

Business Marketing Services:

A Mexican Approach

C O L E C C I Ó N

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Chapter 1

Marketing of universities

INTRODUCTION

As a fundamental part of people well-being, education has taken a preponderant and decisive role not only for the growth and intellectual consolidation of those privileged in this process. But also, nowadays education maintains a close relationship with labor markets, so education is now considered quite an important part of social and economic development of many countries.

In this context, universities exist in the global environment under the new approach of the World Trade Organization (WTO) to value education as a private good. Education is being a part of the agreements negotiated under the umbrella of the WTO which is looking for the freedom of the educational market.

Under this principle, higher education institutions (HEI), educational consortia and corporate universities have flourished increasingly. These organizations may use more aggressive marketing strategies, without stringent considerations of ethics, quality and relevance of their educational products, in order to obtain more clients.

New commercial dimension, has led traditional public and private institutions to be involved in educational markets or seek alliances or cooperation agreements with other institutions or organizations, to expand their services, through other partnerships or either creating their own campuses in other countries, to seize upon the opportunities that their "products" represent in other international markets.

Among the main services or educational products that the HEI may offer include: undergraduate, graduate, postgraduate, intermediary between companies and suppliers of educational services, applied research, admission and registration of foreign students, distance learning, collection of tuition fees, examinations and certification courses on behalf of professional organizations.

Diversification of the educational products, are a consequence of the dynamic environment, where at the end some institutions believe they

can get benefited with the commercialization of their products, however others; seem to ignore the risks, challenges, and areas of opportunity for international educational markets (Camacho, 2008).

Consequently in many countries, public universities have been experiencing significant changes in their competitive environments, resulting from the increase of the private offerings and the progressive reduction of access to the University.

Under these conditions, the offering of educational programs through internet includes courses, master's degrees and doctorates in open ways and distance education. Furthermore, the benefits of the new offering are: flexible schedules, duration of Executive programs which can be better adapted to the demands of users, simplified processes of admission and registration (Adapted from Cortez, 2002).

Under these new market conditions, managers of public universities have decided to modify their marketing strategies by creating departments of marketing or public relations, relying on advertising, attendance at educational trade fairs, developing post-graduate courses and continuing education in order to differentiate themselves from the competition in similar field of studies. (Adapted from Águeda 2008,81).

CHAPTER'S OBJECTIVE

The objective of this chapter is to analyze qualitatively the marketing management strategy in universities, in order to help them to protect and consolidate their actual market share or to position themselves on the new markets with their products or services in the national market through their campuses (physical presence) or beyond borders by offering services that go outside the geographic boundaries of the country of origin (distance learning).

BASIC CONCEPTS

In global business environment, marketing specialists have focused their strategies towards educational services, covered by the economy based on knowledge and adherence to the guidelines of supranational and intergovernmental organizations such as the WTO. Under these trends, although traditional Mexican universities (public and private) although they do not offer their services strictly for-profit, though they have decided to participate in the marketing of educational services.

Marketing in educational institutions can be considered both favorable and unfavorable, according to the objectives, the orientation and the use of marketing techniques that are used to reach them. Manes (2004) suggests that the use of marketing strategies by the educational institutions should only be designed to offer services agreeing to the social needs.

Marketing of educational services is an adaptation of the services marketing theory that should help educational institutions to design strategies that enable them to expand student's coverage within the ethical framework of education and satisfy the interests of members from the academic community. Marketing also helps in planning, developing and disseminating academic programs, promoting the institutional image of educational organizations and optimizing the quality and service education in accordance with the needs of the students and their families, members of the academic community, the organizations and the society (Adapted from Ospina et al, 2010:28).

Implementation of marketing in educational institutions is a two-step process. The first is, according to Manes, 2004:15 to prepare the organization to provide services that will be relevant and equitable, considering the social demands and anticipating the needs of the market to satisfy. The second one is about the services strategies, the distribution strategy (physical, distance and virtual campus), the promotion and advertising strategies that will be used to attract and retain students, users, professors and general public, based on the prestige of the University.

Marketing can facilitate the positioning of the universities educational services, when the institutions have renown faculty, good and trendy academic programs, advanced technology, outstanding research backed up with awards received by faculty and competent graduates. The image based on the prestige earned by good background is the success key in marketing, according to Saldaña (1999) all these actions contribute to develop the prestige and the image of university.

Educational services marketing strategy refers to the vision and actions planned in the area of outreach, relations and attention to the student scope defined as desirable for the institution, by combining resources, actions, people and controls to obtain the best results in the circumstances on the environment and culture of the institution that stand for doing it. It is the long-term vision point towards the outside of the institution to create useful services to the community, responsible students and, inside it, there is a dedication to quality and expectations of obtaining enough for their useful survival (Saldaña, 1999: 7)

GLOBAL UNIVERSITIES ENVIRONMENT

Trends in the global environment where universities are immersed influence them in four aspects: a) internationalization; (b) business management; (c) link with the productive sectors and d) marketing of educational services (Camacho, 2008).

Firstly, the process of internationalization is strategic and plays a central part of general policies and development plans in educational institutions. However the global dynamics tend to distort the process, to offer it as a service of market.

Secondly, about business practices that universities have adopted, they are locating in the bigger context University privatization and its progressive complexity. This process has encouraged private higher education expansion and the functioning of public institutions as if they were corporations, by evaluation, accreditation and certification requirements associated with the allocation of extraordinary economic

resources, which lead to institutional change under the criteria of efficiency and productivity (Ibarra, 2005).

A third aspect prevails on discussion about HEI links with the productive sector. Therefore, the University-industry linkage is not only a requirement of the University context itself, but also a guideline world to which the IES should follow. This is, universities impulse their efforts closer relationship to productive sectors through additional services to the educational, even some universities, eager to differentiate itself, have changed their substantive area name culture extension by culture extension and services; "Productive relationship", "Attention to the great company", "Linking international and teaching center"; "High-tech services business center" have been intentionally created, or on extreme, "Business centers". These examples emerged to give administrative power to manage educational services request in order to commercial purposes (Camacho, 2008).

The fourth global universities trend, lies in the use of marketing, which is market these educational services summarized as a series of strategies that lead organization to disseminate, display and demonstrate the quality of their products and services to a market segment, which at the same time is included in any economic sector. It also means a big challenge for the university about educational services, since the marketing approach "must be balanced, non-aggressive, because of their social priorities, they should be kept away from mercantilism" (adapted from Manes, 2004:20).

International agencies and its influence on educational policies

Education as a product, has been discussed by non-governmental organizations and international agencies in the world, such as the Organization for cooperation and development economic (OECD), the World Bank (WB), the organ of the United Nations Educational, scientific and Cultural Organization (UNESCO) and the Inter-American Development Bank (IDB).

Recently it has been a direct incursion through the WTO through General Agreement for trade in services (GATS); by education services sector in its four subsectors (primary, secondary, tertiary, adults teaching and other services).

Policies created in these agencies dictate standards to assess the quality, effectiveness, relevance, productivity and competitiveness within a internationalization framework, business management, outreach and marketing (see **Table 1**).

Table 1.

International Policies of higher Education

International Organism	Policies related to Higher Education
World Bank	Private financing Privatization Quality Administration Internationalization of education policies
OECD	Funding Privatization Educational quality Adapting higher education to market needs Internationalization Social and productive integration of individuals Relevance, equity and access Increase graduate options Differentiation and flexibility
Inter American Develop Bank	Funding Human resources development Strengthening the planning, organization, management and teaching methods Reforms in national education systems Strengthening quality graduate studies and the development of science and technology Universal access to education Efficiency Equity in the use of resources Alternative sources of funding
UNESCO	Public and private financing Quality of education Education and human development Internationalization of education policies Links with the world of work Relevance Educational equity Effectiveness in implementing educational reforms

Source: Camacho (2008).

Educational markets

Economy evolution supported on knowledge, has changed the nature and functions of higher education, however, the impacts on universities are not uniform. It means that if it has generated a competition schema, and competitiveness through appropriate marketing strategies where the best universities are classify as world-class, on the other hand, trade practices from organizations for profit, besides with little or no quality assurance and accreditation of its programs have proliferated. It means, there are universities that offer quality product services in accordance with needs of the market, while others, are looking for profits without ethical considerations.

In this context, traditional University co-exists with virtual universities and other kinds of university, like "corporate universities". Therefore, traditional IES (institutions of higher education) faced increasingly strong competition from these business organizations (ANUIES, 2005).

Educational global market is extremely attractive, for example, by 2002, it was estimated that only between OECD member countries, international educational services marketing amounted to 30,000 million dollars, which corresponded approximately to 3% of the total sales of services in the area of the OECD.

This benchmark figure comes from statistics fundamentally related to modality number two (see **Table 2**) it involves statistics about educational services that are imported and exported number of foreign students (Knight, 2002; Rodríguez Gómez, 2006).

This industry included the capture of 97 million of international students-consumers, by setting up campuses abroad, franchise services provision and online learning. In addition, it had about 50 million employees (Rodríguez Gómez, 2006, Knight, 2002).

International statistics showed a growing market, it estimates that between 1980 and 1995, international trade in services grew 12% in Asia, 8% in North America and Latin America, 6 per cent in Africa and 5% in Europe (Bizzozero, 2005).

The international education market, according to the WTO through the GATS, is characterized by four modes of supply, it means, four forms of products distribution to their different segments located in different geographical contexts, both physical (on-site mode) as intangible (at a distance).

Table 2.
Market potential of educative services for supply modes

Channels distribution	Product characteristics	Products examples	Size / Market potential
Suministro beyond borders	<ul style="list-style-type: none"> • The provision of a service where it crosses borders (does not require physical movement of the consumer) 	<ul style="list-style-type: none"> • Distance education • E-learning • Virtual universities 	<ul style="list-style-type: none"> • Currently a relatively small market • Apparently with great potential through the use of ICT and especially the Internet
Consumption abroad	<ul style="list-style-type: none"> • Service-provision requiring the consumer movement in the country of the supplier 	<ul style="list-style-type: none"> • Students who travel to another country to study 	<ul style="list-style-type: none"> • Now represents the largest share of the global market in educational services
Commercial Presence	<ul style="list-style-type: none"> • The supplier establishes or has commercial facilities in another country to provide the service 	<ul style="list-style-type: none"> • Local branch or satellite fields • Twin institutions • Franchise agreements with local 	<ul style="list-style-type: none"> • Growing interest and strong potential for future growth • Controversial, appears to impose international rules on foreign investment
Presence of Natural Persons	<ul style="list-style-type: none"> • People who travel temporarily to another country to provide the service 	<ul style="list-style-type: none"> • Professors, teachers, researchers working abroad 	<ul style="list-style-type: none"> • Potentially a strong market, given the emphasis on the mobility of professionals

Source: Knight, 2002

Universities from different regions in Mexico, tend to imitate studies programs, curriculums, infrastructure and marketing strategies from developed countries. Globalization is a source of universities transformation, market expansion, it also modifies the educational offer, its investigation lines as well as evaluation and comparison parameters. In fact, the economic importance that educative services causes that more universities arise, educational groups and companies seeking to have presence in the so-called “Promising Markets” (Malo, 2005).

Competition

With these trends of educational markets it has let easy-way to moderate, but continuous presence of new educational competition both foreign and national these in alliance with local or transnational companies that offer a range of services for easy access, under minimum effort conditions, through apparent congruence with the needs of the market (Camacho, 2008).

The measures and strategic reforms of quality assurance, development assessments, financial audits, enterprise management and competition for markets are taken to reform and provide the development of the sector of higher education (Wang Li, 2005).

Mexican university participates in engagement interactive processes with universities in the world, where international activities are a referendum. For some developing Nations, higher education internationalization represents to dispose of a growing demand in the field (Ramos, 2003, Sepúlveda 2005).

The global phenomenon and competition for educational markets affects and poses challenges not only economic, but also cultural, political, ethical and ecological. Deutscher and Gmelin (1998) found that in many cases universities are exempted from national regulation to be submitted to global competition and (to) contribute to international competitiveness.

Traditional universities which coexist or compete with universities of convenience (organizations that sell educational services) have to consider their strategic goals in wider terms, to exhibit transition towards

a connected approach or outward, orient knowledge to the attention of social needs combining the discovery and apply them. Accordingly, the increasing privatization of higher education and new players arrival; make to assume that business universities in 2010 and the virtual ones in 2020 will be more numerous than traditional universities (UNESCO, 2005).

Educational markets competence is characterized by presence of 1) Traditional universities, 2) Universities of convenience, 3) Corporate universities, 4) Universities of brand, 5) Universities at distance, 6) Virtual universities and 7) world-class universities. Whose characteristics lie essentially on development level areas and countries where they are located, spending on research level plus development, researchers number and national participation in world knowledge. Most of these universities are located in developed countries, though their presence is just world (Camacho, 2008).

On university educational sector level, competitors assumed several formats, ranging from traditional University (public and private), Branch Campus, alliances, franchises, educational consortia and education at distance (see **Figure 1**).

Comparative advantages of universities

Derivative from global trends, today universities possess comparative advantages which are currently measurable, comparable and imitable. These advantages are released through national or international rankings. Even though still there is not a judiciously standardized for ranking them, these are a forced reference in the global university context business.

Ranking or comparative measurement of universities has its closest referent on higher education institute of the University of Shanghai Jiao Tong (SJTU), which was created in order to know the positioning of universities in China compared to world class universities (recognized) and identify international prestigious universities to which could join (Yoguez,2009).

The results show how components of the rankings are related to academic products achieved by researchers, teachers, students, graduates, linkage with productive sectors, institutional image in the external recognition, organizational culture and monetary income from sale of educational services and other services. The ranking therefore, is the level of national or international positioning that has College and therefore influences favorably the perception of students, teachers, partners, managers and public in general. It is, in terms of marketing, a key component to disseminate and attract new customers.

Leading international rankings are differentiated by their measurements perspective. While some focus on the performance of institutions, others are oriented towards the external recognition of its researchers, and others, make it centered on professional future of its students. Although there are rankings that include employees performance (see Table 3).

