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Internship Report

BRAC Business School
Masters of Business Administration

BRAC Communications
Service Marketing Overview of BRAC Communication Department as a support unit

Submitted by
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Submitted to:
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Date of Submission 31/01/2017

Letter of transmittal

31 January 2017

Dr. Mohammed Tareque Aziz
Associate Professor
BRAC Business School
BRAC University

Dear Sir,

I am pleased to submit you this internship report on "Service Marketing Overview of BRAC Communication Department as a support Unit". Here is the report which is partial requirement of "Masters of Business Administration" degree. I was required to study and evaluate the service marketing of a service oriented organization in Bangladesh. For my internship I got the opportunity to work closely with BRAC Communication department in this regards.

Sir, I sincerely hope that you will find this report fruitful. If you require any further clarification in interpreting this report, I will be available.

With all sincere endeavour I highly appreciate the opportunity you extended for me.

Sincerely

Md Nazibul Islam Sharker
13264071
Masters of Business Administration

Student Declaration

This internship is the concluding formalities of the internship program for the degree of masters of Business Administration of BRAC University, 66 Mohakhali, Dhaka 1212. This report is prepared as per the academic requirement of BRAC University after 3 months successful internship at BRAC Communication Department.

It is my gratification and great privilege to submit my report titled "Service Marketing Overview of BRAC Communications Department as a Support Unit".

As a presenter of this report I have tried my level best to gather as much as acceptable information to enrich this report while working with the service frontline of the department. However there might have some problems regarding lack and limitation in some aspects and also some minor error such as syntax error or typing mistake or lack of information. Please pardon me for these issues.

Md Nazibul Islam Sharker
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Masters of Business Administration

Supervisor's (Organization) Certificate

This is to certify that Md Nazibul Islam Sharker, Intern of BRAC Communication department has been completed his 3 months long internship program successfully under my direct supervision.

I wish him very success for his future undertakings.

_____

Rakib Avi
Senior Manager
Communications
BRAC

Table of content

1. Executive Summary

BRAC being one of the leading development organizations in the word is pioneer for developing and implementing anti-poverty solution and interventions. Its self-sustainable model mostly plays the win win situation to create long term intervention in communities or countries. One of the cores for such self-sustaining interventions is cost effective management and systems. Where the programs run in a self-entity model and to provide day to day operational service there are some core support program to provide operational support. BRAC Communication department is one of the support programs that provide all necessary communication and outreach related support for the development programs across the organization. Where a traditional or in most development agency maintain a communication wing within the development programs. This in most cases increase the operational cost but in BRAC having a central support system for communication related works for all the program is one of the cost efficient trigger.

This study attempts to explore the service marketing dimension of BRAC Communication department in contrast to the current practices and service GAPs.

2. Introduction

Starting its journey back in 1971 as Tran Shongho, BRAC soon establish its self as one of the leading development organization in the country. Within its 45 years of journey it has become the largest and top development organization in the world as per its impact in people's life. It is a development organization dedicated to alleviating poverty by empowering the poor. Our journey began in 1972 in the newly sovereign Bangladesh, and over the course of our evolution, we have been playing a role of recognizing and tackling the many different realities of poverty.

Through its 14 developing programs, 16 social enterprises like Aarong and 6 investment including BRAC Bank and IPDC BRAC is thriving to create opportunities and make people realize their potential. Microfinance being its largest development program, BRAC as a whole has more than 6000 offices and other 49,000 establishment in Bangladesh. Moving across the boundary BRAC is now operating in 12 different countries. Starting in 2002 in Afghanistan BRAC now provide and ensure range of its home grown development solution for another 11 countries. The largest operations are taking place in Afghanistan, Mayanmar, Philippines and Tanzania.

To ensure lasting impact and operational efficiency for its development programs BRAC has 16 different support programs, providing range of services to its huge operation. This support programs are about providing different services like construction, communication, financial, legal, administrative, learning, partnership, ICT and many more. This system in one hand helping the organization to be more cost effective and on the other hand making the whole organization tied in one chain.

BRAC Communication being one of its support program has been working closely with all of its enterprise, investments and central development programs to ensure its both internal and external communication needs. Moreover, with its direct link to the central management and developing program it often plays the mother role of all other brand communication.

BRAC Communication aim to actively promote, protect and enhance the image of BRAC through strategic communication. It fosters innovation and synergy at BRAC by facilitating an effective exchange of ideas and information. Maintaining consistency in all of its external communication

and ensure BRAC brand are some of its basic objective. The BRAC communication continuously work and develop channels and capacity to promote better understanding about BRAC in alignment with its mission and vision.

