THE UNIVERSITY OF
NEW SOUTH WALES

Australian School of Business
School of Marketing

MASTER OF COMMERCE (MARKETING)

MARK5818

MARKETING PROFESSIONAL SERVICES

COURSE OUTLINE
SESSION 2, 2007

Version 1: July 23rd 2007 – Any revisions to readings, etc. will be announced in a later version.

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MARK5818: MARKETING PROFESSIONAL SERVICES
COURSE OVERVIEW

Week	Lecture	Tutorial
1 Wed 25 July	**Introduction: The Nature of Professional Services**	No Tutorial Discussion on Groups, presentations, etc.
2 Wed 1 August	**Relationship Marketing and Professional Firms**	Exercise: The Six Market Domains for Professional Services
3 Wed 8 August	**Creating Focus in Professional Services 1**	Presentation 1 : Analysis of Mission and Vision Statements for Sectors
4 Wed 15 August	**Creating Focus in Professional Services 2**	Visiting Speaker: Mr Laurie Young
5 Wed 22 August	**Developing a Differentiated Brand**	Case Study: *ACCENTURE*
6 Wed 29 August	**Building a Strong Value Proposition**	Case Study: *SHOULDICE HOSPITAL*
7 Wed 5 Sept.	**Sector Focus - Strategy Consultants: trends and marketing practices**	Case Study: *McKinsey & Co*
8 Wed 12 Sept.	**Developing a Client-Oriented Culture**	Visiting Speaker: Ms Magdalena Suder
9 Wed 19 Sept.	**Key Account Management for PSFs**	Visiting Speaker: Dr Pennie Frow
Wed 26 Sept.	**Mid-Session Break – Recess Week**	**Mid-Session Break – Recess Week**
10 Wed 3 Oct.	**Marketing Planning for Professional Firms**	Case: Sowerby, Saines & Caddick
11 Wed 10 Oct.	**Service and Quality in Professional Firms**	TO BE ADVISED
12 Wed 17 Oct.	**Formulating and Implementing Customer Relationship Management (CRM)**	TO BE ADVISED
13 Wed 24 Oct.	No Lecture Project Completion	No Tutorials Project Completion
14 Wed 31 Oct.	PROFESSIONAL SERVICES GROUP ASSIGNMENT PRESENTATIONS	No Tutorials

NOTE: 1. CHANGES TO THIS OUTLINE (OR TIMETABLE, IF REQUIRED) WILL BE DISCUSSED IN CLASS AND/OR ANNOUNCED ON WEBCT.
2. THERE ARE NO FORMAL CLASSES ON 24th October BUT STUDENT TEAMS WILL NEED TO MEET TO FINALISE MARKETING ASSIGNMENT PRESENTATIONS FOR 31ST October.

1. COURSE STAFF

Course Coordinator:

Professor Adrian Payne
Office: John Goodsell Building Room 324 (note: School of Marketing offices will be moving to the Quadrangle Building in late August, during Session 2. My office is planned to be on Level 3, Room 3048)
Phone: 02-9385 3390
Email: a.payne@unsw.edu.au

Visiting Speakers: As per class schedule

1.1 Communication with Staff

By appointment

I am *likely* to be in my office from 3.00pm to 5.00pm on Wednesdays before classes. I am generally available to answer questions by email or telephone. If you're planning to come to my office please email me first.

2. INFORMATION ABOUT THE COURSE

2.1 Teaching times and Locations

Lecture: Wednesday 6.00 – 7.30/9.00 pm as per class schedule (where there are tutorials or visiting speakers classes will run till 9.00 pm. Some sessions may be shorter where there is no tutorial. This will provide an opportunity for students to discuss or work on group assignment)
Venue: Goldstein GO5

2.2 Units of Credit

This course is worth 6 OC

2.3 Relationship of this course to other course offerings

This course focuses specifically on the business issues faced by professional service firms. Its principal focus will be on professional firms operating in the business to business sector - e.g. corporate law firms, management consulting firms, large accounting firms, etc. (Relatively little emphasis will be placed on small business to consumer professions such as dentists or physiotherapists.)