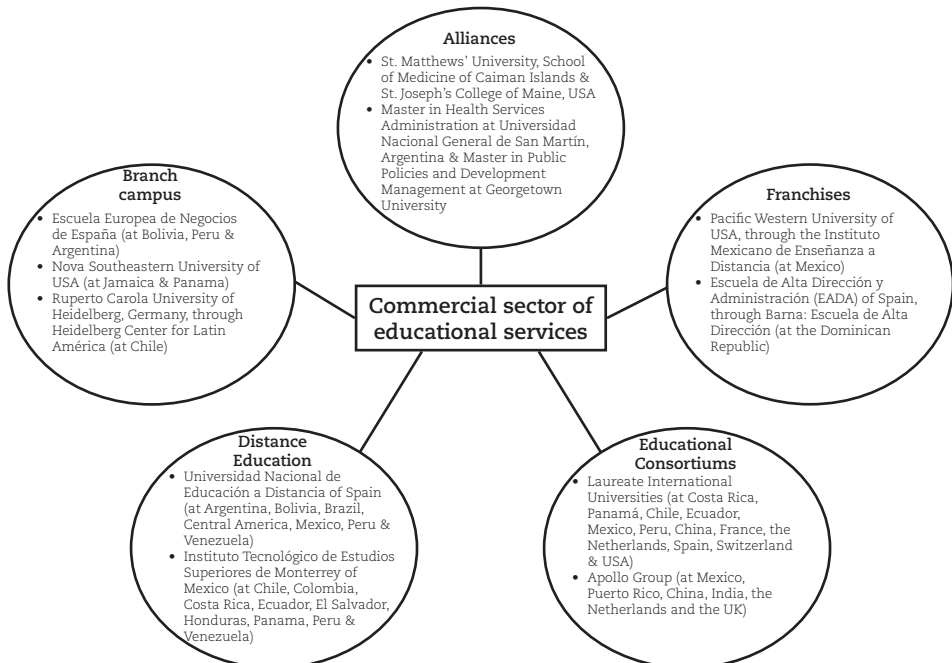


Figure 1. Major competitors in the global education market
Resource: Didou, 2006

Table 3.
University rankings in the world

Ranking	Country	Indicators			Primary focus	
University of Shanghai Jiao Tong	China	Students Nobel Prize winners or Fields Medals	Highly cited researchers	Articles publications	Full time teachers	Institution
Excellence Ranking (best universities in Europe)	Germany	Number of publications	Number of citations	Number of researchers frequently cited	Participation in the Marie Curie program	Researches
École des Mines de Paris -MINES ParisTech	France	Number of students placed as Chief Executive Officer (CEO) of the 500 leading companies worldwide.				Students
America's Best College	United States of America	Peer assessment, graduation rate performance	Faculty resources	Students choice	Financial resources, student grants	Students and institutional resources
Times Higher Education Supplement (THES)	United States of America	Expert people opinion	Quantitative data			Institution
Australia Universities	Australia	Self-evaluation of department heads and full-time faculty	International performance through publications and citations	Expert recognition	Quality of graduates, placement students	Institution

Source: Author's elaboration with data from Yaguez (2009).

The trends in universities marketing are complex because of some actors of the sector discuss about social responsibility of the HEI, they suppose that is opposite to target market.

Universities segmentation

About universities segmentation, these have characteristics that include both traditional and non traditional institutions (convenience) from their profile niche or market segment.

Table 4.
Global Market segmentation universities

Segment	Characteristics
Global élite	With global brand. Prestige-based research. Global provider of advanced training. Degree with global reach. Top Research Universities in USA (52 of the 100 top global) and Britain.
National Export	Senior research universities in developed countries. Postgraduate recognized as second worldwide. Attract students and export services. Most are quality universities in the U.S., Britain, Canada, Australia, EU, Japan (Emerging in Israel, Singapore, Hong Kong, China, India).
Export Teachers	Virtual universities distance and operate on commercial basis, with degrees (and graduate) without global recognition. From newly emerging suppliers in the U.S., Spain, Mexico, international corporations' profit. Targeted markets for students less selective compound.
Prestigious national research without export	More complex and prestigious Universities of middle income countries. Graduate consolidated consumer and national (or regional). They provide a basis for exchange mobile students. Participate in international research networks.
Local teaching without export	Most universities in developing countries. Undergraduate concentration.
Special segments	Niche markets: MBA programs, non-traditional medicine, anthropology studies, religious education.

Source: Brunner, 2005

Such as it can be seen that, the best universities and educational markets are concentrated in the geo-economically Poles: South and North, viewed as rich countries, and developing ones. The First group are considered as exporters while the second ones assume the importers role, particularly in northern countries, through stays and academic exchanges, considered the largest supply modes and profitability worldwide. It is estimated that "the average annual expenditure per student, including tuition and living costs is U.S.\$ 20.600 (Bizzozero, 2005).

World class universities

Small number of leading universities in few countries settled under the status in of "world class university" seeks to consolidate their specificity and increase its attractiveness targeting very specific student clients that can lead to meet demands contradictory (UNESCO, 2005).

Answer appropriately to extension of higher education, ensuring at the same time qualification academic quality, to establish control procedures for quality without compromising teacher's academic freedom; diversify programs, while facing consequences from considerable finance public decrease, remain autonomous, without losing responsibility sense as citizens hand coordinate it with excellence of offered education (UN, 2005: 100).

UNIVERSITIES MARKETING

Marketing techniques applicable to services in education represent a singular challenge, as the marketers have to address at least three dimensions: university and its internal context, potential students and external support organizations. That is, marketing has three segments to look after and therefore, strategies and tactics differ depending on the target audience.

Universities marketing should point their efforts towards education market, focusing its action to niche that involves to institution, to its

consolidation in that market, spreading its products and services through promotion, publicity, information and economic-financial support financial as direct sales. Specific ways to reach its segment to keep it, growing it and get their information needs and feedback should be the main objective of university marketing (Ramirez, 2005).

University segments

They are those companies and organizations from various economic sectors, Chambers of commerce, other educational institutions, youth and adults who wish to pursue a university degree, bachelor executive, executives and independent executives who want to upgrade by courses, graduates and postgraduates. It can also be distinctive sectors demanding distance learning services or part-time attendance.

Service quality

Education as an intangible asset requires quality standards, which are seen as far as contributing to personal realization student expectations, or their relatives, their professional performance in the chosen field, to society improvement, and for the comfort of its members, as each group will have conceived. The only tangible aspect is its education facilities such as classrooms, libraries, laboratories and publications. Therefore, the reputation of the institution plays a crucial role in this type of service.

Universities corporate image (institutional)

The advertising of universities is based on projecting a respectable image from institutions outward, spreading presence or membership of notable teachers and researchers, providing her virtues, values and findings in simple language. Institutions must spend on individual personage image, showing these people as news for the community like something that will provide benefits in the short and long term. Also must project notable students' image to external public, winners' students that make

a contribution to society. One task of marketing is to attract the HEI have students, faculty, administrators and the general public confidence. Some actions may be the design, development and dissemination of leaflets appealing for its services and facilities available to university, another tactic is to highlight benefits to be gained from services provided by the university. Also note scientific characteristics, emphasizing those that are differentiated from other institutions and promote the inclusion of its graduates in the labor markets. Develop a distinctive and the institution, to help position your image favorably through branding slogan or university (Saldaña, 1999).

The 7 P's of education marketing

If so marketing of educational services particularity is a delicate balance between technical and strategic approaches, it includes elements that are usually taken into account in marketing services. Among which are product or service, price, promotion (promotional mix: sales promotion, advertising, public relations and sales) and square, it is known as the 4 Ps. In addition, marketing strategies in this regard, referred to the people, processes and physical presence.

1. **Schooling:** These are the tangible and intangible services that educational institution or organization provides by social or commercially to its segment or objective segments (see Table 5).

Table 5.
Products and university services

Intangibles	Tangibles
Continuing Education	Books
Postgraduate Studies	Magazines
Executive Bachelors	Electronics products
Racing in their various areas of knowledge	Souvenirs
Certifications of job skills	Parking, Auditoriums rent
Organizational certifications or accreditations	
Consultancy	
Counseling	
Applied research	
Languages	

Table 5.
Products and university services. Continuation

Intangibles	Tangibles
Receiving foreign students	
Student's residence	
Cultural training	
Lecturers and visiting professors	
Transport	
Headquarters congresses, symposia and national and international academic events	

Source: Author's elaboration with data from Saldaña (1999).

As seen in **Table 5**, range of products and services can be extended, taking care quality of themselves in the same line with the strategic plans and institutional identity of the university (videoconferencing, distance learning courses, books, movies, matching educational services demand to installed capacity of the institution, promoting demand on inter-periods semester, summer curses, vacation courses, intensive courses, courses in special days and times, monographic courses, research courses, courses in order to learn to think, complementary courses artistic, etc.. shift demand in peak periods and times by incentive policies to students or different costs in tuition and other payments, increase student collaboration, modular facilities: classrooms and auditoriums that grow and contract by subdivisions or screens, transformable furniture, minimal inventory of sound and audiovisual equipment and transportation to the sites where they are required, use of common areas by reservation (Saldaña, 1999).

2. **Prices in educational marketing:** Could range from zero to a high amount, depending on the service that university offers, in addition to attending school degrees and other basic services, according to the profile and pedagogical model. The products portfolio, and services will include: diploma, specialization courses, workshops, job skills certification, institutional accreditation, postgraduate studies, special consultancy to institutions, organizations or companies, events organization, spaces hiring (theaters, auditoriums, classrooms) and services described above.

3. **Promotion:** Considering the promotional mix including sales promotion, advertising, public relations and sales, university marketing can be used to reach certain objectives.
 - Sales promotion: deductions, partial scholarships, (twins special programs), institutions or business discount agreements. Direct marketing, digital marketing.
 - Advertising: services broadcasting, websites, flyers, degrees racing, service catalog, radio ads, television advertisements, print and electronic broadsheets, electronic displays, newspapers, billboards, Profesiographic fairs, participation in trade fairs, multi-sectorial, social networks (Facebook, twitter, mailing, banners). Journals, print and electronic newsletters, presentation of books, publishers.
 - Public Relations: it is specialized and personalized behavior that staff gives caring directly to customers and prospects, including administrative, managers, promoters and even students who serve performing their social or professional practices in the institution.
 - Sales: on universities concrete case, persuasion to purchase their services has on the institution prestige, an essential base for building trust. Sales may be personal or institutional, specific collaboration agreements are used to provide services as: graduates, courses, seminars, executive bachelors, masters, doctoral, applied research).

4. **Place:** This is the headquarters or campus universities in their local, regional, national and international environment. The place may also consider information technology options through distance education, video conferencing and virtual networks of educational institutions.

On higher education services distribution or square, there are programs and cross-border providers, as two strategies great lines. First, are classified into six areas: franchising, twinning, joint degrees, joint, validation and virtual or distance learning programs. Seconds are categorized into campus branch, interdependent institution acquisition / merger; study center / training facility; Affiliate / Networking (Knight, 2006).

GATE, on its behalf, classifies new participants in marketing of educational services through six distribution patterns: 1) Distance Education, 2) locally supported distance education, 3) Programs twins (twinning programs). 4) Articulated Programs (articulation programs), 5) Local offices of foreign institutions (branch campuses), 6) Franchise Agreements (franchising) (UNESCO, 2004).

For Van Damme (2002), educational services are into seven distribution categories: corporate universities, nonprofit education, advertising and media business, professional, educational, virtual universities and traditional higher education.

5. **People:** It refers to contact personal with customer (student, executive, entrepreneur, official, adult people, remote users) it means management team, the faculty, administration and services, in relation with students and parents. Institution must answer back to modern concept of organization of services, aimed at meeting the needs of the customer, both external and internal (López n / d).
6. **Process:** Includes all processes required for educational services provision, from teaching and learning to organization of student center. Evaluation processes to analyze the network of dissatisfies in a learning community and determine the quality indicators (López n/d).
7. **Physical presence:** Facilities and equipment school are part of physical presence, but also includes care, maintenance, cleaning, space allocation, the evacuation plan and signage. People presentations who serve customers is paramount (López n / d).

University marketing plan

In marketing terms, HEI must also consider quality, use of marketing and competitive strategies about its major services offering process, directing its efforts to satisfy society and the organizations needs that acquire their products and services.

In educational organizations who design, implement and track marketing strategies should take into account the complexity of the context. The educational segments have been diversified; it has gone from traditional marketing to education marketing, extending spectrum of services users (Zapata, 2000).

The marketing plan includes educational target market definition, which will address the educational program, and the so-called educational marketing mix: satisfier, exchange, facilitation and communication, modifying the marketing mix in traditional marketing: product, price, distribution and promotion (Zapata E. 2007).

Given these trends, university must develop three marketing plans: 1) targeting potential suppliers (sponsors and donors), such as government, alumni, national and international foundations, foreign universities, foreign governments, and national business community international, 2) aimed at users (potential students, parents, business community and regular students) and 3) on target to internal organization (university) teachers and administrative staff of the university (see **Figure 2**), (Zapata, 2007).

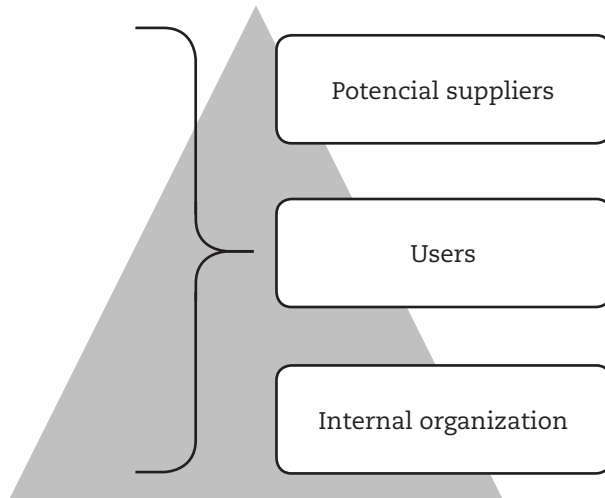


Figure 2. University marketing plan and its target market
Source: Author's elaboration with data from (Zapata, 2007)

SUMMARY

Marketing management in universities can bring various benefits related to the positioning of the institution, strengthening the corporate image, prestige and recognition of their achievements, attracting new customers and sponsors, supporting its graduates, among others. However, there are still beliefs about use of advertising, promotion, sales and public professional's relations are not appropriate for educational services and support away from HEI, leading them to the detriment of its institutional image.

Under these assumptions, the non-acceptance of marketing as the core of the shares and university services, nullifies the benefit of the dissemination of scientific, technological achievements and accolades of faculty and students, the link with the productive sectors, benefits and social responsibility of educational institutions. Obviously this isolation does not allow interaction with other public institutions, leaving competitors with the advantage of opportunities that market offers.

REFLECTION QUESTIONS

1. Which are the ethical considerations a marketing strategist must get to guide promotion and advertising of educational services in universities?
2. What is the difference observed between services marketing in universities?
3. What dimensions should be considered in universities marketing?
4. Which are the 7 P's of marketing education?

