

VALUE CREATION ORIENTATION AND MARKETING SUCCESS OF TELECOMMUNICATION FIRMS IN RIVERS STATE

Barr. Ben Nwekeala, Ph.D & Nnodim, Ignatius Onyebuchi
Department of Marketing, Faculty of Administration and Management,
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Nigeria

Email: benonyedi@yahoo.com

ABSTRACT

This study investigated the relationship between Value Creation Orientation and Marketing Success of Telecommunication firms in Rivers state, Nigeria. The study adopted a cross sectional survey design. The population of the study comprised all the four major Telecommunication firms with offices in Rivers State. The target population was composed of 32 senior managers at the regional / zonal headquarters of the firms in Rivers state. To generate data for the study, the questionnaire was distributed, with each firm receiving eight (8) copies. A total of 32 copies of the questionnaire were distributed, and 30 copies were returned and used in data analysis. The reliability of the instrument was established using the Cronbach's alpha reliability test. The data collected was analyzed using the Spearman Rank Order Correlation Technique. The findings revealed that Value creation orientation significantly relate with the three measures of Marketing Success (Marketshare Growth, Customer satisfaction and Sales Growth). The study concluded that firms should create customer value by tailoring their products and services to meet the needs and preferences of their customers.

Keywords: Value Creation Orientation, Marketing Success, Market share Growth, Sales Growth and Customer Satisfaction.

INTRODUCTION

In Nigeria, the telecommunications sector plays a major role in the economic development, growth and technological advancement of the country. With the fierce competition in the sector, firms in this sector are increasingly embracing value creation orientation as a strategic imperative for achieving marketing success. Value creation orientation (VCO) is grounded in the premise that businesses must focus on creating value for customers. This orientation emphasizes understanding customer needs, and delivering superior value propositions in order to enhance overall customer experience. To deliver customer value, firms must continuously innovate. Innovation enables firms to create new products and improve existing ones. Innovation not only satisfies current customer demands but also anticipates future needs, leading to an increase in market share (Chesbrough, 2010).

Research indicates that organizations that prioritize value creation are better positioned to respond to dynamic market demands and customer expectations. Infact, it is a basic assumption that value creation is a prerequisite for all transactions and business relationships. According to Morris et al. (2002), marketers must strive to discover unexploited sources of customer value and create unique combinations of resources to create value. It is believed that the creation of superior customer value is the surest way to ensure organizational success. In the context of telecommunications, where service differentiation is crucial, firms that effectively communicate and deliver value to their customers can significantly enhance their competitive advantage. This approach not only drives customer loyalty but also fosters sustainable growth through increased market share (Kumar & Reinartz, 2016).

Market share growth is often regarded as a critical indicator of a brand's competitive positioning within its industry. Studies suggest that companies that adopt a customer-centric value creation approach are more likely to experience substantial market share increases (Kotler & Keller, 2016). This is attributed to the ability of such organizations to better align their product offerings with

customer expectations, subsequently driving both customer acquisition and retention (Narver & Slater, 1990).

Moreover, customer satisfaction has been identified as a critical factor in achieving marketing success, especially in the telecommunications industry. Satisfied customers are more likely to engage in repeat business and recommend services to others, thereby expanding a firm's customer base (Zeithaml et al., 1996). In this regard, having an understanding of the interplay between value creation orientation and marketing success measures, such as market share growth and customer satisfaction is essential for telecommunication firms seeking to navigate through Nigeria's complex and evolving business environment.

This paper therefore aims to explore the relationship between value creation orientation and marketing success of telecommunications firms operating in Rivers State, with a particular focus on how these firms can leverage their adoption of value creation orientation in business operations to achieve significant market share growth, sales growth and customers' satisfaction.