Now BRAC Communication department as a central resource to provide communication support to its programs and enterprises, this report tried to see the service aspects of the department in terms of a B2B aspect.

3. **The GAAP model of service quality**

The gap model of service quality is an important customer-satisfaction framework. Customer Gap is the difference between customer's expectation and perception. In "A conceptual model of service quality and its implications for future research" (The Journal of Marketing, 1985), A. Parasuraman, VA Zeitham and LL Berry identified this gap model, through which organizations seeking to meet customer's expectations of the customer experience can successfully achieve its target. When in one hand expectation bring customer into the service experience, whereas customer perception are subjective assessments of actual service experience.

The communication department as the service providers of 14 different program and other business enterprises has been serving them against their respective expectation. These made the communication department well measurable under the service gap model.
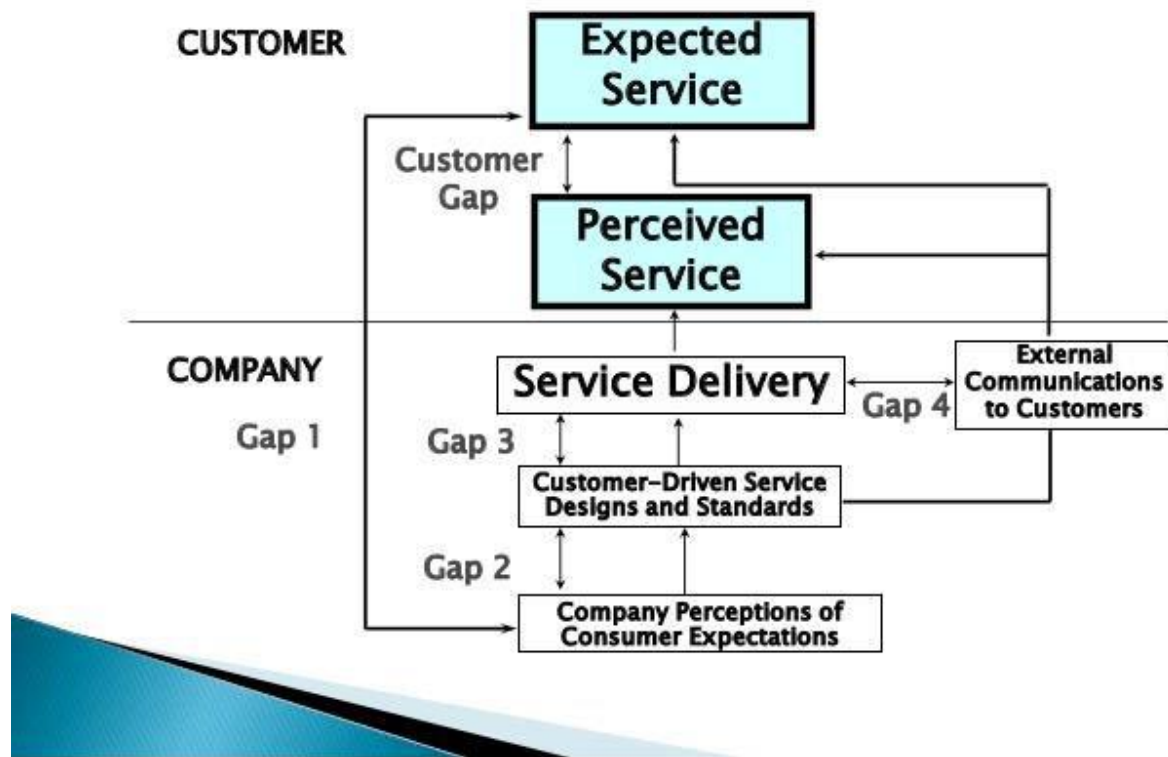
3.1. GAP 1: The Listening Gap

This mainly the gap of understanding of customer expectation by the organization or in other words described as the difference between customer expectations of service and organizations understanding of those expectations. One of the main reasons organizations fail to success is not to have a accurate understanding of exactly what those expectations are.

Considering Communications department as a service provider in terms of a B2B, it never attempt to hear from its customer thus have no real picture of its customers expectations. Few reasons that could be identified for such negligence are

- ✓ Lack of willingness to ask about expectation
- ✓ Unprepared to address those expectations.
- ✓ Inadequate research – interview, survey, complain system, customer panel.
- ✓ Lack of upward communications by the front line
- ✓ No recovery model

As BRAC's communication department serving a very closed and selected group of customer this study propose the following way to listen from its customer;

Service expectation review and meeting

- Identify what its customer expect and then ensure its delivered.

Complaint Solicitation

- Identify the dissatisfied customer and kind of dissatisfaction or common service failure point.