This course will build on knowledge gained in other Master of Commerce (Marketing) subjects and will relate this knowledge to the specific context of professional services.

2.4 Approach to learning and teaching

This course will utilise a range of learning and teaching approaches including lectures, case studies, reading material, guest speakers and video material. The experience of both students and teaching staff will be utilised to explore marketing strategy in a range of professional service settings. Active student participation and preparation to the classes will form an important element of the course.

Assignments and case studies will be used to reinforce concepts and extend knowledge.

3. COURSE AIMS AND OUTCOMES

3.1 Course Aims

Professional services represent a large and increasingly important sector of most developed economies. In some countries, the professional services sector now generates similar GDP to that of the manufacturing sector. This sector includes traditional professions such as accountancy and law; professional services provided by knowledge-oriented and information technology companies such as IBM, Accenture and Oracle; and the supply of internal professional services within organisations. The rapid growth in professional services is a response to the changed market environment, including heightened competition, changing structure of markets, the increased sophistication of customers and a knowledge-oriented economy. Recent research, such as the work on 'service-dominant logic', highlights specialised knowledge and skills as the fundamental basis of exchange relationships.

Professionals' relationships with their clients are typically long-term, participative and dedicated to providing superior service. However, the adoption of best-practice marketing has been a considerable challenge for many accounting, financial, legal and other professional service firms. Historically, many professional service firms have been able to prosper and still be poor at marketing. The objective of this course is to explore the strategic dimensions of marketing in a professional firm environment. In particular, it will focus on how key marketing concepts can be utilised in a range of diverse professional service environments.

This course aims to:

- introduce students to important aspects of professional services marketing theory and practice
- provide students with tools and framework for understanding and analysing marketing strategies in a range of professional service firm settings
- make students familiar with the principles of *strategic marketing planning* as they apply to the context of professional service firms
- understand the challenges in building a client-focused professional services firm

The course develops a *strategic marketing perspective* and will not be concerned with the detailed examination of promotional tools, marketing communication and advertising. Most of all, students will learn from this course the particular challenges of marketing in professional partnerships or in those firms that, although they have adopted corporate forms, still operate in a partnership frame of mind.

Students should note:

- In order to allow optimal opportunity for guided discussion and interaction significant student preparation is required in advance of each classroom session and you are advised to make appropriate allowance for this in your personal timetable.
- When in class, you are encouraged and expected to comment on the topic under discussion. Those students with marketing and relevant business experience are particularly encouraged to share their learning with the class. Students and/or teams may be asked to make an informal or formal presentation.

- There is a case study element in the course. Learning is enhanced by attention to the case questions assigned in preparation and by participation in class.

3.2 Student Learning Outcomes

At the completion of the course, students will:

- be familiar with the principles and practice of professional services marketing
- be able to recognise how the context of professional services marketing differs from services marketing in general and traditional marketing in particular
- understand the organisational and political dimensions that are critical in successful marketing in professional service firms, and especially for those firms that operate in a partnership
- be able to identify and evaluate the marketing options confronting professional service organisations in developing marketing strategy.
- be able to develop a strategic marketing plan for a professional services business and assess a strategic marketing plan developed by others

3.3 Teaching Strategies

This course will primarily utilise a lecture /discussion approach supplemented by selected case studies. Importantly it will draw upon the experience of both students and lecturer, via classroom discussion, to provide relevance via real world examples of concepts and models.

In our lecture/discussions, I will place special emphasis on:

- learning from case studies of professional service organisations who are highly regarded in terms of their best-in-class marketing and business practices
- utilising selected articles and video material to highlight aspects of professional service firm marketing strategies

Students will form groups or learning teams for an assignment and other work that explores, and reports on, a professional service organisation, sector or issue.

4. STUDENT RESPONSIBILITIES AND CONDUCT

It is student's responsibility to study the reading assignments and/or case studies prior to class in order that you they contribute, participate intelligently and thus gain maximum value from this course.