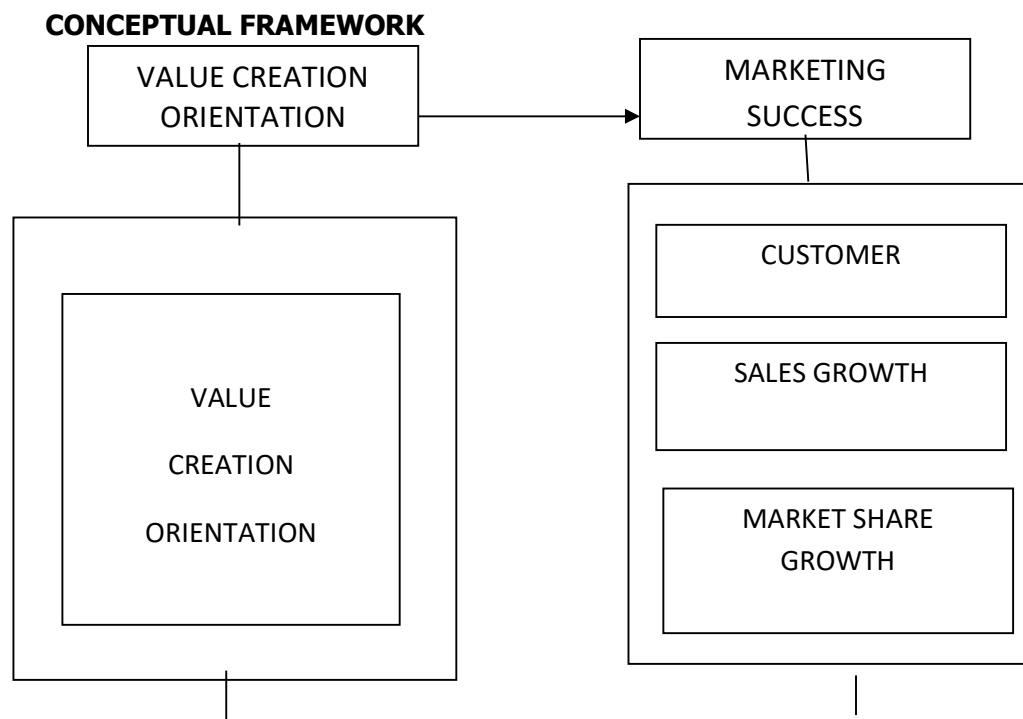


Fig 1.1 Conceptual framework of Value Creation Orientation and Marketing Success of Telecommunication Firms in Rivers state. Adapted from Smith & Colgate (2007).for the dimensions of Value Creation Orientation and Amah & Onuoha (2022) and Amah (2018) for the measures of Marketing Success

THEORETICAL REVIEW

The stakeholder Theory

The theory that best explain Value creation orientation and marketing success is the Stakeholder theory. This theory was developed by R. Edward Freeman in the 1980s, and emphasizes that businesses have responsibilities to a variety of stakeholders (Freeman, 1984). This contrasts with the traditional view that a corporation's primary responsibility is to its shareholders. Freeman (1984) argues that by addressing the needs and expectations of all stakeholders, organizations can create long-term value. This theory is crucial in understanding value creation orientation and its impact on marketing success. By recognizing the diverse stakeholders—including customers, employees, suppliers, and the community—businesses can enhance their marketing strategies and

overall performance. Firms that adopt value creation orientation as a business philosophy tend to involve their customers through customer engagement strategies. Companies that adopt this approach leverage market research, feedback mechanisms, and customer engagement to enhance product and service offerings (Kotler& Keller, 2016). Research indicates that businesses that actively involve stakeholders in their processes achieve better financial performance and enhanced brand reputation (Harrison et al., 2010). For example, integrating customer feedback into product development leads to offerings that better meet market needs, resulting in increased sales and market share (Prahalad&Ramaswamy, 2004)

CONCEPTUAL REVIEW

Value creation orientation (VCO)

Value creation orientation (VCO) has been defined and interpreted by various scholars, reflecting its multidimensional nature and importance in organizational strategy. In this review we shall attempt to review some of the various views of scholars on this concept. Woodruff (1997) defines value creation Orientation as an orientation that prioritizes customer understanding and enhancing the value perceived by customers in products and services. Woodruff (1997) also views customer value in terms of Pre and post customers' consumption evaluations. In the opinion of Hamel and Prahalad (1993) asserts that creating customer value is possible when a firm is able to realize new sources of providing customer-value and has the capability of delivering the greatest benefits to consumers, better than competitors.

