Chapter 1

INTRODUCTION

The last quarter of the twentieth century witnessed an unprecedented growth of the service sector in countries all over the world. A virtual service revolution transformed many economies in the world to service economies. The service sector contributes nearly three-fourth of the Gross National Product in developed countries and about one half of the Gross National Product in developing countries.\(^1\) Around 70 percent of the new employment opportunities are provided in the service firms or service dominated industries. Services have come to be recognized as the fastest growing sector of the economies of the world. The service sector holds the key to the continuous growth of the economies of the future. It is also envisaged as the catalyst of growth in the new millennium for the world in general and for India in particular.

The service sector has started to play an increased role in the Indian economy too. Services account for 52 per cent of the Gross Domestic Product pushing industrial and agricultural sectors to the second and third positions respectively.\(^2\) The average rate of growth of the service sector in India during


the nineties was faster at 7.7 per cent compared to 3.8 per cent for agriculture and 7.3 per cent for industries. The newest and greatest employment opportunities are generated in the service sector. Companies in the service sector like information technology, telecommunication and entertainment rank top among the listed companies in terms of market capitalisation. The service sector provides an opportunity to make optimum utilisation of the country's untapped physical and human resources. The importance of the service sector in India is further understood when one comes to know about the fact that the government of India is getting substantial tax revenue by bringing as many as 25 services under the service tax net.

Services lie at the core of every economic activity in society in the present day context. Services touch the lives of every person in all walks of life. Technological innovations and economic changes have transformed the concept of services to the extent where its original definition as an intangible benefit no longer holds good today. The growth of the service sector is reflected in the widening of the number and range of services. A steady progress towards the emergence of a service economy implies greater demand for new and innovative services. The sophistication in human life will further enlarge the scope and range of services in the coming years. The transformation of

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service economy into a knowledge economy would mean demand for more knowledge-based services like information, ideas and solutions.

Several factors account for the fast growth of services. The greater complexity of modern life has created demand for a wide range of services like leisure, entertainment, health care, legal as well as financial advice, consulting etc. Globalisation of economies has brought in demand for new services like telecommunication, internet, travel and tourism. Increased specialisation, escalated competition and rapid technological changes mark today's business environment necessitating a host of services in the management of business operations. The consistent economic progress made by countries over the last few decades brought greater affluence in society, especially among the middle class, paving the way for increased demand for services.

The growth of business and professional services may be attributed to the fact that business has become more complex today. Every business unit is working in a dynamic environment and the decision-makers are hard put to make decisions. Increased competition, globalisation and presence of multinational firms make business firms more specialised, competitive and cost-effective. Business organisations have been forced to seek the services of experts to provide advice and solutions in organisational problems, marketing, advertisement, taxation, computer applications and a host of other areas. Human life has also become more sophisticated nowadays and there has been an unprecedented increase in the number of individuals seeking expert
advice, whether in the field of personal investment, tax planning, entertainment, travel or tourism. The business of consultants assumes relevance at this juncture and consultancy services have been built upon this hypothesis. The consultants too have leveraged their consulting skills to face the situation and they are offering excellent services considering the ever increasing expectations and aspirations of clients.

Consultancy service is the providing of expert advice, opinion or solution by a presumably qualified person or a group of persons to those who need professional help. It is a personalised service rendered to clients by persons having expert knowledge in their fields. Since clients need expert advice on various matters, the consultant must be qualified and competent to comprehend the client’s problem and give expert advice. A consultant needs knowledge, creativity and resourcefulness.

The practice of giving expert advice was prevalent during ancient periods also. In olden days saints, religious hermits and gurus gave valuable advice to people for their welfare. The King was helped in the administration of the State by a team of ministers. With the passage of time the number of persons and organisations seeking the services of experts increased and consultancy services were provided by qualified persons which paved the way for organised consultancy services. Basically the idea of selling one’s expertise or specialised knowledge started when firms and organisations found it profitable to hire the services of these persons rather than employing them on a full time basis. Consultancy services are organised as business on the
conviction that the clients are materially benefitted out of the services of consultants. Increased competition among consultants and greater expectations and quality consciousness among clients have brought in more professionalism in the management of consultancy services.

