

MARKETING SERVICES INTERNATIONALLY – A RICH TOPIC FOR MUCH NEEDED RESEARCH

Aidan Daly, Head, Department of Marketing, National University of Ireland, Galway, Ireland.
Juliana McDonnell, Department of Marketing, National University of Ireland, Galway, Ireland.

Background

Marketing was born in an era of manufacturing dominance. Certainly in the Triad Regions that period is past and services are now the dominant economic sector. (WTO, 2003).

In the 1960's and '70's a debate raged among academics about the differences, if any, between marketing physical products and services. Philip Kotler (in Gronroos, 1990, pg. xii) attributes Lynn Shostack's 1977 seminal article Breaking Free From Product Marketing with "altering the course of our thinking about Services Marketing".

Since then academics accept that at an operational level, in particular in people processing services, such as hotels, hospitals, beauticians, transportation, retail banking, the marketing of services is different and more widespread organisationally than marketing physical products. (Zeithaml & Bitner, 2004; Daly, 2004).

However the specialist services marketing literature concentrates on marketing in domestic markets, not in international markets. As long ago as 1999, the Journal of Services Marketing, vol. 13, no. 4/5, reviewed the literature from 1980-1998 on marketing services internationally. It concluded that the literature is fragmentary with little attempt to develop theory, conceptualisation and constructs for marketing services internationally. Despite continued calls for research, conceptual models or frameworks, the global marketing of services remains under researched. [Javalgi & White, 2002; Fisk, Grove & John, 2004; Javalgi, Martin & Todd, 2004].

Nor is the position helped by the specialist international marketing literature which almost to an author, concentrates on international marketing of physical products, rather than services. This is despite the fact that international trade in services accounts for over twenty percent of world trade and has, in the last fifteen years, been among the fastest growing components of world trade. [Economist, 2000; WTO, 2003] In addition the same WTO report estimates that "today more than half of annual world FDI flows is in Services".

Therefore the growth and significance of international trade in services is in contrast to its relative conceptual and empirical neglect in the international business and marketing literature [Axinn & Matthyssens, 2002]. Frankly it is difficult to understand why, in the words of Clark & Rajaratnam, the theory of marketing services internationally lags practice by a considerable degree. [Clark & Rajaratnam, 1999].

An Analogy

But perhaps there is an interesting analogy with the early attempts to establish service marketing as a legitimate area of study and research. A period of twenty-seven years from the mid 1950's is described as the "crawling out" phase in the long struggle to establish the need for distinctive marketing approaches for services. [Fisk, Brown & Bitner, 1995]. During this time a handful of authors argued continuously and in face of a sceptical academic public, that the marketing of services is different to marketing physical products. Could it be hypothesised that that stage has been or has not yet been reached in the international marketing literature?

To put marketing services internationally in context, it is helpful to first review key issues about services marketing and then link those to conventional international marketing theory. The term conventional international marketing theory in this paper refers to the approach taken in leading textbooks on the topic, e.g. Albaum, Duerr and Strandkov, 2005; Hollensen, 2004; Cateora & Graham, 2002; Keegan & Green, 2003; Jeannet & Hennessey, 2001; Onkvisit & Shaw, 2004. In this way shortcomings or gaps in the applicability of current international marketing thinking to services marketing may be identified.

Classification Of Services

Classification of industries or businesses facilitates some generalisations about appropriate marketing strategies for each group so classified. The classification of consumer products into convenience, shopping and speciality sub-groups is a case in point. The service sector is notable for its variety of subsections and businesses ranging from telecommunications, airlines to professional services to one person businesses such as shoe shine services. Perhaps this partly explains why classification systems for services are not as well developed as for physical products [Samiee, 1999]. However two approaches, briefly outlined below, assist in understanding the differences in marketing services compared to physical products.

Lovelock and Yip (1996) suggest classifying services into four groups which for brevity have been shrunk to three for this discussion.

(1) People Processing Services

These services require the customer's presence while the service is being provided. Typically such services are directed or applied to people and so their presence is mandatory. To use, enjoy and buy these services customers must be prepared to

spend time co-operating with the service operation [Lovelock, Vandermerwe & Lewis, 1996]. Typical examples are medical services, passenger transport, hotels, fitness centres and beauticians.

It is the marketing of these services that is very different to marketing physical products and is the focus of this paper.

(2) Possession Processing

Such services are aimed at peoples' possessions, e.g. goods transportation, laundry and repair services. Clearly these services do not require customer involvement in the process and so from a marketing perspective are less complex than people processing services.

(3) Mental Stimulus / Information Based Services

Under this heading are a developing range of services aimed at people's minds and assets, e.g. entertainment, education. Many of these services, as noted by Vandermerwe & Chadwick, 1989, are embodied in goods such as cd roms, dvds, books, movies, cassettes and so are exportable as products. Personal contact with customers is unnecessary and for many of these services conventional international marketing theory is applicable.