Further, Prahalad and Ramaswamy (2004) describe VCO with a focus on co-creating unique value with customers. Firms with this business orientation engage customers actively in the value creation process, as customers are not viewed as just passive recipients but active participants. Also, Kumar and Sheth (2004) view VCO from the same Customer-centric perspective, where value is co-created through interactions between firms and customers. Firms with this deep customer understanding can easily offer personalized solutions that enhance value and build long-term relationships.

According to Kotler and Armstrong(2013), customer value can be enhanced by either increasing the benefits derivable from a particular offering, such as product, service, personal, or image-related benefits; or by decreasing costs like monetary, time, energy, and psychic costs expended by the customer in the acquisition, use, and disposition of the offering. Thus, firms with this business orientation believe that value is not just about the product itself but also about the entire offering, including services, brand image, and customer support (Kotler& Armstrong, 2016).

Firms that adopt value creation orientation see VCO as a strategic weapon used in achieving competitive advantage. In this regard, Porter (1985) views value creation as a strategic orientation that enables firms to achieve competitive advantage by delivering unique values to customers through differentiation and cost leadership. He believes value is created when a firm provides products or services at a lower cost than competitors or when it provides unique benefits that justify higher prices.

To adopt VCO as a business orientation, the organization must embrace innovation. Thus, Chesbrough (2003) emphasizes the role of innovation in Value creation orientation, arguing that organizations must adopt an open innovation approach to continuously seek new ways to create and deliver value. Firms that adopt VCO strive to meet or exceed customer expectations through superior offerings (Lindic&Silva ,2011).

Marketing Success

Marketing success is a multifaceted concept that involves the effective deployment of strategies to achieve desired organizational goals. Marketing success can be defined in various ways, depending on the context and objectives of a business. Scholars and practitioners have developed

multiple frameworks and metrics to assess marketing success, often focusing on elements such as customer satisfaction, brand equity, market share, and financial performance (Kotler & Keller, 2016).

Measuring marketing success involves the use of both quantitative and qualitative measures. Common quantitative measures include sales growth, return on investment (ROI), and market share (Farris et al., 2010). From a financial perspective, Kotler and Keller (2016) highlight that marketing success can be measured by profitability, return on investment (ROI), and revenue growth. According to Day (1994), gaining and maintaining market share is a critical indicator of marketing success. A larger market share often suggests a competitive advantage and the effectiveness of marketing efforts in attracting customers. In this study, the measures of marketing success used are market share Growth, sales growth and customer satisfaction.

Market share Growth

In this study, Marketshare Growth is used as a measure of Marketing success, and it frequently drives strategic and tactical actions. No wonder many firms have market share growth as one of their major objectives. Market share according to Farris et al (2010) represents the percentage of a market defined in terms of either units or revenue accounted for by a specific entity.

Market share is one of the most important criteria used in measuring market performance of a firm (Misumi & Peterson, 2005) and it is determined through market research. As a business expands its market share, it captures a larger portion of total industry sales. This translates into increased revenue streams, allowing the company to leverage economies of scale and spread fixed costs over a larger volume of sales. Higher sales volumes and operational efficiencies often lead to improved profit margins and overall profitability, enhancing the financial sustainability of the business. This strengthens a company's competitive position within its industry or market segment. A larger market share affords the business greater bargaining power with suppliers, retailers, and distribution channels.