In Kerala consultancy services have emerged in a number of areas in addition to the traditional fields of medicine, law, accounting and audit. These include project and engineering consultancy, management consultancy, investment consultancy, tax consultancy, software consultancy, architecture and design consultancy, employment consultancy, educational consultancy etc. A number of professional consultants and firms have established themselves in their respective areas in Kerala. Individuals and organisations seeking advice on various matters are more aware and conscious about the utility of consultancy services. Consultancy services operate professionally with the object of providing service to clients for a reasonable remuneration. Although consultants are professionals they face a number of problems in their field, especially in the area of marketing of their services. It is at the interest of the State in general and consultancy organisations in particular to enquire into the marketing-orientation of these firms and suggest suitable measures for the successful marketing of their services.

1.1 Statement of the Problems

The problem under study is the marketing of consultancy services in Kerala. Marketing of consultancy services includes analysis, planning,
implementation, control and organisation of studying the target market's needs, designing appropriate services, carefully formulating programmes and using effective pricing, communication and distribution strategies to inform, motivate and serve the clients to achieve organisational objectives. The study includes an analysis of the organisational structure of consultancy services firms in Kerala and also their marketing organisation. The study comprehensively covers an analysis of the marketing opportunities, identification of target markets, segmentation strategies and client analysis. It also envisages the various strategies used to take decisions in the marketing mix of the consultancy services. The study also includes the recommendation of a suitable marketing plan for the effective marketing of consultancy services in Kerala.

1.2 Objectives of the Study

The objectives of the study are stated as follows:

1. To analyse the organisational features of consultancy services.

2. To evaluate the organising of marketing of consultancy services.

3. To analyse marketing opportunities, segmentation strategies, target markets and client behaviour of consultancy services.

4. To study the planning of marketing-mix of consultancy services, and
5. To arrive at conclusions and make suitable recommendations including the suggestion of a suitable marketing plan for consultancy services.

1.3 Methodology

The study is a search into the application of services marketing concepts and principles to consultancy services. The generally accepted marketing principles and practices are applied in this study to suit the requirements of consultancy services. It is an exploratory, descriptive and analytical study aimed at bringing out the current marketing practices of consultancy organisations in Kerala.

1.3.1 Nature and Sources of Data

Primary and secondary data were used for the purpose of the study. Primary data were collected from a sample of 200 Consultancy Organisations operating in the State of Kerala. Since Consultancy Organisations are heterogeneous in nature, the population is divided into eight categories to maintain maximum homogeneity within the category. The categories are Management Consultancy, Investment, Project and Engineering, Software, Employment and Educational, Architecture and Interior Design, Tax and all other types of consultancies like Event Management, Travel and Tourism, Advertisement etc. under the category of others.
Primary data were also collected from clients of sample Consultancy Organisations on the basis of the information provided by these firms.

Secondary data and other information were collected from relevant literature on professional services marketing, journals and periodicals, newspapers, publications of professional bodies, internet including websites of Consultancy Organisations, Associations of Consultants and other related agencies.

1.3.2 Sampling Design

The primary data were collected from units using multistage sampling. In the first stage, all units in three Corporations in the State, namely, Thiruvananthapuram, Kochi and Kozhikode were taken for enumeration, since different varieties of consultancy services are found actively practising only in these cities in the State. In this stage, census method was used instead of sampling procedure because of the small number of population.

In the second stage, since the size of the primary units in each of the eight categories varies widely, stratified sampling could not be used. Therefore, sub sampling with units of unequal sizes was used for selection of sample units.4 Data were collected from 15-20 per cent of the total units of consultancy firms (sub population) in each category. This variation in sample percentage is due

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to non-availability of the respondents and/or poor response, and also the time limit of the study. The units were selected by the method of random sampling (lottery method) within each category and information was collected from them. After collecting the information, the filled up schedules were carefully edited for consistency, accuracy and completeness and the defective ones rejected. The number of samples collected and the number of units used after the editing from each category are presented in the following table.