The internet has created huge global opportunities for mental stimulus and information processing services. Javalgi et al., have identified a range of services e.g. consulting, education, entertainment, finance, travel facilitation, data processing and communication which can now be delivered electronically to global markets [Javalgi, Martin & Todd, 2004]. A recent Irish study found that travel agents have lost eighty percent of their point to point airline bookings as customers do it themselves through airline websites [Daly, 2004]. Ryanair report that ninety percent of their bookings are now on-line. In the first year of developing its website, Aer Lingus claim savings in travel agents fees and related costs of almost €100 million. Is it any wonder that academics conclude that technology is perhaps the single most influential force behind the globalisation of services [Fisk, Grove & John, 2004].

While the focus of this paper is on people processing services, two very interesting examples of the use of technology are worth noting. The Royal College of Surgeons in Ireland was one of the first medical schools in the world to put aspects of training surgeons on-line. The result is that medical doctors are trained as surgeons in half the time it took by conventional methods. This use of technology has literally opened up countless new global opportunities for the Royal College of Surgeons. Kenny's Bookshop is located in Galway City in the West of Ireland, a peripheral area of both Ireland and the EU. Until it went on-line, its market was the

small population of Galway City and environs. Now it serves markets in the USA, Europe and Japan and has become a very wealthy business.

In the context of international marketing, one other classification may be useful to compare with Lovelock & Yipp's approach. Riddle considered the mobility of both customers and the servuction system [Langeard & Eiglier, 1987] resulting in the matrix shown in Figure 1 below.

Figure 1: Competitive Choice Matrix

		Customers	
		Static	Mobile
Servuction System	Static	A	B
	Mobile	C	D

Source: Dorothy L. Riddle, Service Led Growth [New York, Praeger Publishing, 1996, pg. 196].

The competitive choices for the different cells are:

Cell A:

These services compete for market share. Typical examples are hair styling, gasoline stations, knife sharpening, shoe repair, car maintenance and are therefore both people and possession processing services. However as in the case of the Royal College of Surgeons and Kenny's Bookshop, some businesses that are place dependent can, through technology, become place independent and so compete for markets beyond their immediate catchment areas.

Cell B:

Businesses in this cell compete from a fixed location for mobile customers who are prepared to travel internationally. In that regard, taxi drivers at Dublin airport told the authors that seventy percent of their income is from international visitors to Ireland. Think of all the tourism products that have similar earnings. This cell largely consists of people processing services.

Cell C:

These businesses must go to their customers and so compete for geographical coverage. Thus McDonalds, hotels, restaurants must locate in markets where their services are needed. This cell is made up of both people processing and possession processing services.

Cell D:

According to Riddle this represents the characteristics of Cells B & C and gives Club Med as a typical example. People processing services would be most commonly associated with this cell.

Authors argue that physical goods marketing is the simplest form of marketing and that services marketing is more complex and requires managing more variables [Fisk, Grove & John, 2004]. The authors agree and argue that the marketing of services is different and organisationally more pervasive, than marketing physical products. However the extent of the difference and complexity is classification specific. People processing services are the most complex and the most different to marketing physical products. Conventional international marketing theory is in many ways irrelevant for these types of services and is in need of considerable development if it is to address issues pertinent to internationalising people processing services. That is the reason it is the focus of this paper and also because one of the authors has considerable experience of developing such a business internationally.