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Chapter 2

**Professional services
marketing consulting**

INTRODUCTION

Professional services belong to a subsector from the so-called services economy, trends point to continued growth of them. This dynamic in the creation and adaptation services require constant changes in marketing, the complexity and size will be according to the same type of service.

Marketing based on professional competency is characterized by offering services independently or business, standing out: sociology specialists, psychology, education, engineering, advertising, accounting, health, law, graphic design, architecture, business consulting, computing, and beauty, mentioning the most popular specialties. In this marketing type, any growth can be sustained without a deep technical knowledge and an outstanding expertise competitively differentiated (Lovelock, 2009).

Professional consulting services are distinguished by the close relationship between the provider (company) and the recipient or user (customer) service. Company-client link differs depending on the level of contact established between them. Because of it, marketing is based on quality, credibility, trust, prestige and knowledge of people (consultants, strategists, managers) that designed and executed. This fact invariably requires appropriate, competitive and highly effective strategies in the sector in which company operates.

CHAPTER OBJECTIVE

This chapter focuses on marketing analysis about professional services marketing consultants domain, which is an interesting area of study since they are companies or firms that help to improve the performance of other organizations and make them more profitable. Consulting is a professional service based on knowledge of its specialists, to provide marketing service from intangible and intangible knowledge, represents a challenge quite attractive for the consultant.

That is why, we are reviewing the main marketing strategies based on what is called in this text **the 10 Ps of marketing consultancy**: planning,

elements of the product, place and time, price and other user costs, promotion and education, positioning, physical environment, process, workers, productivity and quality, which are used to segment, publicize, positioning, consolidate and maintain companies professional consulting services companies.

BASIC CONCEPTS

Services

Globally, services are increasingly diversified and significant for nations economy, particularly in the generation and application of knowledge but also by the demand for jobs as shown they denote in the sector (see **Table 6**). Alpha

Table 6.

Growth in the use of services

Services Subsectors	1996	2006	2016
Education and health	10.1	11.8	13.5
Financial	5.2	5.6	5.8
Government	14.5	14.6	14.1
Entertainment and hospitality	8	8.7	9
Business and professional services (consulting)	10	11.7	13

Source: Hoffman y Bateson (2012).

Business and professional services sub-sector companies regroup the following services of advertising, public relations, computer systems design, employment services and management, scientific and development. These show a better trend in employment generation, as its growth is exponential, almost on same level with education and health, both considered highly sensitive subsector for its social impact.

Consulting is the fastest growing service industry, and one of the best paid. Projected growth rate in the period 2006-2016 is 78%. In this sub-sector, 21% of consultants are self-reliant (Hoffman and Bateson, 2012:39).

Services are deeds, processes and performances provided or coproduced by an entity or person to another entity or person. As products, these representing a wide range of offer intangibles that the customers value and paying on the market (Zeithaml, 2009).

Other meanings for services are considered the economic activities of purchase and sale, based on time to get desired or expected results by the person who acquires. Therefore, service clients invest money, time and effort, in return, they expect value when accessing goods, labor, professional skills, facilities, networks and systems usually do not acquire ownership of physical elements involved(Lovelock, 2009:15).

According to Hoffmanand Bateson (2012), services are defined as events, activities or performances with intangibility prevalence, which can reach dominant levels, called service imperative and that is reflected in the scale of market entities, based in a comparative analysis where services such as investment management, consulting and teaching are seen as dominant intangibles, since they are based on the knowledge of those who give them.

According to Cervino and Cubillo (2007), there are four ways to classify services:

- a. By activity
- b. Services fate and its individual and collective character provision,
- c. Role
- d. He level of client participation in service production.

This last point bears the professional consulting services for high impact interaction with customers, who are increasingly involved in making decisions on service to buy or co-design.

Marketing Services

Unlike goods or products marketing, service is specifically associated with both internal and external communication. Depending how the

service is sold, marketing would require appropriate strategies more or less intensive, costly or frequent. Marketing in professional services, although it is build on the expertise of specialists, should also be framed in strategic trends in the industry, the competitors and their suppliers.

As a functional business area, marketing helps companies to acquire and share services on segment and markets in which participate. Also, through specific strategies characteristics should be identified, needs and desires of its customers besides recognizes the services and operation methods of its competitors, identifies opportunities and threats environment, noting the progress and application of technology in services, and normally could rely, when the company previously has made and implemented marketing plans, use of marketing audit to locate those strategies effective, repeatable or upgradable for re-applying (Montaño, 2005).

On service business marketing plans can change quickly, so it is suggested that before developing the plan, consulting firm should take into account : where is oriented to? Who makes up its segment? What are the most viable or competitive services to count on, what charge fees? What are its resources? In this case, it must remember that a service business or professional practice has its feedstock in people, in their strategists, their consultants, and they are who can make the company grow and succeed (Greenbaum, 1991).

Business Consulting

According to the International Labor Organization (ILO), consultancy is an independent professional service based on knowledge and techniques that helps managers and organizations to achieve the objectives and purposes by solving management and business problems, new opportunities discovery and evaluation, learning improvement and implementing changes.

Consultancy is essentially an advisory service. This means that consultants are not hired to lead organizations or take sensible decisions on behalf of management, but provide professional help to people who run businesses (Valles, 2008:5).

According to Kubr (1997), consultancy is a process that provides help on the content, process or structure of a task or tasks set, in which the consultant is not actually responsible for the execution of the task itself, but that helps those who are. This is an advisory service contracted and provided to organizations by trained and qualified people to assist, in an objective and independent way, to expose management problems, analyze, and recommend solutions to them.

For Larry Greiner and Robert Metzger (1983), cited by Valles (2008:3), management consulting is an advisory service contracted for and provided to organizations by specially trained and qualified persons who assist, in an objective and independent way to client organization to expose management problems, analyze, to recommend solutions to these problems and assist, if requested, in the implementation of solutions.

The Consultant

The business consultant is a technical specialist who can provide independent services or operate through an own or external office, whose performance is based on its proven technical ability, high ethical standards, diligence and competitiveness. This professional has the technical expertise required by their customers and knows that ethical behavior is essential to maintain the good reputation of the consulting firm and the consultant himself.

Professional capacity, image, credibility and recognition of consultants, are critical to building able and reliable corporate image of companies or firms they represent. Consultants reputation increase when participating in conferences, give lectures, courses and seminars, participate in academic events, publish articles, write books, hold or postgraduate study, as well as a presence, remain at the fore front of trends expertise specific to their profession, while contributing to their professional experience to academic and social communities which they are included.

Working full time as a Consultant is the key success factor of professional services to establish and maintain long-term relationships with customers.

These specialists are the ones who can change the intangible to tangible service through offices ensure functional, comfortable and clean, look after the property of their dress and language, business card, electronic signatures or automatic messages of their emails, efficient management of brochure that describes services, website monitoring, company newsletter, reports and presentations that are made to customers.

Professional Marketing Services

Professional services firms are facing increasing competition, higher customer requirements, rapid change of technology and other changes in their external environments. For these reasons, marketing plays a vital role, as it is the tool that helps specialists as a way to ensure their survival in the global business environment. The successful professional service provider is able to understand, create and manage trade; uses the marketing mix, with right mix of service including price, position, promotion, physical evidence, process and people, to make voluntary exchanges with target markets (Lovelock, 2009).

In the marketing of professional services, one has to consider necessarily the customer as a central part of organization. It is essential for the survival, growth and consolidation of the company, that is forced by their specialists, to carry out effective management advice to add value to the customer. In professional services customer relations let personal interaction by fluid communication processes, considering individual treatment and personalized service, are in order to achieve continuity of client organization (Ferrer,2005).

To Lovelock (2009: 244), professional services are intangible, inseparable, variable and perishable. Development orientation to a customer should be the first task of a professional services firm.

The marketing strategists of professional services must take into account that professional services consumers or users will seek qualities, credibility and experience that the company gives through its specialists, so that the customer relationship to client only continues, if the service offered is good and necessary (Gomez, 2008).

The need to demonstrate experience to get customers is a challenge faced by many professional services organizations. Companies with experience in limited areas are struggling to diversify into new lines of work. This circumstance calls for professionals to do extensive marketing plan that will help to determine the future potential market, associated with the different specialized services that are considering provide, Kotler, Bloom and Hayes (2004: 32).

Thus, it appears that the new culture of professional marketing only makes sense if it can cause specific changes in the company environment both internally and externally on markets where it competes. In this context, competitive intelligence particularly supports the search for meaningful information to serve as a basis for decision making of professional marketing, whose sources can be studies on same activity division, market research related to the values of the buyer, habits and preferences. In general, extensive research is that specialists or professionals who offer their services have mastered by the end of gaining acceptance in the segments they want to provide their services (Scheneer, 1999).

MARKETING TRENDS IN CONSULTING

Business Consulting is an independent professional activity provided by specialists in various fields of knowledge, among which marketers, managers, accountants, economists, financial, industrial psychologists, advertisers, architects, engineers, agronomists, public relations specialists, international relations specialists and lawyers whose goal is to intervene in companies that present challenges or problems at some point, to help them stay or consolidate in the market where they share by, standards of calculate creativity, competitiveness and profitability.

Areas where the consulting business has greater impact and requirements are: sales, customer satisfaction, service quality, corporate image, packaging, trademark and commercials, production, functions and job descriptions, training, strategic planning, shopping, budgets, billing, tax returns, the latter for its impact on profits and strengthening for growth or consolidation of companies.

In consulting as other services, innovation is a distinctive component of marketing. Innovations ranging from major to simple, which can be of new service to undefined markets, use of new processes to current services, incorporating additional elements to improve a service, integrating different ways to deliver a same service, add items to improve an existing service or simply can be a style change that does not affect the service (Andres, 2007).

In marketing consultancy it is necessary to consider actual and perceived quality of services, develop marketing organization, possess and demonstrate knowledge in the services that are provided, plan an action course, diversify and adapt services to customer specific requirements, make an irresistible offer to customers, estimate timely fair professional fees, accessibility of services, communication, use of technology and develop meaningful relationships with customers, always with a look of long term (Kotler et al, 2004).

Marketing plans should consider great objectives of consulting firm and wonder itself: Where the signatures want to be? What image does it want to have? What incomes? What kind of services? How to get there?. This is the key question that essentially is put into to market segments being served and those who wish to attend or to both. Consequently, we determine the most effective strategies for consulting services, fees, distribution or way to get the services and the promotion to be used (Greenbaum, 1991).

The 10 P's of Marketing Consultancy

According to Greenbaum (1991) and Lovelock(2009), professional services marketing consider numerous components that go beyond the traditional 4Ps, which are integrated and added in the service process. Consequently, it is assumed 10Ps are required in designing and implementing marketing strategies

1. Planning
2. Items product
3. Place and time
4. Price and other user costs
5. Promotion and education
6. Positioning
7. Physical environment
8. Process
9. Personal
10. Productivity and quality

1. **Planning:** As happen in strategic tasks of marketing, consulting, also must follow a scheme that makes it clear prospects for the image of the company and its services in the segments it serves, always with an approximation of short, medium or long term . Consequently, marketing plan of professional services and consulting, will become effective provided that know what is required what is wanted, why, when and how it will be achieved.

Marketing planning helps consulting companies to "provide services from the perspective of customers and can be a real challenge for service providers" (Greenbaum, 1991:29)

Therefore, marketing planning relies on market research to identify individuals, businesses or institutions most likely to purchase the service, to discover their needs and find the most effective ways to send them a convincing message. In this section we have to consider the financial aspects of business and number of people working for the firm, its functions and job descriptions within the organization (Greenbaum, 1991).

2. **Elements of Service:** Consultancy will be closely linked to professional conduct principle's for consultants. Among these principles are: interest in the client, integrity, objectivity and confidentiality. The professionals of these companies manage their reputation through ethical handling of customer information.

A consulting firm product is closely related to benefits that customer will receive as a result of hiring it. In most marketing programs, the benefits are normally set in terms of characteristics of the services provided, as it is easier to describe generic features that define the specific benefits that customers receive (Greenbaum, 1991).

- **Product Portfolios:** To offer consultancy services, business or office should have a portfolio of basic services to implement its sales and marketing strategies. Such services will be focused on the sector and segment where the company participates, eg agribusiness, education, services, trade, tourism, government, energy, large enterprise, PYMES and franchise sector, to name a few areas of expertise of the consulting firms (see **Table 7**). Other types of services offered can be books, magazines, radio programs and other complementary products for your business.
- 3. Place and time:** Methods of service delivery, will vary according to firm trends, served segments requirements and competitors influences. In this situation, Consultant Company will define distribution strategies to follow which favor the most. Customers can also guide strategies according to their needs. For example, if they prefer development, implementation and consultancy monitoring take place in their offices, or perhaps at neutral locations as business houses offices, restaurants and cafes, as is customary in this type of business.

Whatever case, consulting firm must determine the place from which to serve customers and how they will serve. Although location where consultancy products will be develop and delivered is relevant, services realization time too. The location and accessibility of the offices and their points of entry can be a way to facilitate and expedite services delivery. In this component, consultancy has on technological tools an ally that will contribute to a continued close relationship with the client, as well as to optimize the process and the time it is sued. According to its needs, the consulting firm will design and implement strategies that improve the place from which the service is distributed and so the way or means used to do. In this sense, technology through websites, video conferencing and other actions will lead to improving the provision of services to customers.

Table 7.
Consulting services by industry

Agroindustrial	Educational	Franchises	Tourism	PYMES
Diseños de modelos de proyectos agroindustriales para el establecimiento de plantas	Institutional image	Franchise development	Planning and design of tourism products	Market research
Applying normed standardized models for integration into global markets	Business incubation	Franchise marketing	Business plan	Business plans
Studies of Domestic and international markets	Feasibility studies and graduate careers	Franchises internationalities	Target marketing	Marketing plans
Counseling for export marketing	Design plans and curricula	Courses and seminars	Creation and implementation of a convention and visitors bureau	Corporate image design
Representation of products abroad	strategic planning	Legal advice relating to franchising	State Plans for sustainable tourism development	Promotion and advertising strategies
Financial, legal and tax counseling	Efficiency organizational	Brand register	Strategic plans of business tourism ¹	Trademark or trade announcement
Management of agricultural projects	Development of human talent	Copyright	Certifications	Customer Survey
Agricultural marketing	Incubation of colleges and universities	Litigation and general legal advice ²	Management industry distinctive	Survey of providers
Credit Management	Quality Certifications ³	Franchise-ability study	Franchise-ability study	Designing websites
Phytosanitary management and good agricultural practices ⁴	Advertising	Market research		Financial Analysis
Adaptive Research	Degrees Accreditation			Payroll

Source: Author's information consulting firms.