In summary, market share growth is not merely a measure of short-term success but a strategic imperative for business survival and long-term sustainability. It confers numerous advantages, including increased revenue, competitive advantage, brand recognition, access to resources, risk mitigation, and innovation. By prioritizing market share expansion and strategically managing growth initiatives, businesses can fortify their market position, withstand competitive pressures, and thrive in an ever-changing business environment.

Customer Satisfaction

Consumer satisfaction, according to Kotler and Keller (2016) represents a person's feelings of pleasure or disappointment that results from comparing a product or service's perceived performance (or outcome) to expectations. In this regard, Husein-Umar (2013) in Prasetya (2021) defines Customer satisfaction as the level of consumer feelings after comparing what is received and what is expected.

In the opinion of Kotler and Armstrong (2012), customer satisfaction represents the extent to which product's perceived performance matches a buyer's expectations. It is seen by Hui and Zheng (2010) as an evaluative judgment of transaction quality. Because expectations may differ among consumers, Customer Satisfaction is a highly subjective concept, and is the result of cumulative service evaluations (Kaura et al., 2015). Generally, Customer Satisfaction is attained when customer expectations are exceeded.

According to Woodruff (1997), many firms use Customer satisfaction as a source of competitive advantage, as it determines whether there will be a repeat purchase (Kotler, et al, 1996). In this regard, Customer Satisfaction is seen as the major reasons behind all the efforts aimed at enhancing product and service quality. Also, when customers are satisfied with a product, they tend to refer others to try the source of satisfaction (Ramani, & Kumar (2008). Most times,

satisfied customers are less receptive to competitors' offerings and tend to exhibit non-switching behaviour.

Sales Growth

Sales Growth has been defined in quantitative terms, emphasizing the overall increase in sales performance. (Kotler & Armstrong, 2016). It has also been defined with a focus on its impact on firm's profitability and valuation (Hitt et al., 2017). In the view of Paminto et al., (2016), Sales Growth is seen as the impact resulting from changes in cash flow from a firm's operational activities due to the incline or decline in sales. Papp (2017) views Sales Growth as the increase in an organization's market share in comparison with its competitors, highlighting the competitive value of Sales Growth.

Sales Growth has also been defined based on customer acquisition and retention (Payne & Frow (2014). In a similar view, Kotler and Keller (2016) highlight the role of marketing efforts in driving customer acquisition and retention, thereby influencing sales expansion. Hitt et al. (2017) defines Sales Growth in terms of profitability and margins, while Anderson and Zeithaml (2018) define it in terms of sustainability and long-term performance.

Generally, scholars have defined sales growth in various ways, reflecting different aspects of business performance, competition, customer relationships, profitability, and sustainability.

EMPIRICAL REVIEW

Some empirical studies have been carried out in this area in Nigeria. Most of the studies used Value creation as one of the variable in their study of Entrepreneurial Marketing. For instance, in the study by Lukman and Azubike (2022), the authors examined the customer-centric influence of Entrepreneurial Marketing (EM) on business performance of hotels in Nigeria during the COVID-19 crisis. Data analysis indicated that value creation had significant effect on firm market share.

Also, in Nasarawa state, Hindu (2021) investigated the effect of EM dimensions on the performance of SMEs in Nasarawa State. An analysis of questionnaire data collected from 36 SME owners indicated that value creation is one of the variables of EM dimension that had significant effect on firm performance.

In Warri Delta state, Ejiroghene & Ayodele (2020) study focused on the effect of entrepreneurial marketing dimensions on market performance of SMEs in Delta State. Data analysis of the questionnaire survey of 245 owners/managers of SMEs indicated Value creation as one of the variables that had significant positive relationship with market performance.

In Enugu state Nigeria, there was a study by Otika et al (2019), which focused on the effect of Entrepreneurial marketing practices on competitive advantage of SMEs in Enugu State. Multiple regression analysis of questionnaire survey data obtained from 356 owners/managers of SMEs in Enugu state included Value creation among the study variables that have significant effect on competitive advantage. Similarly, Ogunode et al (2020), found a significant impact of Value creation practices on SMEs performance, using profitability, brand awareness and market share as measures of performance.