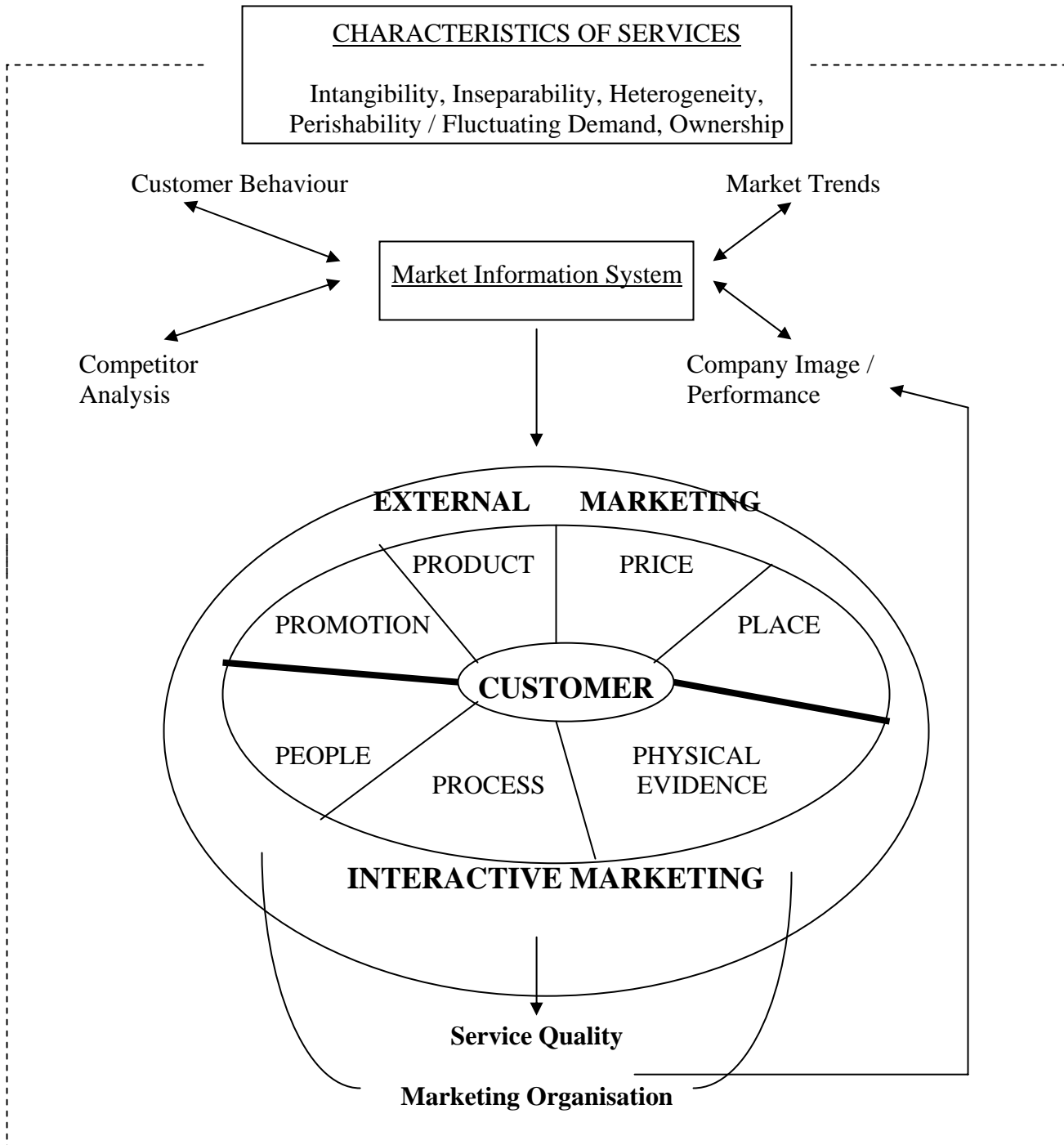
Differences In Services Marketing

Daly's framework in Figure 2 helps to quickly grasp the key issues in marketing people processing services and from it, the challenges of marketing such services internationally, may be identified.

The characteristics of services are the justification for the claim that services marketing is different to marketing physical products. [Van Looy, Gemmel & Van Dierdonck, 2003; Zeithaml & Bitner, 2003; Fisk, Grove & John, 2004; Daly, 2004]. Since this is true for services in their own domestic markets, isn't it fair to assume that the affects of the characteristics may be even greater in international markets. In Figure 2, the broken line from the characteristics of services and surrounding the framework, suggests that those characteristics impinge, envelope and affect every aspect of marketing services.

This paper will outline two of the characteristics (1) inseparability and (2) intangibility and some of their implications for international marketing.

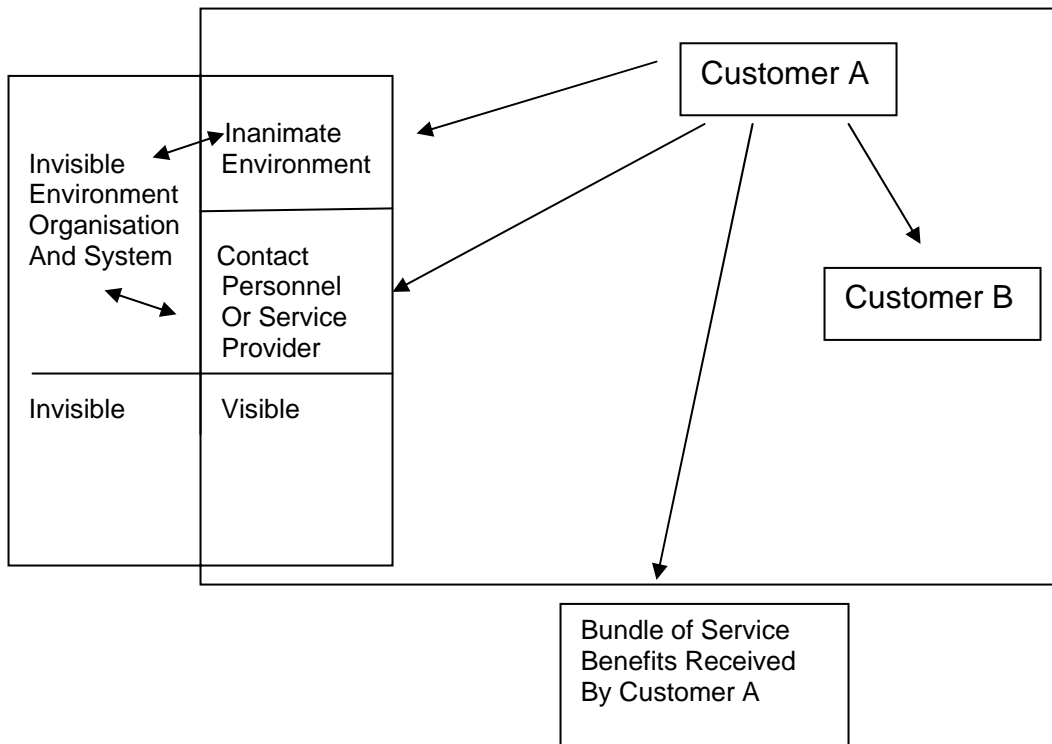
Figure 2: Daly's Framework Of Services Marketing Issues