¹ Consultores asociados en turismo http://www.catconsultores.com/index.php?option=com_content&view=article&id=66&Itemid=66#

² Gallastegui Armella Franquicias <http://www.gallasteguifranquicias.com/franquicias-servicios.shtml>

³ Daeesa Consultoría Educativa http://www.daeesa.com/#!_consultoria-educativa

⁴ Consultores Agroindustriales de Colombia <http://www.infoagro.com/empresas/empresas.asp?ide=9876>

- 4. Price and other user costs:** Fees charged for consulting services must be linked with the goals and overall business objectives and should contribute to the achievement of long term goals.

The price is very complex, since not only includes consultant's fees that work for project, study or service in general, but must consider how they will be paid and the basis that the company has to set them with appropriate billing. To structure consulting services amount, first must determine the complexity, differentiation, time and urgency of the service provided. Then must take into account market prices, the prestige of the consulting firm, the geographical location, the consultant's fees and additional costs apply. These and other factors alter or modify the price (see Figure 3).

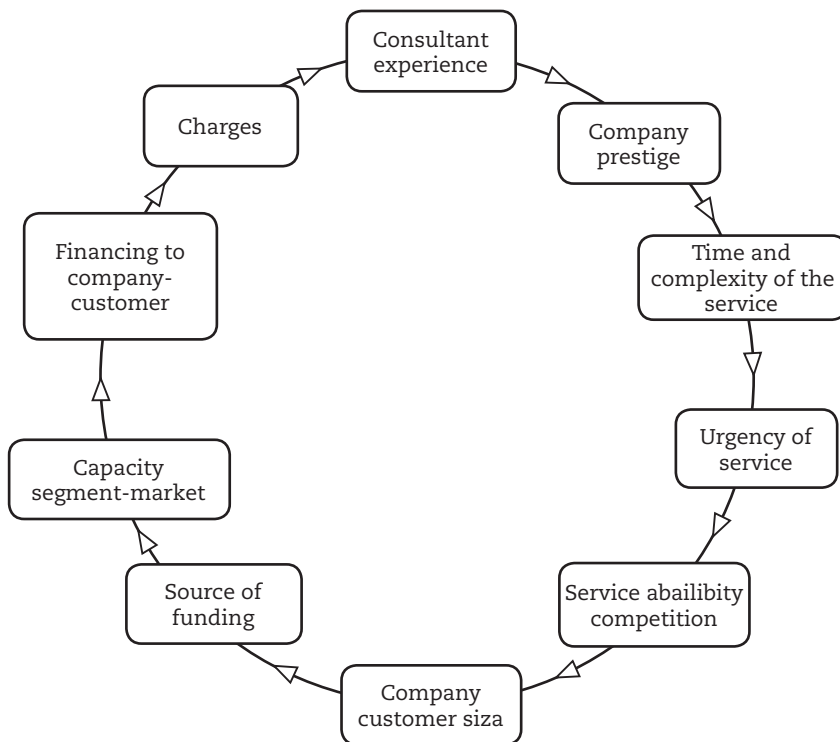


Figure 3. Decalogue of Price in Consulting
Source: prepared by the author.

Among these factors, there are two areas: time calculation that is based on a work plan sufficiently precise and detailed, under the responsibility of a person with extensive experience, and other expenses that are included in the fee, refundable considered classics as travel expenses and the ones for consultants assigned to carry out tasks, and special services contract.

Due to the high degree of intangibility of consulting services and uncertainty or lack of customers, they must be adequately informed of the fees and methods used to calculate them. Consulting is expensive and customers have a right to know why they are and what they are paying. Regardless of the tactic of choice, there is a general rule: the customer must be informed about fees, or the basis of the fees they will charge, before the commencement of work (Withers, 2005).

5. Promotion and Education: Communication in marketing is more complex when services consumers receive communications about a variety of marketing procedures: web sites, direct mail advertising into cinemas, email requests, magazines and a set of targeted sales promotions. Innovations in communication tend to oral marketing and contagious marketing, blogs, virtual communities, advertising in video games and cell phones (Zeithaml, 2009).

In consulting as other professional services, promotion involves activities that highlight service merits and persuade target markets to acquire Kotler, Bloom and Hayes (2004: 25).

Therefore, promotions must be planned according to sector and the segment, depending from their trends. It is necessary in the context that high creative doses are required to differentiate service diffusion and vehicles used for this purpose. Like fashion industry, consulting services promotions should be varied and continuous.

The best promotion of professional services, will seek appropriate combination of several factors, to identify the market segments it can serve better, based on its experience and resources next identify conducts through which disseminate strategic information that allows achieving its objectives of promoting and advertising.

Since there is no single or comprehensive tool to wrap all needs of company or firm consultant, it should take into account the possibility of using combinations such as known potential customers with new customers, use personal contact promotions or other types of promotion that manage in business class in question, for example, participation in fairs and exhibitions sector specialist served. In addition, it can use unique promotions as repetitive, bearing in mind that promotion is a unique effort aimed at discovering potential customers (Withers, 2005).

Another important aspect to consider in services promoting of a consulting firm is presentation of a portfolio, such as the branding image that will distinguish letterhead, business cards, brochures, and website. It is also important to consider distribution and how offices are decorated; furniture and equipment used, as well as take care of all the esthetic in general.

In the promotion and education used by consulting firms, marketing by personal contact will help position service in a privileged position. To do this you can use the 10 tools proposed by Withers (2005), consisting on: References, Customer Relations, Sales, Public Speaking, Participation in organizations, Direct mail, Telephone marketing, Diffusion, special promotional Items, Advertising.

In Mexico, some of these actions are achieved by promoting program services financed by federal government or state, projects funded in full by international agencies, state or federal governments, as PYME Fund, Ministry of Economics, National Fund for Social Enterprises (FONAES) to name a few.

6. **Positioning:** Positioning of consultancy service is that get a clear position, perceived as distinctive and desirable in relation to its competitors (Kotler, 2001). Therefore, the positioning can be defined as professional activity that determines how is wanted to impress clients and prospects, because it is the personality and character of company (Greenbaum, 1991).

Positioning is a marketing strategy that requires a continuing or interrelated series of actions. Under these assumptions, consulting services should require that management does the following:

1. Pay attention on consulting business objective
2. Identify strengths and weaknesses into organization
3. Evaluate competitors
4. Develop a pie chart rankings for the consulting
5. Identify basic criteria for recruitment of potential customers
6. Develop an array of market needs and strengths of the organization
7. Present key points of the array with information in the chart positioning
8. Select a portion of the chart strategic positioning with the consulting firm that wishes to be identified
9. Ensure that position and consequent positioning line fit well with the overall strategic company direction.

As can be seen, the proposed Greenbaum (1991), remain valid with slight modifications resulting from changes in the competitive environment of the consulting firms.

Under these premises, consulting firms must value positioning options, which could be directed towards the service features. Companies create a service and communicate to the market, following a product-oriented approach. Others companies, to reinforce their position face competition, evaluating current image as a strong difference to the company from its competitors. You can also fill a niche free. This strategy consists of finding an attribute that characterizes not get any competitor and is associated with the company. Can also be based positioning benefits or benefits wanted by consumers to achieve this, companies need to identify what the market wants and offer (Grande, 2005).

That is, market approach is the degree by a firm serves few or many markets, while service approach describes the degree to which it provides few or many services (Lovelock, 2009:186).

Consulting firms' position can be as broad or specific, depending on their ability to process and the number of skilled they people permit. However, to be focused on target segments (agribusiness, tourism, education, PYMEs ...) sector where they, client-companies belong, it would determine by lot needs of the market and therefore the consultant firm will identify those target segments where can better position

To position their brand, reputation and services, consulting firms can decide on two fronts: a narrow line of products to address multiple segments (customer portfolios) or a broad product line to direct their efforts to a target segment (portfolios service), if company opt for the first strategy, it will have a customer diversification somehow assure their continued participation (Lovelock, 2009). If company focus on the diversification of services, it will have advantage by offering a variety of them to the same customer. In both cases, the operational capacity and expertise in the service will be considerable.

10. Physical environment: At this point it must consider the concentration place location of commercial transactions or arrangements with customers and suppliers. This varies from office to office, can be an office in a commercial building can be an office, studio or home business, home or workplace user. There are often some consultants that meet and negotiate with clients in restaurants or cafes, where even sign contracts. It is also possible that consultants travel to offices or businesses of its customers, as a courtesy, but at the same time not revealing that lack a formal establishment. It is important for consulting firms, consider the geographic radius of the location of their offices, public access to the site, taking into account traffic, parking accessibility, safety, size and lay out appropriate for the type of segment that serves adequate equipment and furnishings, image consultants and employees.

11. Process: Consultancy is based on a process, it generally consists of three main steps:

- **Building relationships:** This situation occurs when the employer (client) poses a problem for first time to consultant, who usually

does not know, so do not have confidence or knowledge itself will be understood. The consultant on its behalf is committed to demonstrate their knowledge about theme, and build credibility and confidence toward customer to achieve they explain in detail the opportunity areas that worry them, and then the consultant can support it. Range and form of collaboration between the two parties will be different from case to case, always based on a framework of ethics and mutual respect.

- Use skills to explore the problem and look for different alternative and realistic solutions and their consequences: At this stage it is wanted to get the client out of problematic context and focus on solutions and even on opportunities may lie. The consultant skills or consulting firm are: active listening, using nonverbal language, acknowledge messages, reflect, ask openly, specific, clear, focused, short, confront and raise a proper perspective and professional about problem or client's situation.
- Design an action plan: Which is on generate alternative strategies to identify the right solution and resources that are considered for this purpose (Consulsten, 2003).

In professional consulting services, process is the orderly way to do operative activities that will define operational and intellectuals to shape the service provided to the customer, who in turn can be co-producer. Consulting firms objective is to add value to matters that process because in this way they can offer differentiated services and ahead the competition.

According Grande (2005), in consulting the client can participate in design, but rather their participation is intellectual, as they expose their ideas, problems, wishes or needs to professionals and consultants.

The principle of marketing is a process of adding value by which a product, service or person passes from commodity to the opposite end of brand. This value is not abstract, it must be perceived by the customer in terms its own meaning universe and value scale (Schneer, 2006:32).

Processes are the services architecture and describe the method and operation sequence of operation of the service systems, specifying how they are linked to create the value proposition that has been promised to customers Lovelock, 2009:232).

As for designing an action plan, it means to generate alternative strategies to identify the right solution, and resources that are considered for this purpose (Check, 2003).

Processes are the services architecture and describe the method and sequence of operation of the operation of the service systems, specifying how they are linked to create the value proposition that has been promised to customers Lovelock, 2009:232).

According to service portfolios or clients' portfolios of clients, consulting firms will define the processes course to follow. In general, consulting process can be described by the model proposed by the OIT (see **Figure 4**), indicating five stages: initiation, diagnosis, action planning, implementation and completion (JICA 2012th).

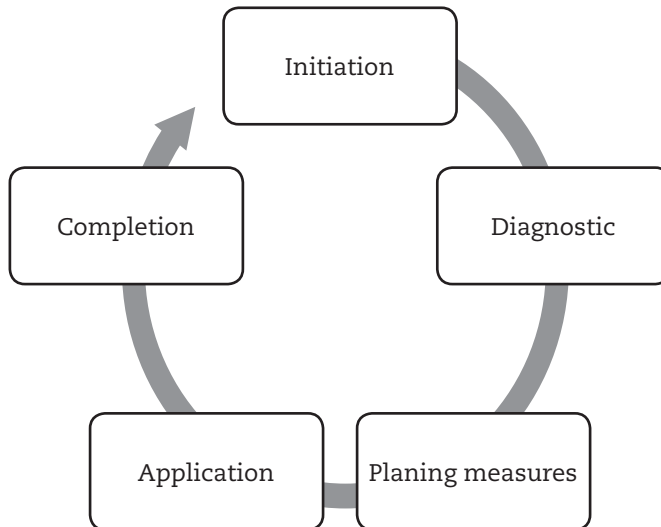


Figure 4. Model of the consulting process
Source: Data from JICA (2012a).

At the initial stage is considered the first contact with the client, preliminary problems diagnosis, mission planning, mission proposals and customer consulting contract. About diagnostic phase, this is characterized by the fact-finding, analysis and synthesis of facts and detailed examination of the problem.

Around measures planning, solutions are developed, evaluate options, proposals are made to customers and conducts planning implementation of measures adopted. In the application area, customer contribution e is required to jump-start proposals, if any, adjustments are made to the same staff are trained and responsible.

On last stage on completion, the consultant must evaluate proposals implemented, makes a final report about the company situation after the intervention, establish monitoring commitments and develop a plan for, and next request a letter of customer satisfaction to proceed to leave the company.

12. People: The staff, especially consultants, public relations, secretaries and people in general who face and talk to the customer, are the intangible business card that firms or consulting firms possess. However, the service quality, requires a structure based on the organizational culture that embraces the entire company and its employees, starting with leaders who are most committed to display a refined interest in serving with excellence.

Professional services firms must create a consulting self-image that should be transmitted to market through people eager to provide a wad of montli distinctive service. In addition to the service consistency, consultants' offices should be supported in tangible and visual signs, uniforms, architecture, decoration to achieve standardization, it is important to ask what are strengths of staff which account (Grande, 2005) .

Influence of people's participation on consulting services is crucial since according to Zeithaml (2009), staff service, is the brand, and contact employees represent the organization and can directly influence customer satisfaction. Physically cover the product range and, promotional point of

view are living ads. Some service employees can also perform a more traditional sales function. Whether acknowledged or not, actively selling or not, service employees perform marketing functions. What is desirable in this context is the staff that perform their work optimally, as well, benefits the organization.

Under these conditions, it is quite important to note that in the consulting services, customers are literally the reason why company exist, but also reason of surviving or consolidated in the market. With these clarifications in mind, one should assume a variety of transactions underlying the relationship between company (consulting firm) and client (Greenbaum, 1991).

The company-client connection differs depending on contact level established between both of them, as there are services with low, medium and high contact. Professional Consulting Services are considered high-touch, because it involves a significant interaction between customers, service personnel, equipment and facilities (Lovelock, 2009).