For information on your responsibilities regarding workload, general conduct and behaviour, and keeping informed, please refer to the School of Marketing's website. http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=_Current_Policies

4.1 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

5. LEARNING ASSESSMENT

5.1 Formal Requirements

In order to pass this course, you must perform satisfactorily in all assessment tasks, including:

- achieving an average mark of at least 50%; and
- gain at least 50% of the allocated marks in the final exam.

5.2 Assessment Details

Assessment Component	Component Weighting	Date Due
Group Assignment: Professional Services Report & Presentation	40%	Friday 26th October 2007 at 4.00 pm
Participation	10%	Throughout course
Final Exam	50%	Examination – class room or take home exam – details to be advised
TOTAL	100%	

These assessments are designed to test your:

- understanding of strategic marketing concepts and approaches in professional firms
- ability to relate them to real organisational issues and problems in professional services
- written and oral presentation skills

Assessment Components:

1. Group Assignment

A feature of the Professional Services Marketing Course is a Group Assignment comprising a Professional Services Sector Report & Presentation.

Each group should consist of no more than four students.

You should indicate your preference for professional service sectors from the following list of business to business sectors:

- strategy management consulting firms
- legal services
- accounting services
- insurance broking
- architects and structural engineers

- information technology – e.g. IBM, Oracle, SAP, etc
- other sector (with permission)

Please list your preferences of the above sectors in order from 1 to 5 and return to me by email and print by the class on **Wednesday 8 August 2007** at the latest. First preferences will be given to those Groups **that email me first.**

I will advise you shortly after this date of the sector allocated to your Group

Registration will involve each team/group submitting

1. the list of 5 preferences, in order, and
2. the name, university email address, phone nos. and student number of each member of the group

A team/group mark will be awarded for the assignment which is worth 40 percent of your final mark so a substantial effort is expected from this assignment. Your written report should be a maximum of 2,500 – 3,000 words plus 15 - 20 accompanying slides or exhibits.

The team written assignment and accompanying slides for the class presentation are to be submitted to Adrian Payne as follows:

1. Typed version of the assignment and accompanying slides for the class presentation to be placed in the Essay Box in the School of Marketing on 3rd floor of Quadrangle Building by the due date above - Friday 26th October 2007 at 4.00 pm
2. Electronic version of assignment and slides to be emailed to Adrian Payne by the due date above **-** Friday 26th October 2007 at 4.00 pm.

The team presentations will take place in final session on Wednesday 31st October 2007.

<u>The assignment task</u>
The assignment is to undertake a thorough analysis and assessment of your designated professional service sector. This should take the form of a "consultant's presentation" and may include the following:

1. Brief overview of Sector Globally
2. Detailed overview of Australian Sector
3. Major firms, their size (employees, billing, etc.) growth, specialization and trajectory – globally and Australian
4. Mission, Strategy and focus of operations of major firms
5. Environmental Analysis
6. Segmentation and positioning of major firms
7. Value propositions of major firms – explicit or implicit
8. Competitive advantage of major firms
9. Key Performance Indicators for major firms
10. Evaluation of marketing communications from accessible material – web, brochures, annual reports, advertising, etc. for major firms

It is suggested you focus on the top 4-6 firms within the sector

Each team will be allocated 20 minutes to make a powerpoint presentation to the class on Wednesday 31st October 2007 (see Course Overview above), followed by a general class discussion and questions. Use all your presentation skills to maximum impact. Use any visual

aids you wish but remember that you are responsible for making the arrangements and setting-up times may be limited so get to the class room in time to load your powerpoint presentation.

Each member of the team must have with them both written and electronic versions of both the report and the powerpoint presentation for the class on 31 October 2007 and be prepared to present, if necessary. This will ensure that presentations will be made by all teams in the event of sickness or non-attendance by one or more group member(s).

Please take the assignment seriously – so it is an instructive learning opportunity for all class members. Particular attention should be paid to the content, e.g. coherence of the "story", application of marketing concepts, depth of understanding and analytical rigour. Paper copies of your presentation (6 per page) should be handed out to all members of the class at the **start** of your presentation. No more than 15 slides are acceptable. (This works out at approx. one per minute, so you may wish to use less.)