Inseparability

Inseparability means customers must be present for the service to be provided, service production and consumption occurs simultaneously and often customers are co-producers. Bateson and Hoffman argue that the Servuction Model in Figure 3 below illustrates how customers benefits are derived in people processing services and claim that such a simple model has profound marketing implications. [Bateson & Hoffman, 1999].

Figure 3: The Servuction System



Source: Langedard Eric and Eiglier Pierre, Servuction, McGraw Hill, Paris, 1987.

The general implications of inseparability and the servuction system are well known and may be summarised as follows:

<u>Characteristic</u>	<u>Implications</u>
Inseparability	Services are place dependent. Services are time dependent. Services cannot be inventoried.
Servuction System	Customers affect each other's satisfaction with the service. Staff often are the service. Staff are boundary spanning staff and although non-specialists perform marketing roles. Customer satisfaction is also affected by the service process, servicescape and the entire service performance. Changes in the servuction system require changes in consumer behaviour. Changes in the benefit concept mean changes to the servuction system.

The implications of the servuction system for internationalising people processing services are very significant. Apart from Riddle, 1996; Fisk, Grove and John, 2004 put the options for exporting people processing services most succinctly. They argue there are only two options:

- (1) outbound service exporting – send/locate the service provider to/in the export market;
- (2) inbound service exporting - bring international customers to the service provider.

Therefore the contrast with exporting physical products is startling. People processing services can't be manufactured in one country, wrapped, boxed and shipped to global markets, in some cases following advance payment or payment arranged by irrevocable letter of credit. Exporting people processing services is considerably more complex than that. As Bateson states: "there is little point in McDonalds deciding to follow the lead of Ford or Proctor & Gamble and build a huge capital intensive factory. The ability to produce one billion hamburgers a year in Michigan does not help consumers elsewhere in the world who are waiting for their food. Instead place of consumption is important". [Bateson, 1989].

The principal implication of outbound service exporting is that the exporter must locate the servuction system in chosen export markets. The range of market entry options available to manufacturers such as export management companies, export/import agents, trading houses and distributors simply do not apply to people processing services. Their options are limited to:

- (1) Foreign direct investment, either purchase or rental.
- (2) Acquisition.
- (3) Strategic alliances.
- (4) Franchising.

All involve considerable capital investment in operations before investing a euro on marketing. In fact it could be argued that this investment in the servuction facility is analogous to a multi-national manufacturer choosing and investing in international manufacturing locations. Among the factors to be considered are:

- purchase price of land and buildings or rental costs;
- laws concerning ownership, title or rental regulations;
- laws of inheritance and capital gains;
- costs of maintenance, light, heat, power, insurance;
- tax regulations relating to property and local services;
- employment legislation;
- laws of contract.

Political stability and predictability is a key concern if a business intends investing in a facility in an export market. Irish manufacturers who simply export their products to international markets have told the authors that political issues are of little, if any, concern to them. This is not the case with owners of service businesses about to commit considerable investment funds in an export market.

The chief executive of one major Irish hotel group with multiple and expanding international locations remarked to the authors:

“Market selection is the critical decision. And its not just the country, it’s the region within that country and the city, right down to the street or area location. We agonise about it”.

Another chief executive new to internationalisation said that location decisions were analysed from every conceivable angle before investing in the servuction facility in the chosen export market(s).

The location and investment in the servuction facility is a strategic decision of fundamental importance to a service businesses’ success in internationalisation. However as will be noted later there are also a range of tactical decisions involving the enlarged services marketing mix, which are unique to people processing services and not dealt with in conventional international marketing literature.