**Table T1**

**Table Showing Sampling Design**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Category of Consultancy Firms</th>
<th>Population Size</th>
<th>Sampled Units</th>
<th>Used units after editing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management Consultancy</td>
<td>400</td>
<td>58</td>
<td>48</td>
</tr>
<tr>
<td>2</td>
<td>Investment Consultancy</td>
<td>90</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Project/Engineering Consultancy</td>
<td>180</td>
<td>36</td>
<td>32</td>
</tr>
<tr>
<td>4</td>
<td>Software Consultancy</td>
<td>160</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>5</td>
<td>Employment/Educational Consultancy</td>
<td>120</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>6</td>
<td>Architects/Interior Design Consultancy</td>
<td>160</td>
<td>32</td>
<td>30</td>
</tr>
<tr>
<td>7</td>
<td>Tax Consultancy</td>
<td>225</td>
<td>33</td>
<td>24</td>
</tr>
<tr>
<td>8</td>
<td>Others</td>
<td>40</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1375</strong></td>
<td><strong>229</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>

Number of Defective Units 29.
1.3.3 Tools for Data Collection

The collection of data covers a period of one year from 1st April, 2000 to 31st March, 2001. Two separate and structured interview schedules were used for eliciting the required information from Consultancy Organisations and Clients. The schedules contain both open-end and closed-end questions. The schedules were pretested taking 20 respondents each and necessary changes were made on the basis of the findings of the pretest. The information was collected through personal interviews and discussions with respondents.

1.3.4 Analysis of Data

The collected data are condensed into tables for detailed analysis and interpretation. The analysis of data is done within the framework of the theoretical principles of marketing applicable to consultancy services. Simple statistical tools like percentages, averages, ranking coefficients, graphs and charts are used for analysing the collected data. On the basis of the analysis valid conclusions and generalisations are drawn. Finally, specific recommendations, including a proposed marketing plan for consultancy services are made on the basis of the findings.

1.4 Necessity and Relevance of the Study

Consultancy is a personalised service which needs professionalism, since a large number of people require the services of consultants in many
areas. Consultancy is needed by those who face multifarious problems in their professional, business or personal life. The necessity of consultancy services is relevant in the context of the scientific problem-solving approach practised by the consultants. The problem-solving approach consists of surveying to ascertain pertinent facts and circumstances, defining the problem, seeking and selecting appropriate tools and techniques, presenting findings and recommendations, programming actions required to achieve a solution or improvement and assisting in implementation and follow up.

Marketing may appear to be unethical to a professional service firm. But in a competitive environment marketing is inevitable for achieving the organisational objectives. Consultancy services are very much like business propositions. They operate in a dynamic, changing and competitive environment. The entry of global consultants in recent years in India makes the field even more competitive. Some domestic consultancy firms have already forged some alliance with international consultancy firms. Firms compete with each other for attracting sufficient number of clients. Many firms face falling margins on services and dwindling profits. Clients expect excellent services at competitive rates. It is also difficult to retain client loyalty on a longterm basis. Consultancy firms have to think differently and take strategic initiatives to overcome the situation. Firms need dynamism and strategic outlook. It is against this backdrop that the relevance of marketing by consultancy services organisation arises.
Marketing is important at a time when clients need sophisticated personalised services keeping pace with technological developments. Marketing management is being increasingly applied by service organisations to create awareness regarding their services, building loyalty and relationship with potential clients and public. Adoption of marketing would help consultancy firms to attain quantitative and qualitative improvements in their services, achieve efficiency of operation and establish leadership in the market. The State of Kerala with high quality of human resources has great potential for consultancy services in different areas. Being a labour intensive service it can also generate employment opportunities for quite a large number of people in the State. As such there is vast scope for marketing consultancy services in Kerala.

1.5 Review of Literature

The review of literature is presented in two parts:

1. Review of literature on services marketing and its developments.

2. Review of some applied research in services marketing in areas like business services, non-profit organisations and professional services.

A review of literature on services marketing reveals that the importance of the service sector was foreseen by researchers as early as in the
nineteen sixties. It was the famous economist Clarke\textsuperscript{5} who classified the sectors of the economy into three namely, primary (agricultural), secondary (manufacturing) and tertiary (services).

Early studies on services marketing point out the difficulty of defining a service offer (Bateson 1979\textsuperscript{6}; Berry 1980\textsuperscript{7}). It was difficult to distinguish services from products. An earlier definition of services by American Marketing Association (1966) viewed services as a mere 'add' to a physical product. Services were the ultimate benefits received by customers from buying a product.