The following criteria will be used to evaluate the written assignment

1. Use of data (qualitative and quantitative)
2. Critical analysis
3. Creativity
4. Effective communication of findings

All assignments must be accompanied by an Assessment Cover Sheet. Copies of the assessment cover sheet are available on the School of Marketing website.

If you have any queries, please raise them with Adrian Payne well in advance of the presentation.

Note : It is your responsibility to keep written copies of your *assignment(s).*

2. Class participation in case discussions (10%)

Active participation is an important component of this Master of Commerce (Marketing) course. *All* students are expected to take the initiative to participate in class discussions. You will be assessed on your ability to discuss intelligently and contribute to class discussion of case studies, designated readings and questions from the course lecturer.

To help assess this each student is required to submit a brief 1-2 page memo to the course lecturer detailing their individual class participation in the course (i.e. the contribution to the discussion and case studies, etc. - not just being there!) on Wednesday 31st October 2007. You should therefore keep a brief class-by class log of your involvement.

Important: This participation component involves having a name card in front of you for all class sessions!!

3. Final Exam (50%)

This will either be a formal university examination, or a take home exam based on questions, topics and/or a case study. You will be given further details on this during the course.

All exams are conducted in accordance with the UNSW Rules for the Conduct of Examinations and it is the student's responsibility to be familiar with these rules. For more information, refer to the Master of Marketing Student Information Guide or the UNSW examination website at: http://www.studentadmin.unsw.edu.au/acadetniclife/assessment/'examinations/examinationj'ules.shtml

Any review of assessment will be conducted in accordance with the School's assessment policies that can be found on the School website.

5.3 Assignment Submission Procedure

See section 5.2 above

5.4 Late Submission

Information about late submission of assignments, including penalties, is available on the School of Marketing's website

http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=_Current_Policies

5.5 Special Consideration and Supplementary examinations

Details relating to procedures for special consideration and supplementary exams can be found at:

http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=_Current_SpecialConsideration

NOTE: You only have 3 days from the due date of the assessment/exam in which to lodge a special consideration form.

5.6 Assignment Format

See section 5.2 above

6. Academic Honesty and Plagiarism

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:
www.my.unsw.edu.au/student/atoz/Plagiarism

Plagiarism is the presentation of the thoughts or work of another as one's own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person's assignment without appropriate acknowledgement;
- paraphrasing another person's work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does *not* amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.

7. Student Resources

7.1 Course Resources

There is no prescribed text for the course but should you wish to own or access some texts to use as resources, then the following texts would be useful:

1. Young, Laurie, *Marketing the Professional Service Firm*, John Wiley and Sons, 2005

2. Maister, David. *Managing the Professional Service Firm,* Free Press, 1993.

3. McDonald, M B H and Payne, A F T, *Marketing Plans for Service Businesses*, Elsevier Butterworth Heinemann, 2005.

4. Kotler P, Haves T., and Bloom, P. (2002) *Marketing Professional Services: Forward thinking strategies for boosting your business image and your profits*. Second edition, Prentice Hall Press.

Articles, readings and case studies

These are listed in the detailed class session schedule.

Important: You will need to purchase a case pack of case studies for this course from the University Bookshop. This case pack is in place of a text book. These are currently being ordered. Details of this will be outlined in the first class session including the date these are available.

Journals
Journals are a good source of material on professional services marketing. The following are recommended:

- Journal of Professional Services Marketing (Now Services Marketing Quarterly)
- International Journal of Service Industry Management
- Journal of Services Marketing
- Service Industries Journal
- Sloan Management Review

7.2 Other Resources, Support and Information

The University and the Faculty provide a wide range of support services for students, including:

- Learning and study support;
- Counselling support;
- Library training and support services;
- Disability support services;

In addition, it is important that all students are familiar with University and Faculty policies and procedures in relation to such issues as:

- Examination procedures and advice concerning illness or misadventure;
- Supplementary Examinations;
- Occupational Health and Safety policies and expectations;

For information and links relating to the above services, please see [note School web pages where this information is presented]

8. Continual Course Improvement

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process (http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students.