As seen, the P from people (consulting staff) is crucial to acceptance, positioning, growth and consolidation of companies engaged in providing consultant services. For Withers (1998), the relationships among employees with customers should carry out by formula: consequent courtesy + common sense = + professional dignity emotional relationships to the customer. The customer relations are primarily a kind of support staff.

13. Productivity and quality: While the staff is a valuable asset in consulting firms, productivity is main key to marketing activities, since carelessness can lead to a competitive disadvantage, which will alienate or dissatisfied customers.

In consulting optimization and motivation of human talent will tend to increase productivity and help achieve lower costs and thus the possibility to position itself as a company with fair prices, especially if the segments are price sensitive, this is PYMES condition. It maintains high productivity and lower prices may as consequence it achieves higher profit margins, correspondingly an opportunity to invest more

in marketing, customer service improvements and additional services. Consequently, the company that handles high productivity standards has the opportunity to invest in new service technologies and research to build and deliver new services, higher, better features and innovative delivery systems (Lovelock, 2009).

Given quality may differ from perceived quality, that is, in addition to seek a high level service, consulting firms should look for customers' perception about the service component. According to Zeithaml et al, cited by Lovelock (2009), dimensions to measure quality are: tangibility, reliability, responsiveness, assurance and empathy. This means that the client takes into account the physical facets (offices, clothing, business cards, web page ...), assesses the reliability and optimal performance from consultant or consulting firm, expects and appreciates prompt and helpful responses. It also seeks the expertise, courtesy, credibility and security from consulting firm employees (secretaries, consultants, managers ...) and expects to find easy access, communication and understanding.

The quality may differ given the perceived quality, i.e. in addition to seek a high level of service, consulting firms should be given the task of knowing about the perception of customers about the service component. According to Zeithaml et al, cited by Lovelock (2009), to measure the quality dimensions are: tangibility, reliability, responsiveness, assurance and empathy. This means that the client takes into account the physical (offices, clothing, business cards, web page ...), assesses the reliability and optimal performance of the consultant or consulting firm, expects and appreciates prompt and helpful responses. It also seeks the expertise, courtesy, credibility and security of your caregivers (secretaries, consultants, managers ...) and expects to find easy access, communication and understanding.

Many organizations have to face against additional problem that their work quality often depends on the behavior of their customers. a consultant services ... will be more useful for customers who follow professional recommendations. But uncooperative customers usually produce unsatisfactory results and they are a bad precedent for the professional (Kotler, Bloom and Hayes, 2004:33).

SUMMARY

As part of professional or personal marketing, consulting service stands as an increasingly in demand. A professional service is characterized as qualified, in advisory nature and able to solve a problem through committed professionals who are identified with the codes of ethics in business. These include a high degree of adaptation to customers, to context and industry trends. Professional services providers are distinguished by their interaction with their customers.

Customer is the core into marketing professional services, since the interaction between it and the company is a very important key, so there is some tendency to use relationship marketing that keep a great interest in preserve and provide customer satisfaction, as considered the most important asset of the company. Developing marketing is a consequence from adoption the principle marketing direct to consumer. However, they must be three conditions: consumers should want a regular service, consumers should be able to control the selection of service provider, and there must be alternative choice of suppliers (Grande, 2005).

Consulting services can rely on relationship marketing due to contact and customer intellectual participation in the service. This type of marketing approach can be effective when all elements of a professional services organization aim to maintain and strengthen relationships with customers that complement and converge consequently on three consecutive aims (Ferrer, 2005).

Under these assumptions marketing becomes complex to disseminate knowledge-based intangibles, so that in this case, people (consultants) and physical context of the company are particularly relevant to helping clients trust consulting firms and can achieve a long-term relationship.

REFLECTION QUESTIONS

1. What the marketing of professional services consist of?
2. What distinguishes the marketing of professional services from other services?
3. What are the Ps in marketing consulting?
4. What is the Decalogue of consulting rates?
5. What role does support staff play in providing consulting services?
6. What elements should be considered in developing a marketing plan for selling consulting services?

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Chapter 3

Franchise marketing

INTRODUCTION

Trends show the significant role of services in the global business environment. These are generated from public policies, social changes, business trends, advances in information technology and globalization (Lovelock, 2009).

In this context, marketing has gone through several stages in its contribution to spread, placement and service preferences, among which are the technology transfer services (franchise), a fact that gives the utility accounts and the need for a specialized and innovative marketing.

In recent years franchises chain have placed special emphasis on use of marketing, to support the expansion of products and services to consumers through third parties (franchisees). However, marketing to investors in franchises has been of little attention, or sometimes mixed.

For strategic decisions on marketing franchise, unlike other services, it must take into account three figures: the franchise, the franchisor, who operate the marketing actions and the franchisee to finance the budget operations of the franchise.

OBJECTIVE OF THE CHAPTER

This chapter addresses key marketing actions that franchise operator companies usually consider to place their business lines into segments of interested and expert market investors.

It is also expected that readers can easily distinguish between the marketing of products and services aimed at end consumers through franchises and marketing franchises to place them into a investors segment with credit to acquire the technology transfer of a successful business, all this through a current conceptual scheme and easily understandable.

Therefore, it is necessary to first understand the franchise concept and subsequently to define franchise marketing that assumes two dimensions: legal and business

BASIC CONCEPTS

Franchising

In business world, franchises have an important role since they are easy expansion companies, however, require high standards of knowledge and calculated creativity. The launch, once consolidated business success is much more agile. It is therefore a intangible business highly valued, accepted as a method of distributing goods or services to consumers.

Franchise is an alternative way to distribute goods and services to final consumers, stands up as a standardized tested system including a trade name, trademark, or both, through a complex scheme made by management strategic actions, operation and marketing (Gonzalez, 1996).

Organizations operating through franchises are distinguished by their innovation and business development proposals based on a proven success. That is, the entrepreneur drives, grows and is positioned in a market with a product or service sheltered by a distinctive mark, which is recognized and easily recalled by its users, customers or buyers.

Consequently, the employer identifies areas of opportunity to expand through other investors on the same or other markets or segments. That is, franchisors (owners know how) transferred through a first payment and other percentages continued its trademark name to an investor (franchisee) interested in the concept, which in turn, acquired the right to operate the business under given conditions in a contract that specifies the agreement timing.

The franchise is also known as the partnership between legally independent companies, but commercially interdependent (Bordonava and Polo, 2004).

A franchise is a cooperation system between different companies but bound by a contract, under which, one of them grants other in return for agreed payments, the right to use a trademark and / or commercial formula materialized in a distinctive signs, ensuring at the same time, technical support and regular services needed to facilitate such exploitation (Diez de Castro et al, 2005).

For Lesur (2008), the franchise is a contract whereby a person called franchisee obtains license to use a trademark, and methods to manufacture and market products for another person, called franchisor in exchange for a fee and for a while.

According to Kotler and Armstrong (2003), it is a contractual association between a manufacturer, a wholesaler or a service organization (a franchiser) and independent businesspeople (franchisees) who buy the right to own and operate one or more units of the franchise system.

Other authors, referred it to as a business format aimed at marketing of products and services, in which a person or company named franchisor and grantor, grants to another named franchisee or policyholder, the right to use a trademark or trade name for a given time, it transfers the necessary expertise to enable it to develop a pattern established and controlled by the franchisor, allowing market certain goods and / or services, with common uniform administrative methods for both (Cepeda, 2009).

For European Federation a franchise is a rights set of industrial or intellectual property relating to trademarks, trade names, shop signs, utility models, designs, copyrights, “know-how” or patents, to be exploited to the resale of products or services to end users (<http://www.eff-franchise.com/index.html>)

Consequently, it appears that a franchise is considered a marketing system that includes all the experience and knowledge as well as training and advice from who gives it (Alba, 2004:33). The franchise over years has become one of the most reliable ways of doing business (Gonzalez, 1996). As such, this scheme considers two parts: the franchisor and the franchisee.

Franchisor

Franchisor is the owner of the trademark and business concept, It is allowed to grant rights to third parties, which is committed to providing technical assistance and grant the use of its brand in exchange for a fee. It is the manager of institutional advertising founds, places and designs locations and develops new products and services (Alba, 2004; Entrepreneur, n / d).

This figure is the one with the assistance of a specialist made the franchise agreement considering the legal and regulatory obligations, compliance agreements and assume its counterpart penalties for failure thereof. The franchisor expects his franchisee to be someone who knows the business, honest, capable, reliable and who likes to take risks.

Entrepreneur, as franchisee, must meet certain characteristics such as those specified by Gonzalez (1996), who indicates that it is competent to work in a team, also has a high degree of determination and persistence; it is flexible and professional; has high sales capacity and is special taste for work. Before starting a franchise business, the owner must have a business concept (products or services)to see a privileged level positioning and even differentiation. Also he should know how much franchise is its company, the kind of franchise in question and provided innovative components concept, successful, profitable and high feasibility for move to third. This would imply that the franchisee meets an appropriate profile to market these services (franchises) (See Figure 5).

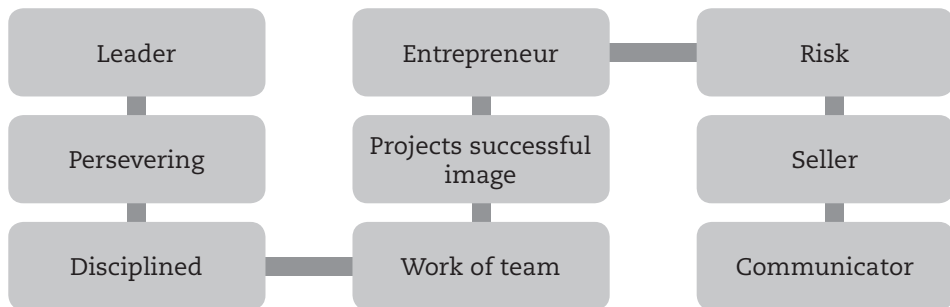


Figure 5. Franchisor's profile
Source: Data from Raab S. y Matuski G. (1991).

Franchisee

Franchisee is the person (investor) that acquires the rights to use the brand and business knowledge with the intent to replicate the successful and help its position on geographic area that corresponds (Entrepreneur, n / d). The purchaser of business concept (franchise) expects the franchisor knows and has experience in business operation as well techniques and strategies appropriate to the market segment and the sector in which it participates. The franchisee seeks to acquire a business with experienced operating systems that allows them to reduce the risk of its inversion and work (Alba, 2004).

LEGAL BASIS OF FRANCHISING

In Mexico, the Industrial Property Law endorsed by the Mexican Institute of Industrial Property (IMPI) based on its Article 142 that "franchise shall exist when the license to use a trademark, granted in writing, or technical knowledge is transmitted Technical assistance is provided to the person to whom it is granted to produce or sell goods or provide services uniformly and operating methods, commercial or office established by the owner of the brand, aimed at maintaining the quality, prestige and picture of the goods or services to which this stand out.

Who concede a franchise must give to who intend to buy or adquire it, at least thirty days prior to the conclusion of the respective contract, information concerning the status of their company, in the terms established by the regulations under this Act" (IMPI.gob.mx, n / d).

In 1990, the Official Journal of Mexican Federation indicated that a franchise agreement was one in which the provider, in addition to granting use or permission to operate or operation of trade names to the purchaser, was going to transmit expertise or provide technical assistance. That same year it became effective Technology Transfer Act that came with the Franchise Agreement. At its time, Promotion and Protection Industrial law launched sector expansion (Gonzalez, 1996).

Franchise Agreement: is the contract under which a company (franchisor) gives to another (franchisee), in exchange for a direct or indirect financial consideration, the right to operate a franchise to sell certain types of products or services. This contract must be in content areas related to protection of the brand, the technology transferred, outlets, establish bases for optimal financial and fiscal management, avoid conflicts, prevent litigation and to be an effective tool for franchise sales.

Other laws and codes to consider as franchises legal basis in Mexico are the Constitution in its Article 28, the Industrial Property, its regulations and the federal civil code (contract).

FRANCHISE TYPOLOGY

Franchises have been classified from different perspectives, standing up the business format, which provides the brand, the brand name of franchisor, and a complete business system (knowledge, experience in business operations, criteria, specifications for establishment construction or adaptation, selection and recruitment, advertising...) In this case franchisor is the exclusive provider of products and services to market or distribute by the franchisee

This kind of business has also been grouped by generations, the first was franchise brand and product, which is given the same name as the original business, so the end user perceives as a corporate branch. The second was business formats, the franchisor develops a system or method of operation for products or services marketing, and trademark identifies all parts of that system or method. The third generation is identified by its type of modern commerce, creative and innovative from franchise business.

FRANCHISES IN MEXICO

According to the Mexican Franchise Association (AMF), in the first quarter of 2012, there were 1,013 types of franchises in this country, 500 of them

were considered "really" active and 50% of them were accredited on the National Register of Franchising (PNF).

According to the AMF, the invoicing of this sector in Mexico was approximately 85 million Pesos annually and directly employs more than 500,000 people. According to these data, the sector continued a trend of previous years, growing in 2011 to 13% (<http://www.franquiciasdemexico.org/index.php?idsec=22>).

The distribution of franchises in Mexico are located according to **Table 8**.

Table 8.

Geographical distribution of franchises in Mexico

Center	Northeast	West	Golf	Norwest	Bajío	Surest
43%	14%	15%	9%	9%	6%	4%

Source: Author's elaboration with data from la AMF (2012).

MARKETING SERVICES

Services' marketing is a relevant and current area of study. Their contributions have diversified accordingly by services have done the same, i.e. marketing adapts and creates itself strategies that respond to needs of businesses engaged in the provision of services as franchises.

The key differences between the marketing of goods and the services one are four distinguishing characteristics: intangibility, inseparability, heterogeneity and perishability. This means that services can not be touched (intangible) that are tied to the person or professional that gives them (inseparability) never provide a service just like (heterogeneity) and that the services are used only once (perishable) (Camacho, 2012).

Develop marketing strategies for franchises services involves considering that these products are a lease. Services customers obtain profits by renting the right to use a physical or intangible object. Value is created when customers get benefit from the experiences and desired solutions, through payment for temporary use of an object or access to a physical settled, enjoy using things they can not buy, they can not justify purchase or prefer not retain or store after use (Lovelock, 2009: 13).

In services marketing is a fundamental task to perform actions to interact with customers; such actions are designed, managed and evaluated, keeping in mind the goal of customer satisfaction through operational efficiency of human resources. In this sense, the relational marketing challenge lies in the interrelationship of service, quality and marketing (Reinares and Ponzoa, 2005). Therefore, the development of activities to build up profitable long-term links between an organization and its customers, is seeking mutual benefit (Lovelock, 2009).

