabling a lasting relationship that leads to personalization, and consequently, loyalty. “In this sense, we can say that satisfaction and loyalty should be part of the desires of any organization, because for any business, it is more profitable to keep current customers than to acquire new ones, in this way, we have an increase in the relationship index and subsequent possibilities of gain for the company”.¹²

Customer perception of after-sales:

The differentiated customer, increasingly common in the lives of companies, demands personalized treatment, they buy from a company that is not only concerned with providing good service, offering a better price linked to quality, but also from one that is constantly concerned with knowing their level of satisfaction. , needs and consumption habits. “The importance of consumer post-purchase satisfaction suggests that the product's appeal reliably represents its likely performance. Some companies should minimize performance levels so that consumers can experience greater than expected satisfaction with the product”,¹³ Customer satisfaction is directly linked to their perception of quality. When the customer perceives quality, they become satisfied with the company and its products, services or processes. “Customer satisfaction is the driving force of a company, it is what makes it keep its customers and make a profit”.¹⁴ The customer's perception is formed during the various moments of contact with the company and, for each moment there will be a comparison between what they expected, that is, their expectations regarding the service, and what they actually obtained, when the service has already been provided. provided.

The influence of after-sales on customer loyalty:

Using service marketing, after-sales will be a key factor in the company's success and customer satisfaction. Maintaining the efficiency of services, high quality and the assistance of strategic practices. Before you want to build customer loyalty, you need to satisfy them and make a good impression, especially at the most important moment of the sale, service. Companies are always concerned about selling more and more, but just selling doesn't make the customer come back, the customer wants much more than good service. A good shopping experience leads your customer to return to the store and that is where the loyalty process begins. While understanding is more strongly affected by advertising and personal sales, persuasion is influenced by personal sales, which, together with sales promotion, interferes with closing a sale and renewing orders, that is, with customer loyalty.¹⁵ Loyalty is one of the main objectives of marketing action: the intention is not to rely only on occasional customers, who make a few purchases from time to time; but captivate them so that they always come back and try to remain linked to the brand.¹⁶ Providing good after-sales service, guaranteeing attention, time and adequate education to your customers should not be seen as a company differentiator, but rather as an essential aspect of your process routine: regardless of whether your company deals with individuals or In legal terms, all transactions are carried out between people, so a simple gesture of attention can represent all the difference between making a new sale in the future or not.

Materials and methods

The work is based on a bibliographic survey, which used a set of secondary sources of scientific publications in order to propose a services marketing tool for prospecting customers, since services differ from goods and a focus on them becomes a factor differential for your profile in the competitive market. It has a quantitative and qualitative nature. It is quantitative when a questionnaire is used to customers translating opinions and information into numbers to be classified and analyzed. It is also qualitative in nature when the interview is carried out with the company owner in relation to the open questions. In the first moment, initially, by preparing a bibliographical research, in the second moment, to carry out the work, a structured interview was carried out with the company's owners, in order to obtain information that would assist in the diagnosis. In the third moment, the observation and analysis of the environment using research instruments. "Whenever we decide to start a study, we need to see what has already been said about the topic".¹⁷

Methodological procedure:

The research instruments used (questionnaires, interviews, document analysis, direct observations), collecting the necessary data to carry out the work.

Questionnaires: The questionnaire is a data collection instrument to obtain information about a given problem, which enables the analysis and interpretation of data applied in quantitative and qualitative research. Used as a research instrument composed of open and closed questions, with simple and objective language, for easy understanding and response when applying the questionnaire. In Severino's view:¹⁸ The questionnaire is a set of questions, systematically articulated, which are intended to collect written information from the subjects researched, with a view to knowing their opinion on the subjects under study.

Interview: The interview has been used as a research instrument and method for a long time. The solutions acquired through interviews are more objective than those obtained through questionnaires, since the concepts of the words are clarified during the interview itself.

The most pertinent technique when the researcher wants to obtain information about his object, which allows him to know about attitudes, feelings and values underlying the behavior, which means that he can go beyond descriptions of actions, incorporating new sources for the interpretation of results by the interviewers themselves.¹⁹

Document analysis: Documentary research can be defined as analysis of materials of different natures such as photographs, minutes and reports. The information contained in these sources allows for a qualitative approach to the phenomenon studied. To complement this, we have the definition by Lakatos and Marconi:²⁰ The characteristic of documentary research is that the source of data collection is restricted to documents, written or not, constituting what are called primary sources. These can be done at the moment the fact or phenomenon occurs, or afterwards.

