Appendix

MARKETING OF CONSULTANCY SERVICES IN KERALA
INTERVIEW SCHEDULE FOR CONSULTANTS

1. General Data

1.1 Name of the Respondent / Organisation:

1.2 Nature of organisation

- Sole proprietorship
- Partnership firm
- Private Limited Company
- Public Limited Company

1.3 Year of Commencement of Business

1.4 Principal place of business

1.5 Other places of business

1.6 Area of operation

- Within the city
- Within the District
- All over the State
- Outside the State also

1.7 Nature of consultancy services

- Management Consultancy
- Investment Consultancy
- Project / Engineering Consultancy
Software Consultancy

Employment/Educational Consultancy

Architectural/Interior Design Consultancy

Tax consultancy

Others (specify) ........................................

1.8 No. of consultants employed ............

1.9 No. of clients served in the preceding 5 years

<table>
<thead>
<tr>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
</tbody>
</table>

1.10 Estimated investment in the organisation Rs ............

1.11 No. of employees in the organisation ...........................

1.12 Total revenue / fees billed in the preceding 5 years

| Year | Rs. |
|------|
| 1    |
| 2    |
| 3    |
| 4    |
| 5    |

1.13 What are the factors contributing to the growth of consultancy services? (Please give rank 1, 2, 3 etc. on the basis of importance)

Increasing opportunities

Complexities of problems

Environmental/technological changes

Other reasons (specify) .........................

1.14 What is the extent of competition in the field of consultancy services?

Severe  Limited

Moderate  Not at all
1.15 Does the firm recognise the concept of marketing of the service?  
Yes ☐  No ☐

1.16 If so why it is needed
- Long term survival and existence ☐
- Growth objectives of business ☐
- Facing competition in the market ☐
- All of the above ☐

1.17 If not, why?
- Marketing is against ethics ☐
- Marketing is not relevant ☐
- The firm is too small ☐
- Other reasons (specify)............................. ☐

**Nature of Organisation**

1.18 How are the activities of the firm classified?
- Based on functions ☐  Based on area ☐
- Based on services ☐  Based on clients ☐

1.19 What are the different departments in your organisation?
- Service Department ☐  Accounting Department ☐
- Marketing Department ☐  Personal Department ☐
- Finance Dept ☐
1.20 Does the firm delegate authority to lower levels?  Yes ☐  No ☐
1.21 Are the activities of the firm decentralised?  Yes ☐  No ☐

1.22 What is the organisation structure?

- Department or line ☐  Functional ☐
- Line & staff ☐  Committee ☐
- Not clearly defined ☐

1.23 Does the organisation have an organisation chart?  Yes ☐  No ☐

**Manpower competencies**

1.24 What is the procedure for selection of consultants?

1.25 Does the firm give adequate training and development to the consultants?  Yes ☐  No ☐

1.26 If so, the nature of training

1.27 Does the firm make manpower planning for consultancy services?  Yes ☐  No ☐

1.28 Does the firm face any difficulty in getting qualified consultants?  Yes ☐  No ☐

1.29 Are the consultants given necessary authority and autonomy to take up independent assignments?  Yes ☐  No ☐

**Guiding Principles**

1.30 What are the guiding principles followed in consultancy services?

1.31 Is there any code of conduct for consultancy services?  Yes ☐  No ☐
1.32 If so, give details .................................................................

1.33 Are the consultants personally liable for deficiency in services?  
   Yes ☐  No ☐

1.34 If so, what is the nature of liabilities?  
   .................................................................

2. Organising of Marketing

Marketing Orientation

2.1 How will you rate the following elements of marketing orientation in the context of your organisation. (Tick the appropriate column on a 5 point rating — (1) Excellent (2) Very Good (3) Fair (4) Poor (5) Very Poor)

1) Client orientation  
   1 2 3 4 5

2) Competitor orientation  
   1 2 3 4 5

3) Strategic orientation  
   1 2 3 4 5

4) Integrated marketing organisation  
   1 2 3 4 5

5) Interfunctional coordination  
   1 2 3 4 5

2.2 Whether the organisation has a formal marketing function?  
   Yes ☐  No ☐

2.3 Does the organisation have a separate marketing department?  
   Yes ☐  No ☐

2.4 If yes, how is it functioning?  ...................................................

2.5 Who heads the marketing function?
   . The proprietor himself  
   . The chief executive officer  
   . The marketing manager  
   . Others (specify) ...............  
   .
2.6 If it has no marketing function, does the organisation get sufficient marketing resources without a formal marketing function?
   Yes ☐ No ☐