FRANCHISE MARKETING

Marketing for franchise is a strategies range studied, designed and implemented in successful businesses, high commercial status and a brand position (legally registered). Such organizations are characterized by innovative, possess “know-how” easily transmissible, and based on skilled and legally recognized technical assistance.

Under these conditions, companies have gained certain market segments in a particular industry, usually have their own profitability and are able to transfer it to other strategic and train the owners for optimal management of financial, human resources and training.

This context denotes that all franchises devote substantial efforts to marketing and advertising strategies, as activities to support local business, to face competition and efforts to differentiate from the other business. It is therefore important that franchisors conduct a comprehensive sales management that is, moving to capture and sell, to capture, communicate, sell, fulfill loyalty and prescribe (How to franchise a business, 2010).

The main marketing strategies to place franchises in the investor segment are shown in **Figure 6**.

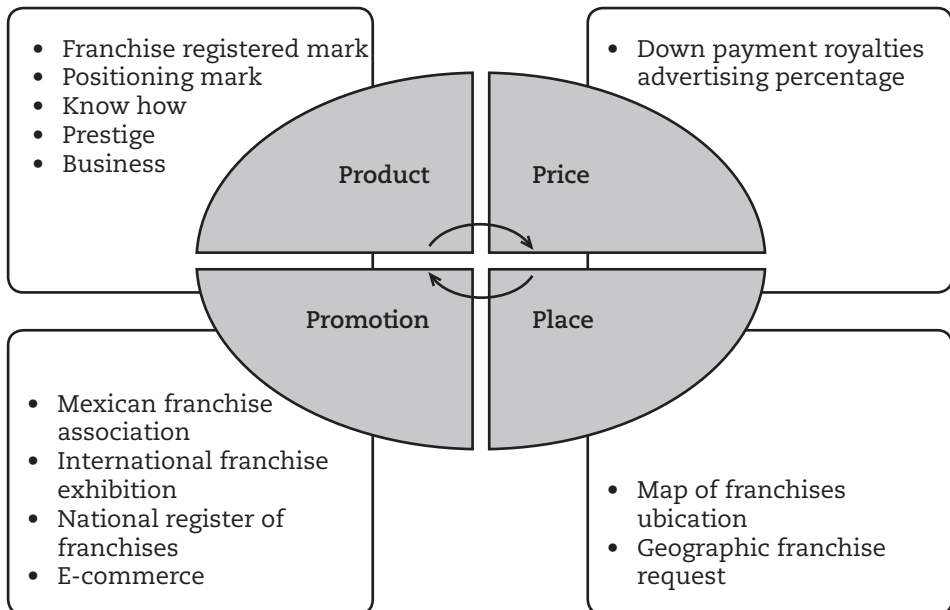


Figure 6. 4 P's of the franchise world

Source: prepared by the author.

Product (franchise)

Not all businesses are suitable to become a franchise. Like other services, it is necessary to know business viability and, consequently, franchise design and functionality, so in some cases it must change some aspects of the concept before launching the business line to market.

It is suitable that the owner of the original concept had a well prepared contract to its type and conditions franchise, process manuals, sales manuals, trained human factor, information systems, technology, knowledge, “know-how” and financial controls.

Some conditions that the business will prove its activity success, i.e. business offered as a franchise successfully tested, strength in business, company reputation based on their services, trademarks, logos, ways to sell, Corporate image favored by consumer perception. It is also expecting

the aptitude from an appropriate organization to meet the needs of the franchise that will start, clear objectives expansion strategies through franchising. Also, entrepreneurs assume that franchise program creates responsibilities to themselves and others. In implementing the system, it should create such an environment in which risks starting a new business have been previously examined, tested and reduced as much as possible.

The product (franchise) requires an effective marketing program that starts by an initial assessment of the proposed service to sell. Some key questions are like: what are environment, size and business scope wanted to attend. Which franchise would be an exact copy of your current business or its prototype? It should take into account differences in appearance, operation and profitability compared to original business compared to that will franchise.

The owner of a successful business that has stood the test and is franchised is compulsory to sell an original product (franchise), either as to its merits or its way of offering it for sale. It will be a product that will generate enough money to: a) pay the employed labor force, b) achieve a reasonable return on investment, even the ability to repay borrowings, and 3) pay the franchisor for the ongoing services that it provides to the franchisee.

Transmissible “Know how”. This is the key element in technology transfer and foundation of the franchise agreement.

Franchise-ability

This study aims to analyze the business that are franchised “Franchise ability” that aims to expand through third parties. Is to carry out an assessment of the business 'original' that is operating, for which it is well thought organization chart, functions, procedures, management system. It also examines the business model which in turn provides the product or line of products or services, machinery, facilities, current market versus market potential, current profitability, brand, corporate, contracts with suppliers and customers, among others.

Trademark

According to the IMPI,(see page 35) the main function of trademark is to serve as the recognition element to satisfiers' that generates the productive sector. Therefore the main emphasis should be placed on the effectiveness of the mark. To grant a franchise requires that the mark is registered.

It must be must created a defined brand image and take it to the fullest, implying each franchise sectors in the process, both externally and image management (Entrepreneur n / d).

Brand is critical in a franchise, so, ensure protection of corporate image throughout the entire network is an important and complex needs. This work can be done effectively with the help of the following tools and key factors.

Definition of Business Model

After obtaining results in the study of Franchise-ability, the franchise entrepreneur delimits business concept franchise to be defining anything that condition its development and the relationship between franchisor and franchisee.

Market Research

In franchise business, the employer who owns the “know-how”, has the task of carrying out market research to know the geographic locations where it can establish its franchises and t number depending on the type of business (type of franchise). By This study entrepreneurial will determine the sector where should participate, establish different criteria for its business line, the services that it provide to its franchisees, the investment required, the concept and royalty rate, the number of potential franchisees. Also know the deal out there in the market and it can make your itsfirst selection. The current supply and demand is calculated, precedents, existing legal obligations and the environment in which the business conducted, (<http://www.erpasaconsulting.com/es/proyecto-franquicia.html#>).

In Mexico, there is the National Franchise program sponsored and funded by the Ministry of Economy (<http://www.economia.gob.mx/mexico-emprende/programas/119-programa-nacional-de-franquicias>).

The National Franchise Program (PNF) is aimed at entrepreneurs and business people who want to start a new business. They acknowledge they do not have the experience in the field, are ready for a franchisor to guide them in their business and have capital available to invest.

It also aims to successful entrepreneurs who have at least 2 years old in the business, operating two or more own establishments with excellent results, are willing to share their success formula and determined to multiply its number of outlets, through the franchise model.

Price

In addition to the relevant legal considerations and financial calculations appropriate to the sector, it need to count on external sources of income through franchisees whoever will assume the initial fee payments, royalties on sales volumes, advertising fees and other revenues Additional marketing activities such as sales of supplies, services, equipment sales or operating income.

The value on franchise has a special impact, as well as in other services, franchisees tend to compare them with other franchises. The price of the franchise comprises the initial payment of the transfer or licensing, royalties on sales, a percentage payment for advertising. It must also take into account the cost of training or share purchases of the product or other mandatory payment.

In this area of the marketing plan for investors, the franchisor must develop an investment plan that explains clearly and properly operating costs, future revenues from the creation and sale of franchises. On the other hand Franchisee should analyze prices, consider the added-value dissemination and reputation of firm that it has acquired, franchise time operation and its effectiveness and market positioning.

In this understanding, the franchise marketing is a marketing system funded by franchisees what is cheaper and less risky to product or service owner (franchisor). However, the franchisees know that this is an investment, and thanks to products or services diffusion that will be sold, ensure their sales in the geographic area allowed to him without imply him to be involved on design product strategies, price and communication (Soret, 2002).

Integrated Communications

Corporate Image

The corporate image is essential to grant businesses in franchises, since it reinforces the brand concept among franchisees. Therefore, it must project an image that reaches well maintained on potential customers (investors). Details about Specialized attention to customer service, place setting, brochures and other items, make the corporate image a key component in sale of franchises.

In franchises, image projected a lot of importance as it is one of the strengths of the system. Along with technology transfer, the brand and the product, overall corporate image is what gives the whole process its distinctive personality to other commercial distribution businesses.

The whole image is contained in the identity manual that systematizes what for subsequent use. This manual includes measures, colors, sizes and all media that may contain or bear the business image of the business: retail outlets, products in print, packaging. In this sense, a franchisees commitment is to develop and transfer a corporate identity manual, which must have clear approaches and user-friendly design, so as to avoid as possible spread of impacts.

The corporate image of the franchise should include maintenance and comprehensive care in all outlets, highlighting the brand image in the facades and interiors. Consequently, it would expect that franchisor manages the owned and franchised locals and standardize as much as possible the level of quality offered by the franchise. A key tool in

this process is to hire or use external human factors specialist from the company to do continued studies as the called “mystery shopper” constantly to audit constantly the quality of services and adherence to the concept of the brand franchise. With the results of this monitoring it will provide feedback to franchisees and preserve the image of the franchise (Entrepreneur, n/d).

Promotion

Mexican Franchise Association

This organization gives an annual award in different categories at the country's leading franchise and is a permanent forum in promoting affiliated franchises and even those that are in the creation process. This group was created in 1989, represents the industry and consists of over 240 franchise affiliates.

The aim of AMF is to contribute to the franchises growth, since the vast majorities are small and medium enterprises and is a model generator see pag.36 (last paragraph) of jobs by their very nature. This group conducts an annual convention with its members where they discuss industry trends and strategies that may generate benefit to them.

The Association also has a group of nationally accredited consultants, who are specialists in Franchise-ability studies, franchises design and other specialized projects to support potential franchisees that achieve its mandate to transfer its technology to others, ensuring organizationally business success. In this way support entrepreneurs with business franchising susceptible. The AMF is available on <http://www.franquiciasdemexico.org/>.

International Franchise Exhibition

In Mexico, the Mexican Franchise Association organizes and promotes International Franchise Exhibition (FIF), which represents an opportunity for companies wishing to market their franchises. Promote them in a specialized forum, which presents other companies, competitors or franchises that could be complementary and come clients of investor segments, who may find, compare and choose the franchise that best meets their requirements. The Exhibition is an promotional opportunity

to make business by the meet between different franchisors and investors attending this event. In this regard it is important that business owners have franchises granted in a plan to obtain favorable results, working side organizers to guide audience to tour the fair and orderly reaching the organization stand, which will feature brochures, promotional products, manuals and case studies to guide potential customers about the franchise in question.

The FIF is operated with the support of sponsors and pay special attention to the organization process, a strategic element in its branding (See Figure 7). The official website of the FIF is <http://www.fif.com.mx/FIF/indexfif.html>.

National Franchise Program (PNF)

It is a program promoted by the Ministry of Economy which is aimed at entrepreneurs and business people who want to start a new business with no experience in the field. However are available for a franchisor to guide them in their business and have capital available to invest.

The PNF is for successful entrepreneurs who have at least 2 years of the experience in the business, are operating two or more establishments with excellent results themselves, are willing to share their formula for success and determined to multiply the number of outlets, by the model franchise.



Figure 7. International Franchise Fair's logo
Source: <http://www.fif.com.mx/FIF/indexfif.html>

This program is helpful promoting the corporate image of Mexican franchises, since credits them and has an online catalog, which guarantees the investor security to purchase insurance business. The catalog is available in www.programanacionaldefranquicias.org.mx.

Advertising

A traditional feature of the franchise is the coordination of advertising and promotional activities whose range exceeds the exclusive limits to a business unit (Entrepreneur n/d).

These campaigns are conducted with marketing funds generally fees charge paid by franchisors.

E-commerce

About promotion and franchises sales, entrepreneurs often rely on specific marketing activities, among which is *E-commerce* that side to *E-marketing* support each other on development and design of websites, online stores, domains, hosting, site management, international and classified search engine, sending emails. *E-marketing*, considers marketing of the franchise through the Internet platform. Brochures and Dossier focused to marketing plan that will contain suggestions for using the most appropriate advertising means in franchises marketing as well as a budget for the campaign and a timetable for their implementation, in addition to carrying out their website and one or more brochures aimed at describing in detail the franchise offered (<http://www.desarrollodefranquicias.biz/mercadotecnia.html>). This is a strategy used by franchise businesses to publicize their "products" and get to potential buyers (investors), who through the web know more details of the franchise in question.

Distribution

Another feature to grant a franchise business is aiming to expand the business if there is a market for it. In this context, it is advisable to conduct a pilot test, to test the viability of the business and help the transition from own sales to franchised units.

The franchisor should know the geographic scope of the franchise and to have a program, and advisory services to the franchise chain by its organization that supports corporately external businesses corporately

(franchisees). For example, the Delit ice cream franchise followed a gradual expansion process, which began in Tabasco, continued in Veracruz, Campeche, Yucatan and Quintana Roo (See **Figure 8**).

Marketing for products and services that sell the franchise will release a strategic plan designed and implemented by the corporate strategists rely on the corporate image, advertising and sales promotion of the chain. As already mentioned franchisees proportionately funded advertising campaigns.

SUMMARY

According to this brief overview on the franchise marketing, it assumes and recognizes the importance of this functional area of organizations, whatever their rolls and the sector involved. The franchise marketing is undoubtedly interesting because is a dual marketing, serving two segments at once: the investor and the end consumer.



Figure 8. Location of Delit Franchises in Mexico
Source: <http://www.delit.com.mx/puntos.php>

REFLECTION QUESTIONS

1. What elements make franchise-able a business?
2. How a study of Franchise-ability can support decision making?
3. What is the difference between the marketing of franchises for investors and franchise marketing to final consumers?
4. Which are the most important strategies from franchise sector to investors segment?
5. Which cases, belong to the National Register Franchises Economy department benefit to franchisors?

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Chapter 4

Sustainable tourism marketing

INTRODUCTION

In Mexico, tourism is considered a national priority, and to get its development the consolidation of this industry requires actions under proper public policies, strategic planning and marketing to meet the global requirements of sustainability.

Trends in the tourism sector are basically concentrated in two main groups: conventional tourism and alternative tourism. From the last, specialization efforts have been derived, driven and supported from the World Tourism Organization (WTO) and into the country, by the Ministry of Tourism (SECTUR).

Under global influences, action lines of sustainability have also permeated tourism, resulting in the so-called **sustainable tourism**. Sustainability is an opportunity area for all tourism aspects. However, strategists often approach tourism sustainability towards sites distinguished by its natural and cultural riches, because tourists greatly impact the resources more sensitive than in other areas. The good condition of these available spaces should be monitored both by bidders as plaintiffs of the customer, since both are committed to preserving the resources that are suitable for leisure and entertainment.