Another sectorial study on SMEs was carried out in Port Harcourt, by Nwankwo, & Kanyangale (2019) which examined the influence of Market Orientation on the survival of manufacturing SMEs in Nigeria. The SEM analyses conducted on AMOS software show that value creation was among the dimensions of Marketing Orientation that had significant effect on SMEs survival.

Hypotheses

H₀₁: There is no significant relationship between value creation orientation and market share Growth of Telecommunication Firms in Rivers state

H₀₂: The adoption of Value creation orientation in Business operation has no significant effect on marketing performance, in terms of customer satisfaction.

H₀₃: There is no significant relationship between value creation orientation and Sales Growth of Telecommunication Firms in Rivers state

METHODOLOGY

The target population of the study is the four major telecommunication firms operating in Rivers state. These are the four major Telecommunication firms - namely MTN Nigeria, Glo Nigeria, 9Mobile and Airtel Nigeria. The senior managers at the regional / zonal headquarters of these firms were the respondents of the study, namely (1) Zonal / Regional Directors, (2) Regional marketing managers, (3) Regional systems managers, (4) Regional Brand managers, (5) Regional Operations managers, (6) Regional Customer Relationship managers, (7) Regional Managers (Admin) and (8) Regional Managers (HR). In all 32 managers (8x4) were involved in the study, and 32 copies of the questionnaire were distributed to them, out of which, only 30 were returned back and used in the analysis. The research instruments were tested for validity and reliability. The result of the reliability test is shown on Table 1.0 below, The Cronbach Alpha test results are all above 0.7, the threshold level of acceptability. The hypotheses were tested at 0.05 level of significance using Spearman Rank Order Correlation analysis on SPSS software, version 25. The result of the reliability test is shown below:

Table 1: Reliability statistics

S/No	Items	Cronbach Value	Alpha
1	Value creation orientation	0.823	
2	Marketshare Growth	0.810	
3	Customer satisfaction	0.79	
4	Sales Growth	0.84	

Source: Computation results by the Author

Inferential Analysis

The result of the bivariate analysis carried out using Spearman Rank order correlation analysis is shown on Table 2 below

Table 2 Correlations between Value creation orientation(VC_OR) and Marketshare Growth (MKT_SHR),Sales Growth(SAL_GWT) and Customer Satisfaction (CUST_SAT).

			VC OR	CUST SAT	MKT SHR	SAL_GW T
Spearman's rho	VC_OR	Correlation Coefficient	1.000	.382*	.487**	.374*
		Sig. (2-tailed)	.	.037	.006	.042
		N	30	30	30	30
	CUST_SAT	Correlation Coefficient	.382*	1.000	.093	.588**
		Sig. (2-tailed)	.037	.	.627	.001
		N	30	30	30	30
	MKT_SHR	Correlation Coefficient	.487**	.093	1.000	.185
		Sig. (2-tailed)	.006	.627	.	.328
		N	30	30	30	30
	SAL_GWT	Correlation Coefficient	.374*	.588**	.185	1.000
		Sig. (2-tailed)	.042	.001	.328	.
		N	30	30	30	30

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

Source: Extract of Researcher’s Computation on SPSS software

Test of Hypotheses

H₀₁: The relationship between value creation orientation and Market share Growth
The outcome of the bivariate analysis on Table 2 above indicated that there is a significant relationship between Value creation Orientation and Market share Growth, with a Sig. of 0.006 < 0.05 level of significance, and a rho value of 0.487. Thus, the null hypothesis was rejected; the study concluded that the adoption of value creation orientation in business operation enhances marketing success, in terms of market share Growth of Telecommunication firms in Rivers state.

H₀₂: The relationship between value creation orientation and Customer satisfaction.