2.7 Does the organisation hire services of outside marketing agencies?
   Yes ☐ No ☐

**Marketing Information and Research**

2.8 Does the organisation have a marketing information system?
   Yes ☐ No ☐

2.9 Does the organisation have a marketing intelligence system to evaluate changes in the business environment?
   Yes ☐ No ☐

2.10 Does the organisation conduct marketing research?
   Yes ☐ No ☐

2.11 If yes, how often?
   Long before ☐ Recently ☐
   Annually ☐ When needed ☐

**Marketing Planning and Control**

2.12 Does the firm have a marketing plan in the organisation?
   Yes ☐ No ☐

2.13 Do you establish a marketing budget?
   Yes ☐ No ☐

2.14 What is the method you follow in budgeting?
   - Client survey method ☐
   - Statistical (Trend Projection method) ☐
   - Objectives and Task method ☐
   - Other methods (specify) ...................... ☐
2.15 Does the organisation have a marketing control system?  
Yes [ ]  No [ ]

2.16 How does the firm practise marketing control?  
- Income analysis [ ]  Profitability analysis [ ]
- Market share analysis [ ]  All of the above [ ]

2.17 Does the firm conduct a marketing audit?  
Yes [ ]  No [ ]

3  Marketing Opportunities

Marketing Measurement and Forecast

3.1 Can you identify the potential market for consultancy services in your area of operation?  
Yes [ ]  No [ ]

3.2 Do you think that there is gap between the potential market and the served market?  
Yes [ ]  No [ ]

3.3 Whether you forecast total market demand (total demand for the service industry)?  
Yes [ ]  No [ ]

3.4 Whether you have calculated your organisation's share in the served market?  
Yes [ ]  No [ ]

3.5 Do you forecast future market demand for your service?  
Yes [ ]  No [ ]

3.6 If yes, what is the method practised to forecast future demand?  
- Buyer Intention [ ]  Market Testing [ ]
- Expert Opinion method [ ]  Statistical methods [ ]

Market segmentation and Targeting

3.7 Does the firm practise market segmentation?  
Yes [ ]  No [ ]
3.8 If yes, what is the basis you follow for segmenting the market?

Geographical (region wise) □ Function/sector wise □

Demographic (client wise) □

3.9 What is the market selection strategy of your firm?

Undifferentiated □ Differentiated □

Concentrated □

**Client Analysis**

3.10 How far you agree with the following statements? (Tick the appropriate number from 1 to 5 on the basis of your degree of agreement). 1-Fully agree, 2-Agree, 3-Neither agree nor disagree, 4-Disagree, 5-Fully disagree.

a) Clients are the basis of your services

b) Client behaviour means understanding how individual clients think feel and act

c) It is necessary to measure client needs and wants for successful marketing

d) The client passes through different stages in the buying process

e) The firm is sympathetic towards clients if the perceived services are not upto their expectations.

4. **Planning of Marketing Mix**

**Service Decisions**

4.1 Do you know the seven Ps (elements) of services marketing mix?

Yes □ No □
4.2 How will you rank these elements in the order of their importance? (please give the ranks 1, 2, 3 etc on the basis of importance)

a) Product in service
b) Price
c) promotion
d) Place (location, channel for distribution)
e) Process(service elements, activities)
f) People (reputation of service provider)
g) Physical evidence(facilities, appearance)

4.3 How do you design your services product? .................

4.4 Do you know the special features of services like intangibility, perishability, inseparability etc?
Yes ☐ No ☐

4.5 Do you frame marketing strategies based on such services features?
Yes ☐ No ☐

4.6 Do you agree that quality is of fundamental importance in the design of a service product?
Yes ☐ No ☐

4.7 How do you measure and manage the quality of your service?

a) Matching expected service and perceived service
b) Benchmarking i.e. Comparing with competitor’s service
c) Extending service guarantees
d) All of the above