3.2.   Gap 2: The service design and standard

Besides having a accurate perception of the customer expectation its important to have a service delivery design or standard to meet the expectation. This is one of the requirements to have the required perception from the customer.

- ✓ Such gap is present at BRAC Communication due to the following reasons
- ✓ Vague service design
- ✓ Lack of customer driven service design
- ✓ Absence of service quality goal
- ✓ Inappropriate physical design

This department has never defined its service standards or process, which trigger to work in vague service process and design. Accordingly this study suggest the followings for BRAC Communication

- - Define the service process and design
- - Develop the service blueprint and train all the frontline service providers.
- - Define the standards
- - Identify the service evidence and standardization.

3.3.   GAP 3: The Service Performance Gap

Once the appropriate service design and standard comes in place its often thought the firm or organization is well in place to deliver the quality service. But this assumption is not enough. The firm needs to have system, process and people in right place to ensure that the service delivery matches the design and standard.

The gap 3 states about the performance gap – the discrepancy between the customer driven service standard and actual service performance. These require the standard is backed by the required resources (people, system, technology) this performance also require to measuring standard to compare with the actual one. When organization set a standard customer start

create expectation on that standard and if organization fails to meet their standard the customer gap remains.

BRAC communication when observed in contrast to the proposed service standard, few factors are found opposing to achieve the standard.

- ✓ Role conflict
- ✓ Lack of technology fit
- ✓ Inappropriate evaluation and compensation system.
- ✓ Customer lack knowledge
- ✓ Conflict over performance and objective.

The following roles are suggested for BRAC Communications to ensure the service promise and advised service quality,

➢ **Provide technical training** on the overall process of the service marketing and service gaps, how their role is important to the whole system. They must be trained on the basis the service design and standard.

➢ **Provide training to the customers** on their role and the existing process for the delivery. Because to get service from the BRAC Communication different program has different idea on the process which is often communicated by differently by different employee. Thus different customer holds different idea on the BRAC Communication. That is why this report propose to train the customer to know exact process of the service delivery.

➢ **Define customer role** when providing any task and job to communication; train them on the process they must go through and what aspects they have provide for any particular service.

➢ **Introduce a reward system for the customer** in terms of which program was most efficient and accurate to provide necessary materials, brief or content to get the service.

- **Identify and communicate the busy schedule with the customers,** this will make the BRAC Communication customer conscious on their job placement and expectation to get the delivery. Also the department needs to understand the priority of the customer with a open discussion. During the pick time department needs to ask employee for overtime against proper compensation and hire part time or contractual employee.

A regular session with all the program could be arranged to ensure all the above mention aspect and to increase engagement with the customers and accountability among the service provided and customers.

3.4. GAP 4: The Communication Gap

The communication organization made through different media about the service creates the expectation among the customers or in other words organizations made promise through its communication. These raise customer expectation and make them assess the service. The discrepancy among the actual and promised service can widen the service gap.
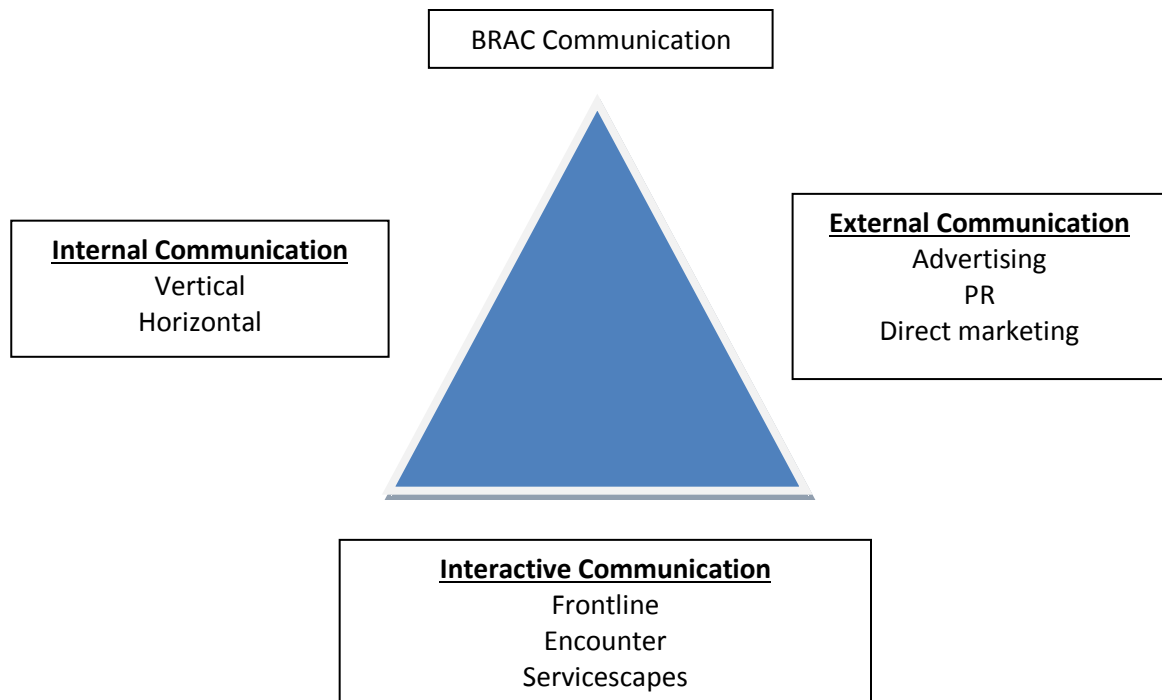
Now considering BRAC Communications, it is observed that there are very limited communications from the department to its customer group. So, when customers first come to address its service they either get some expectation from their peers or service frontline of the department. There are the following triggering factors in BRAC Communication which might widen the gap