Lecturer background:

Professor Adrian Payne PhD MEd MSc FCIM FRSA FRMIT
Adrian joined the University of New South Wales as a Professor of Marketing in December 2006. Prior to this he was Professor of Services and Relationship Marketing, Academic Leader of the Marketing Group and Director of the Centre for Customer Relationship Management at the Cranfield School of Management, Cranfield University, UK. Earlier he worked at the Melbourne Business School, at the University of Melbourne.

His previous appointments include positions as chief executive for a manufacturing company and he has also held senior appointments in corporate planning and marketing. He has practical experience in marketing, market research, corporate planning and general management. He is an authority on Relationship Marketing and Customer Relationship Management and is an author of eight books and numerous

journal articles on these topics. He has worked as a consultant for a wide range of professional service firms.

9. COURSE SCHEDULE

Week 1: Wednesday 25 July 2007

THE NATURE OF PROFESSIONAL SERVICES *

As the introductory class session, it is designed to guide you through the course structure, content and assessments, as well as to introduce you to professional services; its evolution and its evolution

* The first class lecture/discussion will run till approx 8.00pm. This will be followed by formation of groups/teams and a team meeting to discuss the selection for the group assignment and structuring of the project. (Maximum of 4 people per group.)

Reading these articles before or immediately after the first session

1. Mrugank V. Thakor and Anand Kumar, "What is a Professional Service? A conceptual review and bi-national investigation", *Journal of Services Marketing*, Vol. 14 No. 1 2000, pp. 63-82.

2. David M. Brock, "The Changing Professional Organization: A Review of Competing Archetypes", *International Journal of Management Reviews*, Vol. 8, Issue 3, 2006, pp. 157-174

3. Royston Greenwood and Laura Empson, "The Professional Partnership: Relic or Exemplary Form of Governance?", *Organization Studies*, Vol. 24(6), pp.909-933.

Be prepared to comment on all of these in future class sessions.

Week 2: Wednesday 1st August 2007

RELATIONSHIP MARKETING AND PROFESSIONAL FIRMS

This class session examines the multiple market domains that are relevant to professional service firms.

Reading these articles and prepare to speak make a brief presentation on both papers to the class for up to five minutes. Relate the first reading to a specific professional firm context.

Readings

1. A F Payne, D Ballantyne and M Christopher "Relationship Marketing: A Stakeholder Approach", *European Journal of Marketing*, Vol. 39, No. 7/8, 2005, pp. 855-171.

2. David Maister, "Do You Really Want Relationships?", 2005.

Class Exercise during this class session: The Six Market Domains for Professional Services

Preparation:

Relate the six market domains to a professional service organization of your choice, Be prepared to make a brief five minute presentation on your findings

Week 3: Wednesday 8th August 2007

CREATING FOCUS IN PROFESSIONAL SERVICES 1

In this class session we will discuss the issue of focus and integration in the professional service firm.

Readings:

1. Malcolm McDonald and Adrian Payne, Marketing Planning – phase 1: Mission & Corporate Objectives, Chapter 5 *Marketing Plans for Service Businesses*, Elsevier Butterworth Heinemann, 2006.

2. George Beaton, "Mission Statements in Professional Service Firms: Direction or Decoration?", *Journal of Professional Services Marketing*, Vol. 11(1), l994, pp. 173-188.

3. David Maister and Jack Walker, "The One-Firm Firm Revisited", 2006.

Student Group Presentations: Analysis of Mission and Vision Statements for Professional Service Sectors

1. Read the above articles. Then search for other relevant materials in the library and on-line regarding the development of mission statements and vision statements.
2. Identify up to 10 large firms in your designated sector. Spend approx. two hours looking at the websites of these firms in your designated sector and doing a general search on Google, Google Scholar and other relevant databases. (for example for law firms, accounting firms and consultancies, see http://www.business.ualberta.ca/CPSFM/)
3. Identify and critique these firms' mission statements for your designated sector.
4. Summarise your learning in a powerpoint presentation of 10-15 minutes, with a copy emailed to the instructor before the start of this class.