Services gained prominence during the last two decades. A revolution in the service sector projected services as a matured and independent entity. Authors on services marketing observe that there are no products as such, there are only services; even products eventually satisfy the consumer's demand for specific services. Services are quite different from products. Services possess unique features and need separate marketing strategies (Booms and Bitner 1982).\textsuperscript{8}

\textsuperscript{5} Clarke, Colin, The Conditions of Economic Progress, 1951.

\textsuperscript{6} Bateson, JEG, "Why we need services Marketing" in Ferrell, O.C. Brown S.W. and Lamb, C.W., Jr. (Editors) Conceptual and Theoretical Developments in Marketing, American Marketing Association, Chicago, 1979, pp. 131-146.

\textsuperscript{7} Berry, L.L., Services Marketing is Different" Business, Vol. 30 May - June, 1980 pp. 24-29.

Lovelock’s (1983)\(^9\) classification of services into five broad categories gives a good insight into the marketing implications of services. It requires a strategic vision that consists of identification of target consumers, development of the right service product and design of a sound operating strategy to satisfy the consumers’ needs.

The difference between goods and services invoked researchers to evolve new marketing responses to services. The traditional 4 Ps of marketing applied to product marketing were found inadequate to services marketing. Zeithaml and others (1985)\(^10\) suggest the pyramid model of services marketing by extending the services marketing mix elements to seven, namely, product, price, place, promotion, people, process and physical evidence. They suggest different strategies for solving marketing problems for each service feature.

The nineties witnessed the dominance of the service sector in many economies of the world, pushing the industrial and agricultural sectors backward to the second and third positions respectively. Research activities were conducted vigorously during this period on many frontiers of services marketing such as service quality, marketing orientation, service branding, internal marketing, service evidence etc.

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Berry and Parasuraman (1991)\textsuperscript{11} state that service quality is the key to customer satisfaction. Service quality comprises of technical quality and functional quality. Quality is a dynamic concept and achieving quality is a never-ending task. With ever-increasing customer expectations and quality consciousness, a service firm must endeavour to deliver quality services for maximum consumer satisfaction.

Payne, A (1993)\textsuperscript{12} points out the need for marketing orientation in service firms. Marketing orientation includes service-orientation, customer orientation, competitive orientation and people-orientation. The organisation must cultivate a marketing culture and adopt marketing as an integral part of the organisation structure.

Vieira, Walter, E (1994)\textsuperscript{13} brings out the status of service industry in India and points out that it is the right time to lay the right foundation for services marketing to give it the right direction. He also points out that services marketing needs a different orientation with regard to size of operation, selection and training of service personnel. The problem of motivation, market investigation and customer complaint management have also been examined. The changing scenario of services marketing, keeping the western scene in the background has also been pointed out.


\textsuperscript{12} Payne, Adrian "The Essence of Services Marketing" Prentice Hall International, London, 1993

David, A (1996)\textsuperscript{14} states that branding of services makes the service offer more acceptable to customers. Strong brands increase the trust of customers in the invisible service product. Service branding enables customers to visualise the service and acts as an important element of the service evidence.

Woodruffe (1997)\textsuperscript{15} brings out the importance of internal marketing and relationship marketing in service firms. The service personnel are actually customers integral to the organisation and motivating them would yield the best results in marketing of services. The object of relationship marketing is to build strong relations with the organisation's publics which include the target consumers, the influencers, channel members, shareholders, service-staff etc.

S. Balachandran (1999)\textsuperscript{16} states the emerging trends in the service sector. According to him service entrepreneurs and marketers will be the biggest contributors to the national wealth in the near future. He shows us how service business and service-centred goods business may be managed from the viewpoint of a customer. There are four major issues. First, do we appreciate service as an offering as well as we do goods? Second, do service entrepreneurs realise that innovations in services are as systematic as in manufacturing? Third, do service executive know that service too needs a cogent management and


marketing frame work? Fourth, and the most important issue, why do service industries largely insensitive to customers?

Service evidence plays an important role in verifying either the existence or completion of a service. The configuration of physical evidence is all that matters in a service organisation. Service marketers are expected constantly to search, identify, innovate and sustain various configurations of service evidence for effective marketing of services. Agrawal (2000)\textsuperscript{17} suggests an eight-point configuration, which he calls a flower and petals frame work, for service evidence.