Intangibility

In the services marketing literature intangibility is the most frequently cited characteristic to highlight the differences between marketing goods and services. However many aspects of services may be quite tangible, e.g. a rental car, dinner in a restaurant, etc. The real issue is mental intangibility meaning many services are difficult to grasp or understand. This is because most services are experiences by customers and cannot be tested in advance of purchase, e.g. a holiday, live concert, surgery. The implications of intangibility are very significant and may be briefly summarised as follows:

<u>Characteristic</u>	<u>Implications</u>
Intangibility	Services cannot be inventoried. Services cannot be patented. Services cannot be easily communicated / displayed. Customers perceive more risk in purchasing services than many physical products. More complex buying decision process than for many physical products. Difficult to cost/price.

This paper will briefly consider two of those implications:

- (1) customers greater sense of risk when purchasing services; and
- (2) the challenges of communicating services.

Customers have a far greater sense of risk in purchasing services than physical products, use more personal sources of information and engage in more pre and post purchase evaluation compared to buying physical products [Zeithaml & Bitner, 2003]. If domestic customers have a heightened sense of risk when buying services (compared to goods) supplied from domestic sources, isn't it fair to assume that such customers would have an even greater sense of risk when purchasing services supplied from non-domestic sources? It's also fair to hypothesise that international stereotyping and economic nationalism may be greater for services than for products. Understandably then it is claimed that the length of initial sales cycles when commencing to trade services internationally is ten to twenty times longer for services than products. [Hill, 2002].

Secondly there is a real challenge in effectively communicating, something that is mentally intangible and so difficult to comprehend. Shostack warns that the single greatest mistake in promoting services is to describe something that is abstract and vague in abstract terms. [Shostack, 1977]. The key is not to compound one abstraction with another but to tangibilise the intangible and visibilise the invisible. Again if

communicating a service is challenging for home based services in their domestic markets, how much more challenging must it be in international markets? One of the authors has been involved in a pan European service business and very different promotion approaches were needed in the UK, Irish and French markets. It is fair to say that this adds to the current debate on standardising or adapting communication methods, styles and messages for international markets.

Summary

They are particularly relevant for people processing services which can only be exported in two broad ways. Outbound services face a limited number of capital intensive means of establishing in export markets. In contrast manufacturers can choose a range of far less risky, much less capital intensive means of market entry. Not only may these methods be used for market entry, but may be the methods chosen to continue trading with these export markets. On top of this, intangibility is a further complicating factor which adds to riskiness of the investment and probably contributes to the much longer initial sales cycles when starting to trade services internationally.

The characteristics discussed briefly are only two of the characteristics in Figure 2 which Cowell and others argue distinguish the marketing of goods and services and create the specific context in which, in this case, people processing services must develop their marketing strategies [Cowell, 1986].

The Marketing Mix

The traditional marketing mix is too restrictive and simplistic to be very useful in services [Gronroos, 2001]. This is particularly true of people processing services. In these services, customers interact with fellow customers and service personnel, engage in a service process, and use and experience the physical environment, the servicescape, in which the service is provided. It is appropriate to briefly describe the three new P's, People Process & Physical Facilities/Evidence, of the Services Marketing Mix for Services, shown in Figure 2 and reproduced for convenience in Figure 4 below.

Figure 4: The Services Marketing Mix



Source: Daly, Aidan, Lets Improve in proceedings of the Quis 9 International Research Symposium on Service Excellence in Management, Sweden, June 2004.

(1) Participants

All the human actors, customers and staff who participate in the servuction system and influence each customers perception of and satisfaction with the service. Because of the inseparability issue, front of house staff must interact continuously with their customers. To satisfy these customers staff must process appropriate technical and interpersonal skills. It is often challenging to recruit staff with one of these sets of skills, and it may often be a considerable challenge to find staff comfortable and competent in both areas. These staff are referred to as boundary spanners, or part-time marketers, as they have both operations and marketing responsibilities. Apart from a range of human resource management issues, who manages these staff, operations, marketing or both?

(2) Process

The steps, procedures, mechanisms, and all activities by which the service is delivered. It is the heart of the delivery and operating systems.

(3) Physical Evidence

Now referred to as the servicescape, it's the environment in which the service is performed, where all customers, staff and company interactivity occurs.

Conventional International Marketing Literature

Conventional international marketing textbooks follow a reasonably similar structure and concentrate on goods marketing. Their contents may be summarised under five headings as follows:

1. Introduction to international marketing.
2. The global environment.
3. Market entry.
4. International marketing programmes.
5. Managing the global organisation.

A brief review of each will be presented and renamed under four headings.

1. Introduction to international marketing

This section normally outlines the growing significance of international trade and its importance in increasing a country's standard of living. There is usually a broad outline of aspects of international marketing including ethnocentric, polycentric or geocentric management orientations.

There is usually a discussion about the drivers encouraging businesses to go international why may be termed as why internationalise. Many of the drivers motivating manufacturers to internationalise, apply equally well to services. Typically these are attractive market opportunities and/or threats of increasing competition in domestic markets. The vision of senior management to drive their companies to become global players, may be even more important in services than manufacturing businesses.