Week 4: Wednesday 15th August 2007

CREATING FOCUS IN PROFESSIONAL SERVICES 2

In this class session we will extend the discussion of the issue of focus in the professional service firm by examining segmentation and positioning strategies

Readings:

1. Young, Laurie, *Marketing the Professional Service Firm*, John Wiley and Sons, 2005, Chapter 3, Client Segmentation.
2. Kotler P, Haves T., and Bloom, P. (2002) *Marketing Professional Services: Forward thinking strategies for boosting your business image and your profits*. Second edition, Prentice Hall Press, Chapter 7, Segmenting, Selecting, and Appealing to Markets.

Visiting Speaker: Mr Laurie Young, Author and former Marketing Director, PWC

Week 5: Wednesday 22nd August 2007

DEVELOPING A DIFFERENTIATED BRAND

This session is designed to provide a strategic perspective on brand management and the growing importance of the corporate brand as an asset in global markets. One of the world's most successful re-branding exercise for a professional service firm will be examined.

Readings:

1. David A. Aaker, "Leveraging the Corporate Brand", *California Management Review*, Vol.46, No. 3, Spring, 2004, pp. 6-17.

2. Don E. Schultz and Philip J. Kitchen, "Managing the Changes in Corporate Branding and Communication: Closing and Re-opening the Corporate Umbrella", *Corporate Reputation Review*, Vol. 6, No. 4, 2004, pp. 347-368.

3. Case Study: *ACCENTURE (ISSUED ON WEBCT)*

Preparation:
Case Study: Accenture: Rebranding and Repositioning a Global Power Brand

Address the following questions:
1. How would you characterize Andersen Consulting's brand equity in the late-1990s? What factors and decisions contributed to the building of this equity?
2. Compare the characteristics of Accenture's brand equity to those of Andersen Consulting. Do you think the rebranding and repositioning of the company successfully transferred the equity from the old name to the new one?
3. How should Accenture follow up on its image and awareness campaign? What should be the next steps in the company's marketing program?

Each student to prepare a 5 minute presentation on <u>each</u> of these questions.

Week 6: Wednesday 29th August 2007

BUILDING A STRONG VALUE PROPOSITION

This session will be concerned with how professional service organisations can create improved strategic focus and how to build superior value propositions.

Readings:

1. James Anderson, James Narus and Wouter van Rossum, "Customer Value Propositions in Business Markets", *Harvard Business Review*, March 2006, pp. 91-99.

2. Case Study: Shouldice Hospital Limited (Abridged) HBS 9-805-002 (case pack)

Preparation:
Consider the following questions before the class session:
1. Why Shouldice has been so successful?
2. What is Shouldice Hospital's value proposition?
3. What would you do if you were the new CEO for the hospital reporting to the existing board of directors?
4. What would you do if you were a private equity fund or venture capitalist purchasing the hospital from its present owners?

Week 7: Wednesday 5th September 2007

SECTOR FOCUS - STRATEGY CONSULTANTS: TRENDS AND MARKETING PRACTICES

In this class session we will focus on the strategy consulting industry as an example of a highly advanced sector, within professional services.

Readings:

1. Larry Greiner and Flemming Poulfelt, Editors *Handbook of Management Consulting – The Contemporary Consultant: Insights from World Experts,* Thompson South-Western, 2005, Chapter 1 By Flemming Poulfelt, Larry Greiner, and Arvind Bhambri "The Changing Global Consulting Industry", pp. 3 – 22.

2. Case: McKinsey & Co: An Institution at the Crossroads 9-903-080 (casepack)

Week 8: Wednesday 12th September 2007
DEVELOPING A CLIENT-ORIENTED CULTURE

This class session considers the concepts of organisation, internal marketing, employee retention and organisational culture and climate in the context of professional firms.