Direct observations: Direct observation involves going to the area where activities are taking place and seeing what is happening. Managers can directly observe work methods, employees' non-verbal signals and the operation as a whole. According to Carreira et al.²¹ the use of direct observation in the analysis of a work routine helps to identify bottlenecks, such as queues of people and waiting times in operational procedures and in the interpretation of the role by the employee, in the behavior of customers, suppliers and visitors.

Results and discussions

This research presents qualitative approaches, since its characteristics are: the environment being the source of the data, the researcher being a fundamental collection instrument and a descriptive nature to present its behavior. This research presents a case study in which data will be collected from the organization, based on observations made by researchers about the events that occurred, that is, the data will be collected in its natural environment. A fundamental step in implementing the tool is to carry out a study of the service plan adopted in the organization, a type of diagnosis with the purpose of identifying operational inefficiencies, a form of process maps that highlight the activities carried out by consumers in service processes, with This study is expected to visualize consumer participation in a service process at the company Tema Transportes and to this end propose the creation of an application, which will serve as a management tool for the company but also information about the route in real time for customers, with the aim of promoting better Service Marketing to the organization. The company studied, operating in the charter transport segment, is facing internal problems regarding service marketing and this is negative for its organizational performance, as it removes its potential customers from the company and hinders in market growth. After analysis, it was found that the company does not have a sector for dealing with customer satisfaction, this is unfavorable for a company that seeks to increase the quality of its services (Figure 1).

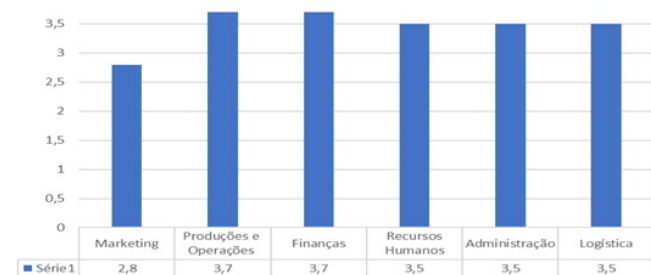


Figure 1 Average critical areas.

Source: Authors, 2019.

With a survey of all functional areas of the company, the graph was created, reporting all the weaknesses and strengths of the organization, through analysis carried out through an interview with the company's administrative manager. Based on this result, the choose the most critical functional area of the company to be worked on and develop solutions and measures to improve its weaknesses.

The proposed solution is one that is recommended and has high potential to solve a problem or help the organization achieve a business opportunity (Table 1). The business analyst must evaluate the proposed solution to ensure that it addresses the solution and stakeholder requirements. Thus, you evaluate the Proposed solution to identify the solution that satisfies the requirements of the solution stakeholders.²² To implement the project solution, a cause and effect diagram was created, where problems involving service marketing were observed, among the characteristics mentioned are: service problems, product, processes, dissemination and strategic planning, these factors contribute to low quality in the provision of services. In addition to a table containing action plans associated with the causes identified through the cause and effect diagram in which, using the 5W2H tool, it was possible to work on a solution for each cause mentioned in the fishbone, suggesting a proposal for improvement. After analyzing the negative points found in the organization, it was possible to develop an action plan for each problem presented (Table 2).

The activity above is aimed at training managers and directors, through training in relationship marketing, which will be carried out in the company itself, the main objective of the course is to create a mentality that every employee must leave customers satisfied and obtain their loyalty, the course is proposed for a total value of R\$ 1,000.00, being held in November, with a workload of 2 (two) hours (Table 3). A company’s website is like a business card that presents

its business area and its identity in the market, or even like a virtual showcase where it is possible, in many cases, to display and sell its products. The creation of a new website will help promote the company, as well as the services that the company performs, and will also serve as a gateway for new customers. With a modern and well-designed website, “company x” will have greater visibility (Table 4–6).

Table 1 Negative points x improvements

Negative points	Improvement actions
Lack of a differentiator to retain customers	Carry out training through courses on loyalty techniques, to know the customers' needs.
Lack of an active website and well-crafted	Hire a company to develop a website that meets the organization's needs.
Lack of management improvement in marketing services	Take course of marketing 4.0, aimed at management and managers, in order to improve technician.
Lack of management software and checking activities in real time	Implantation of software aimed at loyalty programs, real-time routes, possible times that the routes will pass, among others
Lack of a service policy.	Creation of a procedure for care, and implementation in the company.