It is recommended that businesses should devise formal international marketing policies, including strategic goals and objectives to rationalise their development into international markets. Less than half of Irish service businesses engaged in international marketing have such a policy. Instead decisions to internationalise have been made on a very informal, ad hoc basis.

2. The global environment.

Elements of the international environment such as culture, economics, political and legal considerations are discussed in this section of the literature. The literature approach taken, quite rightly, argues the need to be sensitive to different market environments and to avoid the self reference criterion. [Hollensen, pg. 249].

The discussions on these issues tend to be broad with examples provided of both manufacturing and service businesses, particularly McDonalds. However the main focus is on manufacturing businesses and products. The analysis of these environmental forces, for example culture, could be addressed with the servuction system in mind. Many service businesses, such as hotels and airlines, need to prepare staff to satisfactorily manage demanding multi-cultural communication situations on a daily basis. One of the authors was a founder and director of a service company providing a financial service to departing customers at major airports in Europe. In one airport, staff daily dealt with over fifteen thousand customers, from up to one hundred different countries at a fairly cramped, busy twelve foot wide counter. Consider the variety of languages, attitudes, moods, expectations, etc. those staff had to deal with everyday. It was a classic case of cross cultural communication involving people from a variety of high and low context cultures, using the service all day every day in real time. Wouldn't it be interesting to examine how Hofstede's four cultural dimensions might be applied in such servuction systems?

Too often authors in describing the environmental forces do so without adequately highlighting their marketing implications. Equally each environmental issue tends to be dealt with independently of each other. Like other businesses, service firms need to select from hundreds of potential international markets. Some provide excellent prospects, others questionable prospects, while many provide no prospects whatsoever. As has been pointed out above, careful market selection is a key success factor in international marketing. The environmental factors determine if a market opportunity exists or not. Logically authors should conclude their treatment of environmental issues by developing market assessment or selection methodologies. Unfortunately only a minority of authors such as Albaum et al., 2005; Jeannett & Hennessy, 2001; Johansson, 2000; Hollensen, 2004 suggest market selection methodologies. However these only deal with marketing issues such as market size and growth, competition, etc. Many more issues need to be considered to assist management make a well informed decision about investing in the servuction facility in an export market.

Therefore its not surprising that Axinn & Matthyssens, Javalgi, Griffith and White call for adapted approaches for service businesses [Axinn & Matthyssens, 2002; Javalgi, Griffith and White, 2002]. Given that there is a need to develop market selection methodologies for people processing services, it may not be surprising that only ten percent of Irish service exporters, so far researched, have a formal market selection process. In the majority of cases, little if any market research is conducted to assess and compare market opportunities. One chief executive officer remarked that he largely relied on his gut instinct and was entrepreneurial in his approach.

3. Market entry.

Under this heading, the conventional international marketing literature is targeted at manufacturers. For example market entry is dealt with as a channel decision involving players such as export management companies, trading houses, export/import agents,

distributors, strategic alliances, contract manufacturers, subsidiaries and many more. Most of these are irrelevant to people processing services.

This section of the literature needs considerable development to be useful for services. It may be interesting to note that financial services in Ireland, so far surveyed, favour acquisitions as their market entry approach. Doing so provides them with a customer base, experienced staff and physical resources. This is interesting given that many established Irish banks are currently closing branches and increasingly developing banking services on-line. However banks argue that it is first necessary to enter a market with a “bricks” policy and later expand and consolidate services using a “clicks” policy. Alliances were popular with smaller companies lacking capital and market knowledge to go it alone.

The research currently being conducted in Ireland by the authors suggests that FDI is pursued by companies with capital resources and/or borrowing capability, a commitment to strong brand management, a sceptical attitude to joint ventures or a desire not to dilute ownership.

4. International marketing programmes.

Many chapters of the conventional literature are devoted to decisions about the four P's. These are discussed purely from a manufacturing standpoint. For example pricing issues such as price escalation, pricing terms such as C.I.F., F.O.F., FAS, etc. are simply not relevant to people processing services. Services do not have the luxury of pondering which currency to use in export markets. It's the market currency, full stop. Equally discussions on channels of distribution, transportation and warehousing are irrelevant.

Standardisation Vs. Adaptation

The conventional international marketing literature devotes considerable attention to the need for adapting the domestic marketing mix for export markets but does so from a manufacturing perspective.

The servuction system has been described as service theatre, the argument being that staff are on stage playing roles, performing [Daly, 2004; Daly, Fisk, Grove & Dorsch, 2004]. Using the service theatre approach Fisk, Grove & John raise very interesting questions about standardising or adapting services in export markets. Their approach is reproduced in Figure 5 below.

Figure 5 Taking The Show Abroad – Standardisation Or Adaptation?

Services

Theatre

Decisions

Examples of questions to determine the standardisation or adaptation of services in other countries

Audience: Do we target the same types of customers? How do the customers differ? How should the core and supplementary products be adapted for the targeted segments in the foreign market? Do the customers interact differently among themselves than they do with the service producers (actors) in the foreign market?