Readings:

1. Linda Tay and Neil A. Morgan, "Antecedents and Consequences of Market Orientation in Chartered Surveying Firms", *Construction Management and Economics*, Vol. 20, 2002, pp. 331-341.

2. Alper Ozer, Akin Kogak and Orhan Celik, "Determinants of Market Orientation in Accounting Firms", *Marketing Intelligence & Planning*, Vol. 24 No. 6, 2006 pp. 591-607

Visiting Speaker: Ms Magdalena Suder, Marketing Manager, Blake Dawson Waldron

Week 9: Wednesday 19th September 2007

KEY ACCOUNT MANAGEMENT FOR PSFS

Readings:

1. Terri Feldman Barr and Kevin McNeilly, "The Rainmaker in Today's Professional Service Organizations: Whose Job Is It Anyway?", *Services Marketing Quarterly*, Vol. 23(3) 2002.

2. David Maister, "Key Account Management", 2005

Visiting Speaker: Dr Pennie Frow, University of Sydney

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Wednesday 26th September 2007 - MID-SESSION BREAK – RECESS WEEK

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Week 10: Wednesday 3rd October 2007

MARKETING PLANNING FOR PROFESSIONAL FIRMS

This session examine the development of strategic marketing plans based on a rigorous, thoroughly-tested research-based ten step process. This process enables a comprehensive approach to strategic marketing planning, covering the marketing audit, marketing tools and techniques, and the development of marketing objectives and strategies.

Reading and preparation:

1. McDonald, M. "Strategic Marketing Planning: Theory, Practice and Research Agendas", *Journal of Marketing Management*, Vol. 12; No. 1/3, 1996, pp. 5-27.

2. Lloyd C. Harris, "Getting Professionals to Plan: Pressures, Obstacles and Tactical Responses", *Long Range Planning*, Vol. 33, 2000, pp. 849-877

3. C. David Shepherd, "Doing the Right Things and Doing Them Right: A Strategic Approach to Marketing the Accounting Firm", *Journal of Professions Services Marketing*, Vol. 15(2), 1997, pp. 25-39.

4. Case: Sowerby, Saines & Caddick – The Marketing Effort, Ivy Case 9A93D023.

Week 11: Wednesday 10th October 2007

SERVICE AND QUALITY ISSUES IN PROFESSIONAL FIRMS

Readings:

1. Jukka Ojasalo, "Managing Customer Expectations in Professional Services", *Managing Service Quality*, Vol. 11, No. 3, 200, pp. 200-212.

2. Christopher Lovelock. *Product Plus*, McGraw Hill, 1994, section on Supplementary Services, pp. 177 -190.

3. Tern Feldman Barr and Kevin M. McNeilly, "Airing the Dirty Laundry: The Missteps of Professional Service Firms After Client Service Failures", *Services Marketing Quarterly*, Vol. 24(3), 2003, pp. 1-15.

Week 12: Wednesday 17th October 2007

FORMULATING AND IMPLEMENTING CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Readings:

- A F Payne and P Frow, "A Strategic Framework for CRM", *Journal of Marketing*, Vol. 69, No. 4, October 2005, pp. 167-176.
- Bryan Frantz and Gordon McDougall, "Assessing the Potential of Customer Relationship Management: Clarifying the Decision", *Services Marketing Quarterly*, Vol. 26(1), 2004.

Week 13: Wednesday 24th October 2007

NO LECTURE OR TUTORIAL

TIME ALLOCATED TO MEET FOR GROUP ASSIGNMENT COMPLETION

Week 14: Wednesday 31st October 2007

PROFESSIONAL SERVICE SECTOR GROUP – ASSIGNMENT PRESENTATIONS

This session will involve each group developing a presentation and report, as detailed in the discussion on the Group Assignment above, and sharing this with other participants in this course. A briefing for this assignment will be given early in the course.

Preparation:

Students will undertake their own research in teams for this project.

Prior to this session you should meet to polish, rehearse and check timing of your final assignment presentations.

Exam Briefing:

Briefing for exam