“A harmonious partnership between tourism and local sustainable development emphasizes the types of tourism further based on respect for the environment, on quality rather than quantity, sustainability in the medium to long term rather than exploiting short resources” (Vidal and Marquez, 2007:3).

In this view, it needs to consider what has been called the three pillars of sustainable tourism marketing: economic, social and environmental. Therefore, it requires support from marketing strategies with social approach, through a design and implementation of tactics that lead to a responsible use of this tool (marketing). guided by ethical guidelines for the preservation of related resources and destinations tourism products.

CHAPTER OBJECTIVE

This section aims to review the fundamentals of sustainable tourism marketing, considering the role of people and processes in tourism products and their destinations, in addition to considering the applicability of the classic four Ps: product, price, promotion, place. Adding social with an accentuation on responsibility.

BASICS CONCEPTS

Tourism and tourism system

Tourism, as the OMT (cited by Sancho, 2008), comprises activities carried out by persons on their travels and staying in places outside their usual environment for a period shorter than every year for leisure, business and other.

International Recommendations for Tourism Statistics (IRTS) in 2008, tourism as a subset of travel. The journey of the visitor is the tourist trip; therefore, the phrase was coined travel and tourism visits (Castillo and Panosso, 2010).

The tourism system is the result of interactions between different factors to be considered together from a systematic perspective, that is, a set of interrelated elements that evolve dynamically. It consists of four elements: demand, supply, the geographical and market operators (Sancho, 2008:48).

Tourism Typology

Tourism forms or specialties are diverse: sun and beach, health and beauty, conventions, business, shopping, cultural, gastronomic, rural, sports, space, spiritual, specialized segments, academic gerontology, language, agriculture, ecological, rural and adventure, to name a few.

However, they can be grouped in two basic forms: conventional tourism and alternative tourism. The first corresponds to mass tourism, the second is for specialties where segments are distinguished by being selective and are willing to pay more for exclusivity and high levels of comfort.

In this context, nature tourism or ecotourism operators, have expressed a particular interest in sustainability, seeking the assurance of resources for future generations. Consequently, it is believed that alternative tourism is the most inclined to be sustainable, since it is based on returns to the tourist activity, under these assumptions, for leisure and free time.

Sustainable Tourism

In sustainable tourism, it must take into account connection between tourism and protection of nature. Under these conditions, it is assumed that tourism is always more profitable to preserve nature and the environment, in privileging the proper use of resources and rational enjoyment. Tourism is an industry relying in natural resources security, however, excesses or ambiguities in its preservation can become an obstacle to tourism development, especially if that protection is based on strict legal aspects. The success of this industry is feasible if there is balance between planning marketing and adoption of necessary measures to ensure the conservation and development strategy objective (Ascanio and Vinicius, 2009).

The sustainable tourism aim is to maximize profitability while protecting the natural resources that sustain and respecting and involve people. It tends to cover all types of tourism: cultural, sports, sun and beach, nautical, congress, rural, ecotourism and all sectors involved in the tourism industry: accommodation, transport, activities, travel agents (Valls, 2004) .

According to the world tourism organization (WTO), sustainable tourism is the one that aims to satisfy the tourism needs and tourist destinations, protecting and enhancing future opportunities (Pérez, 2004).

On this perspective, it is a sustainable tourism that protects natural forms; and that promotes culture and generates economic development at regional or micro regional. This tourism operates under a combination of disciplines such as economics, ecology, sociology, anthropology, management, marketing, planning, architecture and more. The sustainable tourism is divided in three fields of study: economy, society and ecology. The mixture of these foundations has led to comprehensive detection of problems in tourism, but also has allowed the identification of practical solutions (Flores, 2011).

Tourism marketing

The tourism marketing is integrated in the hospitality industry and its products have distinctive characteristics such as stiffness to generate, seasonal demand and require complementary products. Consequently, tourism marketers should consider in addition to the satisfaction of consumer needs, orientation towards the client-company and take into their marketing strategies the actions of its employees (Cubino and Servino, 2008). Tourism marketing should include details or specific products to be offered in the four seasons of the year, consider the well-preserved historical heritage, attractive routes and roads, living culture, based on tradition, gastronomy, festivals unique and different, with hospitable people and communities with a high proclivity for hospitability.

The marketing based on other basic programs can support the qualitative growth of tourism, such as accompanying a tourist signage program and a training program for professionals (Navarra n / d).

Tourism marketing is part of marketing services. To design marketing strategies in this area, it must consider that tourism in turn encompasses a broader set of sub-services that are provided as part of the tourist destination, within which are located several products that correspond to different industries within the same sector.

SUSTAINABLE TOURISM MARKETING

Sustainable tourism marketing is based on both the marketing of services and in social marketing, it requires a strong ethical requirement of strategists who designed and implemented it. Under this marketing approach, it is committed to respect the local communities involved, as well as their lifestyle, the intrinsic goal of contributing to the conservation of the destination and tourism products, to persuade the visit and overnight consumers' that favors this environment approach. Tourist satisfaction and residents' reactions to the arrival of them, determine the level of interaction between them and therefore the tourist experience.

To design and implement a sustainable tourism-marketing plan, it is necessary to take into account public sector policies, competitor's trends, tourists profile, destination and products, in addition to physical inventories to sustain it (accommodation, food, medical services, road infrastructure, transportation, signage, shopping and other auxiliary services according to tourism type concerned). With the implementation of the marketing plan, is expected to provide quality tourist destination, satisfactions own products within a framework of sustainability through the preservation of natural resources and community in the area cited. Consequently, expectations of profitability and growth of the companies involved are great.

Public policies of public tourism

Mexico has the Sustainable Tourism Program, which aims to generate sustainable development of tourism activity and enhance tourism effects on the municipal environment and raise the living standard of the residents of tourist destinations. This program requires three main strategies (see **Figure 9**).

Monitoring and evaluation of tourism sustainability includes topics and subtopics related to resource natural, environment (water, solid waste), socio-economic environment (economic benefits of tourism, social impact), tourism (tourism demand, tourism, touristic offer), urban development (urban and environmental planning, integrated urban development and urban image).

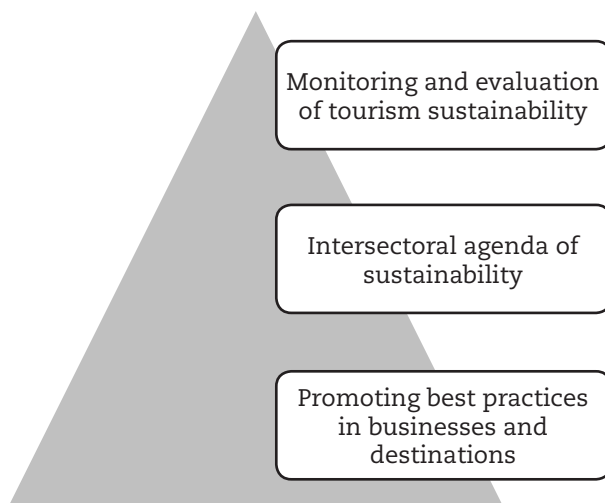


Figure 9. Sustainable Strategies Development in Tourism
 Source: Author's elaboration with data fromSECTUR (2012:4).

A key component of the Sustainable Tourism program rely on the Indicators used to monitor System for Tourism; it consists of four issues, which in turn comprise sub issues (see Table 9). From this indicators derives a diagnosis that provides a basis for planning and decision-making for the local stakeholders in order to improve the destination conditions in terms of sustainable development.

Table 9.
 Sustainability indicators System for Tourism

Topic	Sub-topic
Environment	Water Solid waste
Socio-economic environment	Economic benefits of tourism, social impact
Tourism	Touristic demand Touristic offer
Urban development	Urban and Environmental Planning Integral urban development Urban image

Source: SECTUR (2012:5)

According to the Intersectional Sustainability Role, SECTUR operates in coordination with other agencies of the Federal Government the problems identified by the diagnostics.

Concerning the third sustainable development strategy, which includes the promotion of best environmental practices, SECTUR helps with other national and international organizations, promotes environmental certifications in business and tourist destinations.

About the objectives rules in sustainable use of natural and cultural resources in Mexico, exist a duty to maximize the social and economic benefits for local community and minimize negative impacts so, it is considered employing local residents in direction jobs, it provides to local entrepreneurs to create and sell media products based in sustainable nature, history and culture from the area (such as food and beverages, crafts, performing arts, agricultural products) (See **Figure 10**).

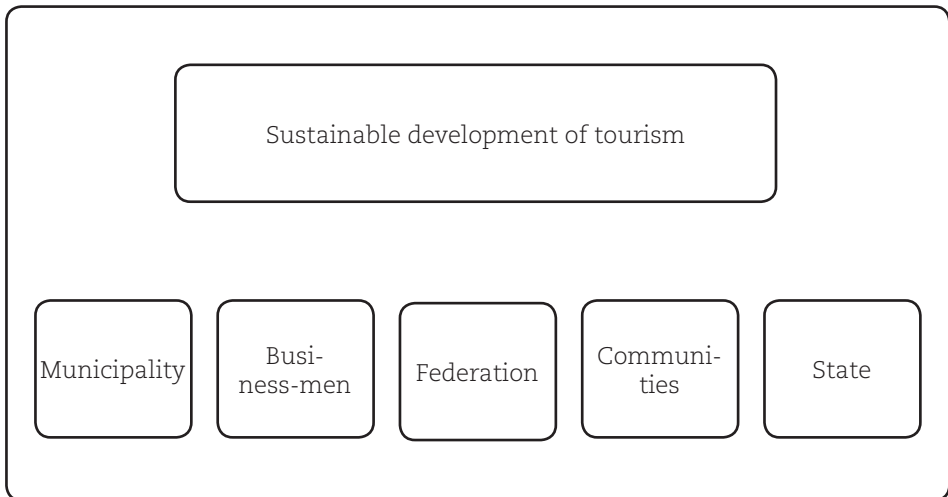


Figure 10. Elementos del turismo sustentable en México
Source: SECTUR (2012: 2).

In this national context, a strategic component is the conduct code for activities in native and local communities, with their consent and cooperation, the organization uses elements of art, architecture and local cultural heritage in their activities, design, decor, food or businesses respecting intellectual property rights of local communities (SECTUR, n/d).

Research of Tourism Market

In sustainable tourism, the Market Research plays a key role, to investigate requirements of customers (tourists, visitors), to provide information on tourism products, destinations and competitors.

Research in marketing of tourism also analyzes the destination image, the attributes about tourism products and services necessary for consumers, examines touristic profile, length of stay, destination reasons preferences, expenses incurred for such Finally, transport, accommodation preferred and other elements associated with the full satisfaction of the tourist (Bigné *et al*, 2000).

Part of the data expected in market research are the operating conditions of destinations and the expected return on them.

Tourist destination

The target of tourist destination consists on tourist products, any asset, resource or territorial element, patrimonial, infrastructure or otherwise, presented in its natural state, with varying degrees of tangibility, which appears in a given territory, conveniently grouped and treated a elements group can be destined to tourist satisfaction service. The destination structure is based on tourism products consistent with personality, homogeneous, living in harmony and complement each other, so that tourists perceive an excellent global offering (Valls, 2004: 31).

A destination can include for example, a municipality, and a place, a community, so that each of these management units are set according

to their historical, geographical, anthropological or sociological characteristics', or on any other occasion integrator. Second characteristic is the centrality, ie it must be a territory that travelers aim take to visit, so move is a determining element of the tourist experience (Sancho, 2008).

Destinations are tourism products, they are difficult to control and commercialize, due to the relations of complexity of local community, and interests diversity involved in the development and production of tourism products. In this sense, the strategies and actions should consider the wishes of the participants from tourism system (residents, businesses, investors, tourists, travel intermediaries and other stakeholders (see Figure 11).

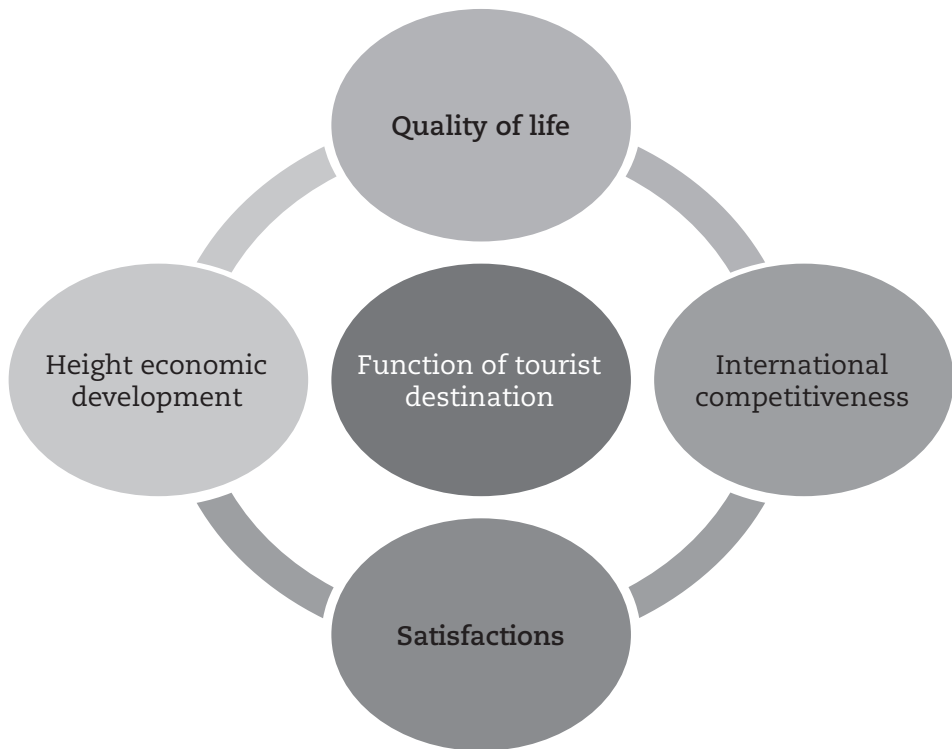


Figure 11. Functions of destination
Source: (n/a).

Carrying Capacity

In tourist destinations, it is important to take into account carrying capacity, defined as "the maximum number of people who can visit a place at the same time without causing physical damage, economic, cultural, or environmental and an unacceptable decrease of visitor satisfaction "United Nations Program for the Environment PNUMA, cited by Pérez (2004).