Actors: Do we use the same types of personnel? What is the nature of the labour and management pool? How should we adapt training? What kinds of compensation and evaluation mechanisms would be appropriate in the particular foreign environment?

Setting: How should the setting be (re)designed, and what adaptations are necessary? Should we evaluate any cultural symbols in physical evidence such as signage, costumes, and props?

Performance: How should the process be (re)designed, and how should the acts and the scripts be adapted? Is the required technology infrastructure available? Are other options for delivering the performance available? Do the structure, content, and process of our service delivery fit the cultural, economic, legal and industry norms?

Source: Fisk, Grove & John; 2003, Interactive Services Marketing; pp. 249.

It's thoughtful to relate this approach to the airport example given earlier. Given the nature of the servuction system in that situation, can the mix be completely standardised in that location given the variety of customers being serviced on a daily basis? Furthermore what aspects, if any, can be standardised across markets? One airline executive told the authors that one of the greatest characteristics of the company's cabin crew was flexibility in being able to deal with a multiplicity of customer attitudes, egos, dispositions and concerns. And that hardly any two flights would be the same!

There is an enlarged services marketing mix, as shown in Figure 4 above. It's not surprising then that the typical standardisation/adaptation debate needs also to be enlarged to deal fully with that mix.

5. Managing the global organisation.

Again in the literature this topic is dealt with from a manufacturing perspective. Compared to manufacturing, marketing in services is the responsibility not only of a specialist marketing department alone, but also of part-time marketers. Typically these are cashiers, receptionists, doctors, waiters, etc. who have boundary spanning roles. Organisational structures developed for manufacturing are insufficiently comprehensive for services.

Overall Summary

Marketing was born and developed in an era of manufacturing dominance. That era is past and services are now the dominant economic sector.

Academics accept that the marketing of services and particularly people processing services, the focus of this paper, is different and organisationally more widespread than marketing physical products. However the specialist marketing literature concentrates on marketing in domestic, not international markets. On the other hand despite the fact that half the annual world FDI flows are in services, and that services account for over twenty percent of world trade, the international marketing literature concentrates on marketing physical products not services. The global marketing of services remains under-researched.

Daly's framework for services marketing highlights many of the principal issues for marketing services. If the characteristics of services add complexity to marketing services in domestic markets, it's fair to hypothesise they complicate international marketing even more. Inseparability means there are only two ways to internationalise people processing services. For outbound services, the market selection process is critical to success and market entry is limited to four capital intensive options.

The standardisation / adaptation debate in international marketing textbooks is limited to the traditional marketing mix. Since there is an enlarged services marketing mix, that debate also needs enlargement to deal fully with that mix.

REFERENCES

- Albaum, G., Duerr, E., Strandskov, J., (2005) International Marketing & Export Management. 5th Ed., Prentice Hall.
- Anderson, O., (1997), Internationalisation and Market Entry Mode : A Review of Theories and Conceptual Frameworks. Management International Review, Vol. 37, No. 2, pp. 27-42.
- Axinn, C.N., & Matthyssens, P., (2002), Limits of Internationalisation Theories in an Unlimited World. International Marketing Review. Vol. 19, No 6, pp. 436-449.
- Bateson (1995), Managing Services Marketing. 2nd Edition. Dryden Press, Forth Worth, Texas.
- Bateson, J.E.G., (1989) Managing Services Marketing. 3rd Ed. The Dryden Press, Harcourt Brace College Publishers.
- Bateson, J.E.G., Hoffman, K.D., (1999) Managing Services Marketing. 4th Ed. The Dryden Press, Harcourt Brace College Publishers.
- Cateora, P.R., & Graham, J.L., (2002) International Marketing 11th Ed. Mc Graw-Hill
- Clark, T. & Rajartnam, D. (1999), International Services: Perspectives At Century's End. Journal Of Services Marketing. Vol. 13, no. 4, pp. 298-310.
- Cowell, D.W., (1986) The Marketing Of Services. Heineman Ltd.
- Dahringer, L.D., (1991), Marketing Services Internationally : Barriers and Management Strategies. Journal of Services Marketing, Vol. 5, No. 3, pp. 5-17.
- Daly, Aidan (2004), "Lights, Camera, Action How Applicable Is Dramaturgy In Services Businesses?" AMA, Frontiers In Services Conference, Washington, October 2003.
- Daly, Aidan (2004), "Lights, Camera, Action How Applicable Is Service Theatre In Service Businesses?", MII News, February 2004.
- Daly, Aidan, Jr., (2004), The Impact Of Technology On Customers' Roles In Services: Empirical Evidence From The Travel Industry. Master of Business Studies [Marketing] Dissertation, The National University of Ireland, Galway, 2004.