4.8 What is your service life cycle?

a) Introduction Stage ☐ b) Growth Stage ☐
c) Maturity Stage ☐ d) Declining Stage ☐
4.9 Do you practise branding of your services? Yes ☐ No ☐

4.10 Do you extend after sales service/ follow up in the service delivery? Yes ☐ No ☐

**Price Decisions**

4.11 What is the objective of your pricing policy?
   - a. Surplus maximisation ☐
   - b. Cost recovery ☐
   - c. Market size maximisation ☐
   - d. Market stability objective ☐

4.12 What is your pricing strategy?
   - a. Cost oriented ☐
   - d. Prestige pricing strategy ☐
   - b. Competition based ☐
   - e. Skimming strategy ☐
   - c. Demand oriented ☐
   - f. Penetration strategy ☐

4.13 Do you practise price discrimination to different clients for the same service? Yes ☐ No ☐

**Distribution Decisions**

4.14 Is your organisation conveniently located for delivering services? Yes ☐ No ☐

4.15 Are the layout and physical facilities adequate for rendering optimum services? Yes ☐ No ☐

4.16 Do you follow personnel selling or direct distribution in the marketing of your services? Yes ☐ No ☐

4.17 Does the firm use the services of intermediaries in the distribution of services? Yes ☐ No ☐

4.18 Does the firm have franchisees for the distribution of services? Yes ☐ No ☐

4.19 Does the firm have branches for service delivery? Yes ☐ No ☐
Promotion Decision

4.20 What are the methods used for marketing communication?
   Advertisement □ □ Personal selling □ □
   Sales promotion □ □ Publicity □ □

4.21 Do you advertise your service?       Yes □ □ No □ □

4.22 If so, what is the media used for advertisement?
   Print Media □ Mailing □ □
   Electronic Media □ Posters, Banners etc. □ □

4.23 Give an account of your organisation's personal selling programme

4.24 Give an account of your organisation's publicity programme

4.25 What are the sales promotion tools you practice?
   Incentives □ □ Seminars/ Presentations □ □
   Contests □ □ Sponsoring events/Programmes □ □

Person/ Process/Physical Evidence

4.26 Are the employees sufficiently motivated in delivering service?       Yes □ □ No □ □

4.27 Do you feel the need for internal marketing in your organisation?       Yes □ □ No □ □

4.28 Is the service delivery process efficient, time bound and cost effective?       Yes □ □ No □ □

4.29 Do you think that physical evidence of your organisation adds value to your services?       Yes □ □ No □ □

4.30 Are you using computers and modern Information Technology products for your service delivery process?       Yes □ □ No □ □

4.31 Does the firm use Internet Service and Website?       Yes □ □ No □ □
INTERVIEW SCHEDULE FOR THE CLIENTS OF CONSULTANTS

1. Name of the client .................................................................................................

2. Place ....................................................................................................................

3. Nature of client/organisation
   Individual ☐  Partnership firm ☐  Limited company ☐

4. The field of consultancy sought ........................................................................

5. What needs and wants give rise to the interest in consultancy services? 
   ........................................................................................................................

6. The criterion used for the selection of consultant. (Rank the following in the order of their importance)
   Reputation of the consulting firm ☐
   Accessibility of the service ☐
   Reference by other clients ☐
   Professional competence ☐
   Reasonableness of fees ☐

7. Your rating of the services in respect of the following: (Tick the appropriate number from 1 to 5 based on your rating- 1. Excellent 2. Very Good, 3. Good, 4. Poor, 5. Very Poor.)
   a) Quality of the service
   b) Accessibility of the service
   c) Timing of the service
   d) Dealings of the service personnel
   e) Aftersales services
8. Whether the services received helped you in managing the affairs more efficiently than before?
   Yes ☐  No ☐

9. Whether the benefits received were more than the costs incurred?
   Yes ☐  No ☐

10. What is your opinion regarding the amount of fees charged for the services?
    Very high ☐  Moderate ☐
    High ☐  Low ☐

11. Are you satisfied with the service, if so to what extent?
    Fully satisfied ☐  Fairy satisfied ☐
    Not satisfied ☐

12. Your suggestions, if any, for improving client satisfaction
    .............................................................................................................................
    .............................................................................................................................

***************