There are several types of load: 1) Ecological, environmental or physical, relating to environmental damage, taking into account the number of visitors and their negative impacts on nature; 2) Psychological, the number of people who can share a touristic experience without losing its interest, 3) Social, is of hosts, the local population. Refers to the number of visitors from which you can create tensions and dissatisfaction on a community. It is the amount of tourists that people are willing to tolerate, 4) Economic: related to local infrastructures, with regard to the capability of dealing with a number of visitors (Pérez, 2004).

Tourist product

The tourism industry according to the World Tourism Organization (WTO), is the one that generates tourism characteristic products (see **Table 10**).

The tourism product selects some of the attractions on a territory, puts in value and adds the necessary elements to become an amalgam of tangible and intangible components, which generates profits or benefits to consumers in the form of concrete experiences (Pérez, 2004).

To define a tourist product, we must take into account the destination (place) characterized by homogeneous geographical space, with common characteristics, capable of supporting, planning, goal tourism, destination can be associated to any territorial unit, that is geared to planning and have some ability to develop them (Valls, 2004:17).

Table 10.
Tourism products and industries

Products		Industries	
1.	Hosting for visitors	1.	Accommodation for visitors
2.	Drinks and food provision service	2.	Drinks and food provision activities
3.	Passenger transport services by rail	3.	Passenger transport by rail
4.	Passenger transport services by road	4.	Passenger transport services by road
5.	Passenger transport services by aquatic way	5.	Passenger transport by aquatic way
6.	Passenger transport services by air	6.	Passenger transport by air
7.	Rental of transport equipment service	7.	Rental of transport equipment
8.	Travel agencies and other reservation services	8.	Activities of Travel agencies and other reservation services
9.	Cultural services	9.	Cultural activities
10.	Sporting and recreational services	10.	Sporting and recreational activities
11.	Specific tourism characteristic goods in each country	11.	Retail specific tourism characteristic goods in each country
12.	Specific tourism characteristic services in each country	12.	Another activities of the tourism characteristic in each country

Source: WTO (n/d)

Tourists

Tourists perceive destination as a brand that includes a variety of suppliers and services. Before the visit, have an image on destinations and expectations based on previous experience, by word of mouth communication, press releases, advertising and common beliefs. The overall tourist experience consists of multiple small meetings with product people. The overall impression gathered by tourist develops its perceived image of destination after the visit.

According to Valls (2004), tourist is people that travel, the idle is who search on active and participatory way, satisfaction on free time use, from one or more motivations, holding it in a conduct continuing conduct, move or not.

According to the WTO (n /d), a visitor (internal receiver or transmitter) is classified as a tourist (or overnight visitor), if its trip includes an overnight stay, or as a day visitor (or hiker) otherwise.

Segments

As is known, the tourism industry uses the macro segmentation, as consumers are grouped in international, national and local. Unsustainable tourism marketing, it is considered a priority to segment markets to serve and then develop marketing mix for each segment chosen (see **Figure 12**); identify and open new markets, assess the elasticity of demand and the level of expenditure of each segment. With these data in mind, strategies for selected markets will be designed with tactics for reducing seasonality (if any), combining the segments and assessing the compatibility or complementarity with other market segments.



Toursim for seniors



Tourism for young people



Tourism for physically impaired people



Family or social tourism

Figure 12. Tourism segmentation for everyone

Source: SECTUR (2012)

The strategic marketing tourist destinations, is based on the systematic and ongoing analysis of the needs of tourists and the local community, as well as a reflection on the current situation of the same, the analysis of markets evolution markets and identification of different products, markets and segments or potential, in order to identify opportunities and threats (Bignéetal, 2000).

Mexico trends show a more socially responsible tourist, because their sustainability preferences are product of reflection sustainability and commitment to the environment (see **Figure 13**).

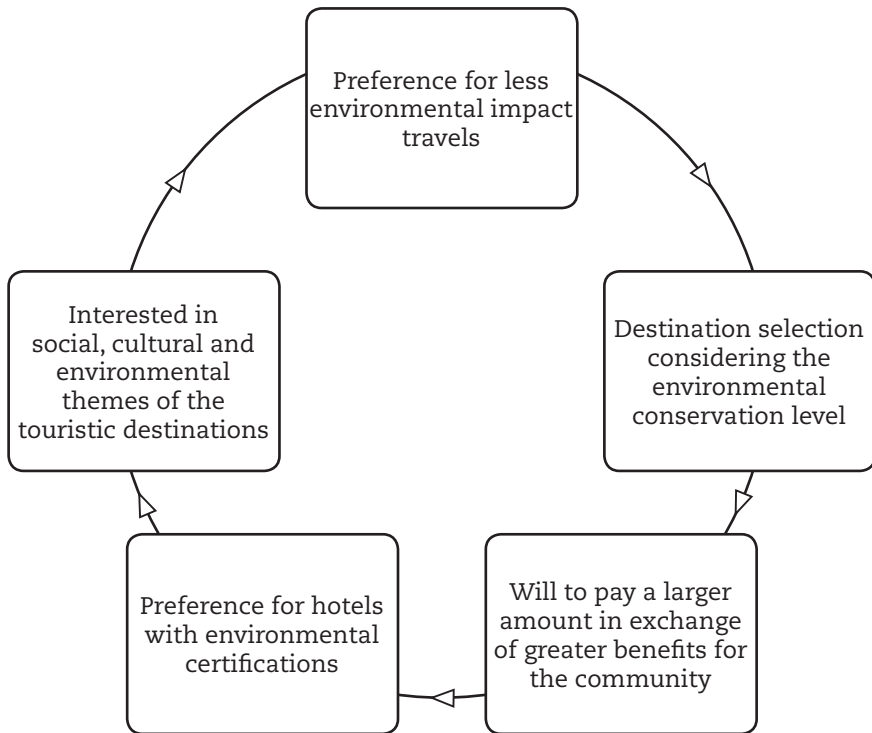


Figure 13. Sustainability tourism tendencies
Source: SECTUR (2012:14).

Price

Added of Tourism products pricing, will be based on the industries to which they belong (accommodation, transport, etc.) And the tourism type concerned in general, they are appropriate to the quality and differentiation of products and destinations, considering segments who are directing their efforts, product location, and competitive conditions of sector marked by national and international competitors. With prices and estimated demand by seasonal it is possible design profitability of the businesses involved in the destiny.

Price of destination and tourism products involved are derived from a very complex process involving public and private actors. The first is derived from public sector policies and their influence on the range of prices from a global perspective and the desired positioning as a country or territory or destination. With respect to private agents, they can be through the figure of the tour operators (travel agencies, transport) which play a role in determining the price that customers pay for the tour packages they offer.

An additional element, associated with the price of tourism services is the level of spending that makes the segment. Such that the higher the spending made by consumers, better image and higher profitability for companies that make the destination. Destinations can set high prices if they offer a unique experience, which will depend largely on the type of tourism concerned territory and segment to which the services are intended.

Promotion

Within priority strategies to promote tourism, according to the WTO (1992), cited by Sancho (2008:36), should be considered:

- a. The differentiation of the country image
- b. Increasing niche marketing
- c. Launch marketing campaigns in cooperation with the private sector and/or neighboring countries and regions
- d. Open new areas of the country for tourism, e) focus on the continued rapid growth of tourism.

To design the promotional strategies in sustainable tourism, it is necessary to have a perspective about alternative distribution channels, assessment of the impact of tourism to the destination and selection of appropriate segments, and then evaluate the effectiveness of communication campaigns and selection promotional media (Bigné et al, 2000).

In relation to advertising, it is observed that the advertising media used by locally tourist service companies tend to be the mass media such as television, radio and newspapers to which is known as "surface activity" while advertising gifts and aerospace advertising balloons are known as "underground activity", both types of advertising are favorable and are used in tourism. Some advertising strategies have to do with the bartering of inserting the ad in the context and environment of what the viewer is watching, doing that is positioned in its mind without be waited (Vertice, 2008).

Another strategy is the product placement position refers to position the product in the environment of the viewer, for example tourist products that appear on television shows, soap operas or films. Other ways is to use direct mail leaflets, brochures and internet. The latter has the advantage of being used by companies as a channel to promote tourism or sales and distribution channel (Corner, 2008).

The promotion and communication are what allow presenting to tourists all they want to know everything about a product or service (Esteban and Lopez, 2009). In Mexico, the promotion by the SECTUR, it is made under public policy determined by certain segment which use roads promotion, flyers, catalogs, brochures, posters, manuals and guides, among others (see Figure 14).

<ul style="list-style-type: none"> • Ferias y eventos organizados por SECTUR • Encuentro de la red nacional de un turismo para todos, flyers e impresos • Consejos nacionales de turismo para todos • Campañas de medios institucionales CPTM • www.visitmexico.com / turismo para todos • Infotur 078. Promoción en carreteras y flyer • Tour operadores especializados y generales • Estados de la República Mexicana, catálogos de productos sección turismo social • Alianzas estratégicas (FONACOT, SINDICATOS) 	<ul style="list-style-type: none"> • Ferias <ul style="list-style-type: none"> » Gastronómica "viaje con sabor a México" » Bazar de artesanía mexicana • Encuentro de la red nacional de un turismo para todos • Consejos nacionales de un turismo para todos • Campañas de medios CPTM institucionales y estatales • Infotur 078. Promoción en carreteras y flyer • Tour operadores • Estados de la República Mexicana <ul style="list-style-type: none"> » Catálogos, folletos, posters, manuales, guías, entge otros
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Figure 14. Source: SECTUR (2012:45)

Tourism Branding

For the tourist destination positioning by support from promotion and advertising strategies requires place settings as a quality tourist destination on sustainability, based on the creation of a differentiated and sustainable new tourism product. The marketing is critical to the service position and their characteristics. To the brand add the slogan and logo, and branding appears, which is an integral concept that identifies and helps position the product in the segment to which it is addressed, as the natural resource preservation.

Zone

In the zone, tourism services has undoubtedly its location, the key to its success, as it is the tourism satisfier, which is consistent with the design of component products. Moreover, geographical placement is also considered strategic location (hotel, restaurant, park ...), since services are appreciated according to their demand. That is, if the travel services company is located in a corridor or on the sites visited by a large number of visitors, the competition will tend to be higher and the quality will be linked to the price but also the location of it (Camacho, 2012).

Therefore, the zone in sustainable tourism is defined as a set of independent organizations involved in the process of making a product or service available for use or consumption. The main objective is to deliver quality and adequate quantity of a tourism product. The channels perform an intermediary role between suppliers and customers while they are travel consultants. The distribution is considered as a source of competitive advantage. Among the criteria to be considered in the selection of the distributors are: the market that provides coverage of the cost incurred in the ability to generatetourists to destination. Under these conditions, it is necessary to take into account the opportunities of technological tools such as e-business social media has functioned optimally in the sector (Bigné, Font and Andreu, 2000).

Processes

In sustainable tourism marketing, strategic plan play a key role, since its use fits into four different types of income that are: form Utility, related to the creation of a production line, place utility, concerning a product or service situated within reach of the tourist. Utility possession, the possibility that the tourist own for a time-by-payment of a certain place or satisfier. Information Utility refers to the usefulness of the product or service increases when its existence is known. To maintain sustainability in tourism marketing is required, therefore, a good strategic planning to minimize the negative impacts of tourism (Esteban and Lopez, 2009).

The process begins in tourism services begin by choosing the destination that will feature distinct competitive advantages, which will lead to the design of products, whose demand tends to be cyclical or seasonal. Then fixed pricing policies and other strategies will be implemented through marketing promotion, advertising, public relations and sales (promo mix) or segments appropriate to satisfy to customers

When tourists and visitors flock to the destination, is when people receive from providers the service will be able to provide it with the quality offered and available to the expectations generated by the promotional mix. During their stay will generate the link-resident tourists and thus expected a satisfying experience for tourists and recommending it to potential customers.

The process can be enriched for the next season, adding new products or innovating already had, with this, seek the repurchase rate of tourists and attraction for news who come to the destination.

Staff

In sustainable tourism marketing and tourism, all kind of people (waiters, hostesses, guides, waiters and hosts boys belt in general) are the same service, because as we know, one of the characteristics in services is the inseparability of those who give. That is, the quality of service will be

perceived as the treatment and care of the one who gives the name of the company that offers them.

When it comes to alternative tourism (nature, ecological agriculture), residents of communities or sites where destinations are located play a leading role in the sustainable tourism potential as probable hosts of visitors under two assumptions: resident awareness in caring for nature and their ability and willingness to serve tourists visiting their communities.

Sustainable development involves engaging local people. If the people who inhabit the area are used and tourism people are encouraged to get involved, to develop products that are consumed and sold, may be attractive to them (Pérez, 2004).

Residents of communities, often express concern and uncertainties about the possible damage to their ecological environment, from economic and tourism development of their communities. However, take the job creation potential of the opportunity to train and therefore are willing to provide a specialized service to those who visit them (UJAT, 2005).

Sides to the tourism development, local people have two major problems: destruction of forests and jungles and pollution of water and air by the slash-and-burn. Though they interest in knowing how to take advantage of its natural but also how to conduct activities without damaging alternative tourism resources. Generally seen great interest and social hope for the possibility to develop and enhance their communities as alternative attractions (UJAT, 2005).

In this way the people will be P seal marketing undertaken prior to the arrival of tourists to the destination in question.

SUMMARY

The sustainable tourism marketing is framed around three key aspects: economy, society and environment. All types of tourism are framed in this

global trend and not only those that have to do with nature. Public policies affecting industry seasonality trends, destinations, products, prices and terms of service. The sustainable tourism marketing distinction lies in the responsible management strategies ranges attached to high ethical, assuming commitments to residents and their customs, the preservation of the resources used for entertainment or leisure, instill social and environmental commitment tourists and propose strategies to prolong the use of the destination or the diversification of segments that allow an influx timeless benefit the profitability of industries involved in destiny. It is clear that the achievement of these objectives must be reconciled with the expectations of the people of the communities to obtain short-term gains, according to real market opportunities.

In economic terms, it is necessary to determine the impact of tourism development through a cost-benefit analysis of potential target components, evaluation of existing tourism infrastructure and services.

REFLECTION QUESTIONS

1. What is the type of tourism services?
2. What is sustainable tourism marketing?
3. How do they impact the three elements of sustainable tourism marketing?
4. What kind of tourism should look for sustainability?
5. What is the role of segmentation in sustainable tourism?
6. What are the priorities of the WTO to promote the event?

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