Daly, Aidan., Fisk, R.P., Grove, S., Dorsch, M., (2004) The Role of Improvisation in Service Delivery: Theory & Practice. American Marketing Association, Frontiers in Services Conference, Miami, October 2004.

Economist, (2000), Financial Indicators: Trade In Seminars”. April 29, 2000, pg. 101.
Fisk, R.P., “Wiring & Growing The Technology Of International Services Marketing”. Journal Of Services Marketing. Vol. 13, no. 4/5, pp. 311-318.

Fisk, R.P., Brown, S.W. & Bitner, M.J., “Tracking The Evolution Of The Services Marketing Literature”. Journal Of Retailing. Vol. 69, no. 1, 1993, pp. 64-67.

Fisk, R.P., Brown, S.W., Bitner, M.J., (1995) Services Management Literature Overview : A Rationale for Interdisciplinary Study. Irish Studies in Management. Oak Tree Press.

Fisk, R.P., Grove, S., John, J., (2003), Interactive Services Marketing. Houghton Mifflin Company.

Gronroos (1990), Service Management & Marketing – Managing The Moments Of Truth In Service Competition. Lexington Books, 1990.

Gronroos, C., (1990) Relationship Approach to Marketing in Service Contexts : The Marketing and Organisational Behaviour Interface. Journal of Business Research. Vol. 20, pp. 3-11.

Hill P., 2002, The Internationalisation of Services Marketing. Hanser Corporation Report, Australia.

Hollensen, S., (2004) Global Marketing. 3rd Ed. Prentice Hall Publishing.

Hollensen, Svend, (2001), Global Marketing, 2nd Edition. Financial Times, Prentice Hall.

Javalgi, R.G., & White, D.S., (2002), Strategic Challenges for the Marketing of Services Internationally. International Marketing Review. Vol. 19, No 6, pp. 563-581.

Javalgi, R.G., Griffith, D.A., White, D.S., (2002) An empirical examination of factors influencing the internationalisation of service firms. Journal of Services Marketing, Vol. 17, No. 2, pp. 185-201.

Javalgi, R.G., Martin, C.L., Todd, P.R., (2004) The Export of e-services in the age of technology transformation: challenges and implications for international service providers. Journal of Services Marketing. Vol. 18, No. 7, pp. 560-573.

Jennet, J.P., Hennessey, H.D., (2001) Global Marketing Strategies. 5th Ed. Houghton Mifflin Company.

Keegan, W.J., Green, M.C., (2003) Global Marketing. 3rd Ed. Prentice Hall.

Knight, G., (1999), "International Services Marketing: Review Of Research, 1980-1998." Journal Of Services Marketing, Vol. 13, no. 415, pp. 347-360, Vol. 6, No. 4, pp. 10-22.

Kotabe, M., Murray, J., Javalqi, R., (1998), Global Sourcing Of Services & Market Performance. Journal Of International Marketing; December 1998.

Langeard, E., Eiglier, P., (1987) Servuction. Mc Graw- Hill, Paris.

Lovelock, C., Vandermerwe, S., Lewis, B., (1996) Services Marketing – A European Perspective. Prentice Hall Europe.

Lovelock, C.H., & Yip, G.S., (1996), Developing Global Strategies for Services Businesses, California Management Review, Vol. 38, No 2, pp. 64-86.

Lovelock, Vandermerwe, Lewis, (1991), Services Marketing: A European Perspective. McGraw-Hill, U.S.A.

McLaughlin, C. & Fitzsimmons, J., (1996), "Strategies for Globalising Services Operations." International Journal Of Service Industry Management. Vol. 7, no. 4, pp. 43-57.

Onkvisit, S., & Shaw, J., (2004) International Marketing – Analysis and Strategy. 4th Ed. Routledge.

Riddle, D.L., (1996) Service Led Growth. Praeger Publishing, New York.

Samiee, S., (1999), "The Internationalisation Of Services: Trends, Obstacles & Issues". Journal Of Services Marketing. Vol. 13, no. 4/5, pp. 319-336.

Shostack, L., (1977) Breaking Free From Product Marketing. Journal of Marketing. Vol. 41, pp. 73-80.

Vandermerwe, S., Chadwick, M., (1989), The Internationalisation of Services, The Services Industries Journal, January 1989, pp. 79-93.

Van Looy, B., Gemmel, P., Van Dierdonck, R., (2003) Services Management. 2nd Ed. Prentice Hall.

World Trade Organisation 2003. WTO News, Press Releases, 22nd April, 2003.

World Trade Organisation, 2003. WTO News, Press Releases, 21st May, 2003.

Wymbs, C, (2000), "How E-Commerce Is Transforming & Internationalising Service Industries". Journal Of Services Marketing, Vol. 14, no. 6, pp. 463-477.

Zeithaml & Bitner (2004), Services Marketing. Third Edition, McGraw-Hill, Higher Education.