The review of literature also reveals some applied research on service marketing in important business services like bank marketing, insurance marketing, tourism marketing, hospital marketing, lease marketing, financial services marketing etc. Services marketing principles are also extended to the marketing of non-profit organisations and marketing of professional services.

Kotler (1985)\textsuperscript{18} states that marketing concepts can be applied to analyse the marketing problems of non-profit organisations like educational institutions, hospitals, museums, libraries, trade unions etc. Non-profit organisations vary greatly in their awareness and use of modern marketing

\textsuperscript{17} Agrawal, Mohanlal, "Managing Services Industries in the New Millennium; Evidence is Everything," \textit{Management and Labour Studies}, Vol.25, April 2000, pp.99-114.

\textsuperscript{18} Kotler, Philip, "Marketing for Non profit Organisations," Prentice Hall of India, New Delhi, (1985).
ideas and the application of marketing depends on the depth of its marketing problems and the attitude of management towards marketing.

Saxena (1988)\(^{19}\) points out that marketing came into the banking industry in the late fifties not in the form of marketing concept but in the form of advertising and promotion. In fact bankers were reluctant to use the term selling; the function was called business development to describe customer contact programmes. Bankers’ attitudes and comprehension about marketing changed in the 1960s. They began to realise the need for market segmentation, product-mix strategies etc. The bank marketing profession changed dramatically in the 1970s. Marketing positions in banks were created and marketing was accepted as an organisational imperative.

Sahoo (1994)\(^{20}\) states that marketing principles have been increasingly applied by insurance companies in India. With a shift from the product and selling concepts to marketing concept, the insurance companies appear to have begun to analyse market opportunities and to develop target market through market segmentation. The environment for insurance marketing is constantly changing. This is caused by the rising standard of living, rising customers’ expectations and changing competitive situations. Marketing has an important role to play helping the insurance companies to remain in a profitable situation.

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McGoldrick and Greenland (1994), while pointing out the challenges facing the financial services industry, argues that it is necessary to develop and implement successful marketing programmes to create and foster a customer orientation. The financial services industry has undergone major changes in the last two decades. During the 1980s industry expanded considerably and the number of financial products and services available proliferated. The trend since the early 1990s, however, has been towards more streamlined business structures through rationalisation to produce greater efficiency and higher profitability in a saturated market with intense competition. Marketing strategies are aimed at retaining customers through high levels of client satisfaction by providing quality services to meet their changing needs over time and attracting new customers.

Jha (1995) points out the need for applying marketing principles in tourism services. Tourism marketing is an integrated effort to satisfy tourists by making available to them the best possible services. Marketing is a device to generate demand and expand the market by transforming potential tourists into actual tourists. It is an approach to promote business and to feed the organisation's necessary information for framing and revamping the marketing decisions. Effective marketing strategies make it possible for tourism service providers to outdo the rest by rendering optimal tourist satisfaction.

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Joshuakhan (1996)\textsuperscript{23} points out that marketing in hospital services is spurred by increasing competition that we face in the health sector today. In fact most hospitals don’t get interested in marketing as long as they are comfortable. Suddenly they find the number of patients dropping, income decreasing, and patients unhappy and they realise a competition situation has emerged where they can be submerged, if nothing is done about marketing. Marketing should be looked upon as a way to harmonise the needs and wants of the public with the purposes, resources, and objectives of the hospital. Marketing strategy is all about differentiating your services from the rest and getting this idea across to the public.

Morgan (1996)\textsuperscript{24} states that professional services firms like that of architects, engineers and consultants are poor in applying marketing mainly because of the strict enforcement of code of conduct governing many professions. The lethargy towards marketing of these firms has also arisen from the traditional strengths of these professions in the market place. But in recent times there has been a dramatic increase in the number of professional firms and many of them are facing severe competition. There are also some relaxations in the code of conduct of professional service firms regarding advertisement and business promotion. This situation underlines the need for adopting marketing by professional service firms for survival and growth.


Consultancy marketing is relatively a new discipline and hardly any research work has been done worthy of mentioning, except the classic work undertaken by Dick Connor (1997)25 “Marketing Your Consulting and Professional Services” by Dick Connor is the Bible for practising consultants and professionals all over the world. Dick Connor’s “Client-Centred Marketing (CCM)” is an innovative concept in services marketing which can be profitably employed by services marketers and consultants.