Also, a look at the SPSS output shown on Table 2 above has this result for the relationship between value creation orientation and Customer satisfaction: (**r = 0.382, at p= 0.037 < 0.05**). This p-value of (0.037) is less than the alpha value of (0.05) indicating a positive and significant effect on value creation Orientation on marketing success, in terms of Customer satisfaction. This result did not support the null hypothesis H₀₂ and was also rejected.

H₀₃: The relationship between value creation orientation and Sales Growth.

The result on Table 2 above also show the result of the relationship between Value creation orientation and Sales Growth as (**r = 0.374, at p 0.042 < 0.05**) . Since this p-value of (0.042) is less than the alpha value of (0.05). We rejected the null hypothesis and concluded that value creation has a significant effect on sales growth.

Discussion of findings

From all the bivariate analyses carried out to determine the correlation between Value creation Orientation and the three measures of marketing Success, the results show that value creation orientation has significant effect on marketing success, in terms of market share Growth, sales growth and customer satisfaction. These results are in consonance with the results of earlier studies in this area. This research outcome particularly agrees with the findings of Lukman and Azubike (2022) which found a positive correlation between value creation and Marketshare growth. This research outcome particularly agrees with the findings of Ogunode et.al (2020), which found a significant impact of Value creation practices on Marketshare Growth.

The study also found a significant relationship between Valuecreation orientation and customer satisfaction. This finding is in agreement with the study of Faryabi et al. (2012) who found a positive correlation between customers' perceived value and customers' satisfaction. Also, the study by Worlu and Ezirim in Aviation Industry in Nigeria reached a similar conclusion that a significant relationship exists between value co-creation and customer satisfaction. Also, Udodiugwu et al. (2022) made similar observation that a positive and significant link exists between value innovation and customer satisfaction.

CONCLUSIONS

Based on these findings, it was established that value creation has a positive and significant association with marketing success, using marketshare growth, sales growth and customer satisfaction as measures. Therefore this study concludes that the adoption of value creation orientation in business operations significant impacts on Sales growth, Marketshare Growth and customer satisfaction of telecommunication firms in Rivers state.

RECOMMENDATIONS

Based on the conclusions and findings of this study, the following are recommended:

1. Given the fact that value creation requires a proper understanding of the needs of the customer, firms should enhance their Customer Engagement by developing tailored communication strategies to engage customers effectively.
2. Firms should focus on improving the overall customer experience by investing on innovative technologies that can improve service delivery and create value for the customers.

3. To create value through efficient service delivery, it is also recommended to equip employees with the skills necessary to deliver exceptional customer service.
4. Since price is a major way to create value, firms should regularly review their pricing models to ensure competitiveness. Firms can use bundled services or loyalty programs to attract and retain customers.

REFERENCES

- Anderson, J. C., &Zeithaml, C. P. (2018). Customer value propositions in business markets. *Harvard Business Review*, 96(1), 110-118.
- Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers, *Strategic Entrepreneurship Journal*, 1(1-2), 223-227.
- Day, G. S. (1994). The Capabilities of Market-Driven Organizations, *Journal of Marketing*, 58(4), 37-52.
- Ejiroghene, P. A., &Ayodele, A. A. (2020).Entrepreneurial marketing dimensions and market performance of small and medium-scaled enterprises in Niger Delta, Nigeria.*International Journal of Small Business and Entrepreneurship Research*, 8(2), 43-58.
- Farris, P. W., Bendle, N. T., Pfeifer, P. E., &Reibstein, D. J. (2010).*Marketing Metrics: The Definitive Guide to Measuring Marketing Performance*.Pearson Education.
- Faryabi, M., Kaviani, F., &Yasrebdoos, H. (2012). The relationship between customer perceived value and customer satisfaction: The banking industry in Iran. *Australian Journal of Basic and Applied Sciences*, 6(12), 76-85.
- Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman.
- Hamel, G., & Prahalad, C. K. (1993).Strategy as stretch and leverage.*Harvard Business Review*, 71, 75–84.
- Hindu, J. A. (2021). Effect of entrepreneurial marketing dimensions on small and medium enterprises performance in Nasarawa State.*Economics and Business Quarterly Reviews*, 4(2), 196-208.
- Hitt, M. A., Ireland, R. D., &Hoskisson, R. E. (2017).*Strategic management: Concepts and cases*. Cengage Learning.
- Kotler, P., Bowen, J., &Makens, J. (1996).*Marketing For Hospitality And Tourism*. Upper Saddle River, New Jersey: Prentice-Hall.
- Kotler, P., & Keller, K. L. (2012).*Marketing management* (14th ed.). Prentice-Hall.
- Kotler.P.,&Armstrong.G (2013). *Principles of Marketing*.15th Ed. USA, USA: Pearson Hall.
- Kotler, P., & Keller, K. L. (2016).*Marketing Management*. Pearson.
- Kumar, V., &Reinartz, W. (2016).Creating Enduring Customer Value. *Journal of Marketing*, 80(6), 36-68.

