Markteffectief organiseren in dienstverlenende organisaties
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SUMMARY

Chapter 1 describes on what basis the interest in setting up service organizations has come into existence. Having worked in service organizations for many years, the marketing approach is the point of departure:

Marketing of services is not the same thing as marketing of products. An investigation among some 20 marketing managers of service companies produces little result in this respect. Nevertheless, it is thought that at an operational level a number of things are not going according to plan. This is mainly due to the fact that besides the commercial department several other departments are in direct contact with customers. These departments use other standards than customer friendliness.

The NIMA investigation shows that, in order to achieve interaction with the customer, the internal production process plays an important part in customer perception. As service organizations are organized according the concept of scientific management, the organizing method comes into view, as well as the question to what extent it contributes to the establishment of relations as the main objective of the marketing approach.

Chapter 2 enters more deeply into the marketing context in which the marketing of services may be placed.

It gives an historical survey of the subject which shows that the marketing of services is a recent development of that subject. J.Tettero and the present writer have given considerable impetus to this with their book "Marketing for service organizations".

The second part of this chapter covers the most significant additions and alterations in the marketing mix of services.

Here the following aspects are essential: the 5th P of Personnel, the addition of elements of classic Product policy to Promotion policy because of the intangibility of the service and the fact that Product policy itself has to be extended with Production policy since the customer takes part in the "production" of services. This indicates the connection between the internal organization and the marketing approach.

Given the characteristics of services, chapter 3 shows how these are taken into consideration with regard to organizing. Those aspects that are of interest in this respect are mentioned:

- subjectivity that plays an important part in quality perception and quality control, not only of the service but also of its production;
- the process-like character of its establishment which, in
- the loss of distinction between within and outside the organization.
It is observed that the type of organization that Morgan calls "machines"
cannot take these aspects into account. This in addition to the remarks put
in by science on this type of organization in strongly altering
surroundings and situations.
Even in those service organizations that emphatically deal with
improving service quality, the concepts and conditions of scientific
management are not abandoned. As a consequence, research shows that
there is no permanent movement towards quality optimalization.

The definition of the problem therefore reads as follows:

**Is it possible for service organizations to develop an organization concept, focused on realising and maintaining interactions through which relations develop, and with that are capable to stand their ground in a dynamic reality.**

Chapter 4 deals with ideas from the organization science concentrating on interaction, starting with the contingency theory, indicating that there is a connection between the organization and its environment in the sense that strategy, technology, human needs and structure should be geared for one another.

In other words, the environment produces factors and it would be useful to take these into account when organizing. In this context, "Structure follows Strategy" is a well-known statement.

The autopoïesis principle by Maturana and Varela is dealt with, according to which an organization is considered to be a living organism only capable of self-production.

It is an autonomous, operationally closed system which can only maintain itself in interaction with other autonomous subsystems. As a result of the circular processes arising between those systems, which are necessary in order for the systems to get to know themselves by way of reflections, a flow is created that neither system can control. As the systems involved consider this flow more and more useful, relations come into being. Thus the aspects mentioned above under service are fully covered.

This is equally true for the organization theory of the self-organization to which the autopoïesis theory may be ranged and in which the relation to the environment is internally determined.

Therefore, the environment is a reflection of the system itself. The system is maintained with the aid of a network of interactions. Outside control is, therefore, not possible. In other words, management is i.a. recording experiences gained in and by the system which do not lead to
the results desired (negative feedback) and, in general, assuming that the existing interactions will be problematic.

The transformation theory is dealt with since, in comparison with the previous theory, it gives much more attention to the individual. Both organization theories have subjectivity and interactions in common. This is also true for the "stream" in which autonomous subsystems are situated. The transformation concept demands more attention for the exploration of man's innermost being and his goal, i.e. acquiring as many pure relations as possible.

It is established that these theories form a fitting frame for service organizations but they strongly deviate from the usual input-/output-models and the corresponding portrayal of man. In the second part of this chapter this image of man is translated towards an organizational concept as a relation-developing environment of individuals.

Given this organizational concept, chapter 5 describes through which control principles interactions resulting in relations may be generated.

These control principles are:

- **market orientation**
- **result orientation**
- **process orientation**
- **soul orientation**
- **execution orientation**
- **determination orientation**
- height of additional value
- determination of additional value in the receiving party's view
- the contribution to a chain in the whole process
- man as a source of energy
- filling in operational interactions
- being the owner of the problem

These principles prove to have a compulsory order of introduction, i.e. starting at internal market orientation upwards via purpose orientation, in case of internal damage risks, and at external market orientation downwards via result orientation, in case of external damage risks.

Chapter 6 describes an organizational model in which the above principles may be used.
In this model the division between front- and back-office and result interactions is important. Also remarkable is the link between the strategy through assortment characterization and the organization of this front-office. Functional hierarchy is replaced with assortment hierarchy. The back-office is organized in a concentric way, i.e. each function has only three departments, viz. Results, Resources and Registration. Linking of the results departments enables one to optimize production processes in
accordance with the front-office wishes arisen from the desired interactions with the external environment.

Two practical examples in which the control principles are applied are dealt with in chapter 7, viz. the Eurocard Nederland organization and the Central Technical Staff (CTS) of Gist-brocades. It becomes evident that the application of these control principles in these classic organizations will lead to a turn around in culture thereby fundamentally changing the postulations and limiting conditions.

The achievements of both organizations prove to have highly improved.

Finally, chapter 8 enters into specific experiences per principle and the organizational model from the author's consultancy practice.

Now the persistent reality of current management ideas and the effort it takes to change them become visible. But also the relations acquired if this process is carried through.