Table 2 Problem 1

Train customer loyalty course	
Actions	Description
What? (What to do?)	Conduct training training in relationship marketing
Why? (Why do?)	Empower company professionals to obtain positive feedback from customers
Onde? (Where to do it)	Promarketing Marketing Services
Who? (Who is responsible?)	Manaus Special Transport – “company x”
When? (When to do?)	Nov-19
How? (How to make?)	Creating a mindset that every employee must make customers happy and earn their loyalty by winning them over.
How much? (How much will it cost?)	R\$ 1,000.00

Table 3 Problem 2

Create a new website	
Actions	Description
What? (What to do?)	Create a website according to the company's needs, which satisfies customers and serves as a gateway for new customers
Why? (Why do?)	To have more visibility on the internet, and for your potential customers
Onde? (Where to do it)	Google
Who? (Who is responsible?)	Manaus Special Transport – “company x”
When? (When to do?)	Nov-19
How? (How to make?)	Data from the company contracting the service will be made available so that the contracted company, responsible for creating the application according to the organization's wishes
How much? (How much will it cost?)	R\$ 1,000.00

Table 4 Problem 3

Train marketing 4.0 course	
Actions	Description
What? (What to do?)	Promote training and improvement training in the marketing area
Why? (Why do?)	To train professionals to work in the administrative area of the company who need to promote their products and services
Onde? (Where to do it)	Rumo MKT - Digital Marketing - Manaus
Who? (Who is responsible?)	Management
When? (When to do?)	Dec-19
How? (How to make?)	To analyze and understand the market as a whole including; weaknesses and strengths, threats and opportunities, the players and especially develop strategies to meet the needs of your customers
How much? (How much will it cost?)	R\$ 108.90 Single ticket R\$ 99.00 (+ R\$ 9.90 fee)

This table was developed for preparing an action plan, as it guides the desired final action, as well as indicating a path to be taken. This course offers advantages in adopting marketing as a strategy. The focus of this professional's activities is to understand customer needs and develop communication and sales strategies for products and services. Due to the lack of qualified labor in the job market, many institutions have offered professional courses that aim to qualify and train people of various ages and social classes. An important factor is that the courses are affordable.

Table 5 Problem 4

Create service policy	
Actions	Description
What?(What to do?)	Create a standard procedure for customer service that satisfies the company's internal and external customers
Why? (Why do?)	To have excellence in your services and thus acquire a greater number of contracts
Onde? (Where to do it)	HR "company x" Transport
Who?(Who is responsible?)	Manaus Special Transport – Theme
When?(When to do?)	Dec-19
How? (How to make?)	The HR sector will carry out research into the service standards of companies in this segment and, with the help of management, will develop the procedure
How much? (How much will to cost?)	R\$ 1,200.00

Source: Prepared by the authors, 2019.

The creation of a standard procedure for serving internal and external customers of "company of all, since their employees will have a standard of service, and managers will be able to demand more direct information about the services provided.

Table 6 Problem 5

Deploy software to unify and monitor routes	
Actions	Description
What?(What to do?)	Create an application so that all employees and collaborators can monitor the location of the company's routes in real time.
Why? (Why do?)	To make it easier for employees who provide the service, reduce waiting for the route in dangerous locations, increased sales and provision of services on a large scale, integration with social networks and measurement of data and results.
Onde? (Where to do it)	Yan Consulting
Who?(Who is responsible?)	Manaus Special Transport – "company x"
When?(When to do?)	Jan-20

Source: Prepared by the authors, 2019.

The proposal to create an application where customers can track the exact time at which the route will pass the point, and the company will have real-time access to the location of its vehicles, will be the differentiator of "company x". The application will be called "where's my route?" and will be the main tool for customer loyalty, in addition to achieving greater visibility in the market, "company x" will be a pioneer in innovation and technology. According to research carried out in the field and interviews carried out with people who would use the application, the idea would add value to the organization and strengthen the name of "COMPANY X".

Conclusion

Understanding the complexity and potential of marketing strategies in developing customer satisfaction is difficult understanding the effectiveness of marketing strategies as tools to ensure customer satisfaction. It was found that marketing strategies are key elements for the company's growth, since in the market in which it is located, competition is getting bigger and stronger, demanding that "company x" has competitive differences to maintain itself. always ahead and with the largest market share. Therefore, after our bibliographic survey and market study, it was possible to conclude that the company needs to develop using marketing strategies, so that with innovation and differentiated services, it can win over customers again and retain customers who already use its products. services, increasing their competitiveness and profits. In this way, the group's objectives of identifying, analyzing and proposing improvement solutions for the problems encountered are met, and "company x" will be able to remain competitive in the extremely demanding market. Improvements were suggested through an action plan using the 5W2H tool, aimed at activities entirely related to customer retention and loyalty, such as: Creation of the "where is my route?" application, standardization of service, training of managers, leaders and collaborators. and requires foundation and knowledge. However, criteria can be determined that serve as a guide to objective the referenced topic. Understanding the consumer's value in the consumption relationship is a primary reason for.

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Conflicts of interest

The authors declare that there is no conflict of interest.

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