Raghavan and Price (1999)26 state that management consulting services in India requires intensive use of selected methods of marketing practices to meet the requirements of clients with diverse backgrounds, cultures and value systems. A competent professional management consultant must be competent in marketing also. The first step is to develop professional consulting practices and create a reputation by improving the quality of consulting. Then appropriate promotion methods have to be adopted to publicise the high quality services. All these efforts lead to competition in the services sector necessitating adoption of modern marketing concepts.

Korgaonkar (2001)27 describes that consultants have recently started assimilating innovative and radical new solutions, tools and techniques

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developed by other management thinkers and researchers. The consulting firms leveraged their traditional skills and experiences to help organisations implement their innovations like JIT, TQM, BPR, ERP, TCM and so on. Consultancy organisations have now moved from being based on creation of new knowledge to application of new knowledge. The change in technology and innovations presents a new challenge to the consultancy firms as they should be knowledge seekers rather than knowledge creators.

The review of literature reveals rich contributions made by authors to services marketing. While some amount of literature is available on the marketing of professional services in general, the researcher has not come across a detailed and scientific study on consultancy services marketing in the State of Kerala. A comprehensive study on consultancy services marketing would bring greater professionalism and efficiency to this area of services which is vital to the society and the State. The researcher honestly feels that there is the genuine need for a comprehensive, analytical and scientific study on the topic of marketing of consultancy services in Kerala.

1.6 Operative Definitions

1. **Client** - individual or organisation served by a consultant or are now serving

2. **Consultant** - a person or organisation who/which gives an expert advice or solution to a client's need/problem.
3. **Consultancy firm** - Consultancy organisation whether formed as soleproprietorship, partnership, private limited company or as public limited company which renders consultancy services.

4. **Market** - a group of clients and prospects who are buyers or potential buyers of a consultancy service.

5. **Marketing audit** - a systematic review of the basic objectives and policies of marketing functions.

6. **Marketing mix** - the combination of variables that the consultancy firm puts together to satisfy the target clients as a part of the marketing strategy.

7. **Marketing planning** - the process of setting the marketing objectives and formulating strategies including operational plans and programmes.

8. **Marketing strategies** - a comprehensive plan covering the target market and the marketing mix of a consultancy firm designed specifically for achieving marketing objectives.

9. **Personal selling** - Direct face to face communication between a consultant and a client or prospect regarding a problem/need.

10. **Prospect** - a potential client, an organisation or individual who has agreed to discuss a client problem.
11. **Satisfaction** - a client's agreement that the solution goals have been achieved.

12. **Value** - the feeling of a client that he has earned a suitable return equal to or exceeding his expectations in relation to the fee paid.

1.7 **Limitations of the study**

The study is subject to the following limitations:

1) The scope of the study is limited to consultancy services in the areas of project, engineering, design and architecture, tax, management, investment, software, education and employment. The consultancy services in the areas of medicine, law and accounting and audit are excluded from the scope of the study since there are high entry barriers to these professions and professionals in these areas are regulated by their respective professional ethics and code of conduct.

2) The area of the study is limited to the three Corporations in the State, namely, Thiruvananthapuram, Kochi and Kozhikode. Since consultancy services are mainly concentrated in these cities they are selected for the study. The various consultancy services under study are also obtainable only in these cities,
hence the primary data are collected from these three Corporations in the State. Therefore, omission of consultancy firms from other cities or towns from the sample is a limitation of the study.

3) Some respondents in the study combine consultancy services along with other operations or services. Therefore, the data or information provided by them may not be exclusively related to consultancy services.

1.8. **Scheme of the Study**

The study is presented in eight chapters:

The first chapter deals with introduction, statement of the problem, objectives of the study, methodology followed, necessity and relevance of the study, literature survey, operative definitions, limitations of the study and scheme of the study.

The second chapter gives an account of the theoretical background of services marketing.

Chapter three deals with consultancy services in Kerala, its principles, procedures and practices.

The analysis of data is presented in four chapters - Chapter four deals with the analysis of organisational features of consultancy services,
chapter five analyses marketing organisation, chapter six deals with the analysis of marketing opportunities; and chapter seven deals with the analysis of marketing strategies of consultancy organisations.

The last chapter presents the findings of the study, recommendations, including a proposed marketing plan for consultancy services and conclusion of the study.