- Kumar, V., & Sheth, J. N. (2004). *Customer relationship management: A Databased Approach*. Wiley
- Lindic, J. & Silva, C.M.D.(2011). Value Proposition as a Catalyst for a Customer Focused Innovation, *Management Decision*, 49(10), 1694-1708.
- Lukman, R., & Azubuike, C. J. (2022). Customer-centric influence of entrepreneurial marketing on business performance of hotels in Nigeria during the COVID-19 crisis. *Journal of Revenue and Pricing Management*, 21(1), 668–683.
- Misumi, J., & Peterson, M. F. (2005). The performance maintenance theory of leadership: Review of a Japanese research program. *Administrative Science Quarterly*, 30, 198-223.
- Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial marketing: A construct for integrating emerging entrepreneurship and marketing perspectives. *Journal of Marketing Theory and Practice*, 10(4), 1-19.
- Narver, J. C., & Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability, *Journal of Marketing*, 54(4), 20-35.
- Nwankwo, C. A., & Kanyangale, M. (2020). Entrepreneurial orientation and survival of small and medium enterprises in Nigeria: An examination of the integrative entrepreneurial marketing model. *International Journal of Entrepreneurship*, 24(2), 1-14.
- Ogunode, P. O., Abereola, S. N., & Oloyede, A. O. (2020). Entrepreneurship marketing and performance of SMEs in Nigeria. *International Journal of Small Business and Entrepreneurship Research*, 8(1), 39-52.
- Otika, U. S., Nwaizugbo, I., & Olise, C. M. (2019). Entrepreneurial marketing practices and competitive advantage of small and medium size enterprises in Nigeria. *European Journal of Business and Innovation Research*, 7(3), 1-30.
- Payne, A., & Frow, P. (2014). *Managing the customer experience: Turning customers into advocates*. Palgrave Macmillan.
- Porter, M.E.(1985). *Competitive Advantage*. Free Press.
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-Creation Experiences: The Next Practice in Value Creation, *Journal of Interactive Marketing*, 18(3), 5-14.
- Prasetya, T. M. (2021). Improve customer satisfaction through product innovation in Social Media. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(3), 3719-3729.
- Ramani, G., & Kumar, V. (2008). Interaction Orientation and Firm Performance. *Journal of Marketing*, 72(1), 27-45.
- Smith, J. B. & Colgate, M. (2007). Customer Value Creation: A Practical Framework, *Journal of Marketing Theory and Practice*, 15(1), 7–23

Woodruff, R. B. (1997). Customer Value: The Next Source for Competitive Advantage, *Journal the Academy of Marketing Science*, 25(2), 139-153.

Worlu, S. D., &Ezirim, A. C. (2021).Value co-creation and customer satisfaction in the aviation industry in Nigeria.

Zeithaml, V. A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52(3), 2-22.

Zeithaml, V. A., Bitner, M. J., &Gremler, D. D. (1996).*Services Marketing*.McGraw-Hill.