- ✓ Lack of strong interactive and integrated external communication
- ✓ No strong internal communication
- ✓ High price that raise the expectation

BRAC's Communication program has very few communications in terms of the service it provides. This often leads to have a blank expectation among the customers. In fact word of mouth between the customer and the frontline (Focal) are the core channel for communication. These reasonably send no integrated messages among the customers. However there are very limited channel for BRAC Communication to reach its customer

with the right message and promise. It is also evident that there are no internal communications on the overall services dimension of the program.

Therefore this study suggests that BRAC Communication must initiate some continuous integrated communication that will consistently communicatean unified message from both the service providers or employee and outreach channel.

BRAC Communication

Internal Communication
Vertical
Horizontal

External Communication
Advertising
PR
Direct marketing

Interactive Communication
Frontline
Encounter
Servicescapes

4. **Consumer Behavior in Service Quality**

Behavior that a marketer must understand is divided into five categories of consumer buying behavior that frame the behavioral pattern of the consumers:

1. **Need recognition**- Working inside BRAC it often get mandatory for the customer to get the service from the Communication department, in this crucial boundary it often become mandatory to get the service done for the customer. So this fall quite well under the Security and safety needs.

2. Information search- the mechanism that customers undergo for information search is:

-Personal sources: As this is a B2B perspective the personal source are esteemed colleagues and supervisor.

- *Commercial sources*: There are no commercial sources of information on BRAC Communication except internal word of mouth communication.

- *Public source*: There are no public source to get the information, apart from getting outside vendor to get the work done, the employees are dependent to the service frontline to get the information in terms of public source.

- *Experiential source:* This is a evident source of information for the customer as BRAC Communication hardly has any information that could create an expectation. The expectation is usually generated through the experiential situation. When a customer comes to communication for a certain service then they get to know and establish a certain amount of expectation.

3. Evaluation of service alternatives- The alternative services are only provided by the different consulting agency and firms. But for day to day work there is a dependency on BRAC Communication.

4. Service purchase and consumption- Now after evaluating all the alternatives it is when a staff of BRAC makes his/her decision it must have to have enough evidence to go outside the organization, that mean not going for the Communication department.

5. Post purchase evaluation- After getting the service from BRAC Communication a customer might be pleased or be frustrated on the kind of heftiness he/she has to endure.

4. Customer Expectation of Service

BRAC Communication is kind of agency support provider for the many BRAC Programs. The number and type of customer BRAC Communication serve is very limited and only within the organization. Through this part we will try to see the expectation of service by the BRAC Communications customers.

a. Factors that Influence Customer Expectation

i. Sources of desired service expectations

1. *Lasting service intensifiers*: Customers at BRAC Communication is less demanding then others typical agency customers as the customers are kind of limited to take service from Communications. They have very low amount of expectation.

2. *Personal Needs:* The expectation of the customers always varies based on their personal attributes. That is why when a service is provided there seems to have discrepancy in terms of satisfaction.

ii. Sources of adequate service expectations

These influence are short term that customer finds acceptable and prone to fluctuate more frequently than the desired expectations. In case of BRAC Communications customer these factors are more impactful as the customers are changed more frequently.

1. *Temporary Service Intensifier:* A short term factor that creates the need for service or personal emergency situation. In case of this study on BRAC Communication the customers are require to get their work done. But there is no real evidence this play aa key role for first intersection.

2. *Perceived Service alternatives*: To be more cost effective as a development organization BRAC has created the communication department to provide typical communication agency service across many BRAC programs. So if the customer feels to go beyond the organization in this field

they have to go through communication department. That means communication department will select the organization that will be doing the work instead if it runs out of capacity.
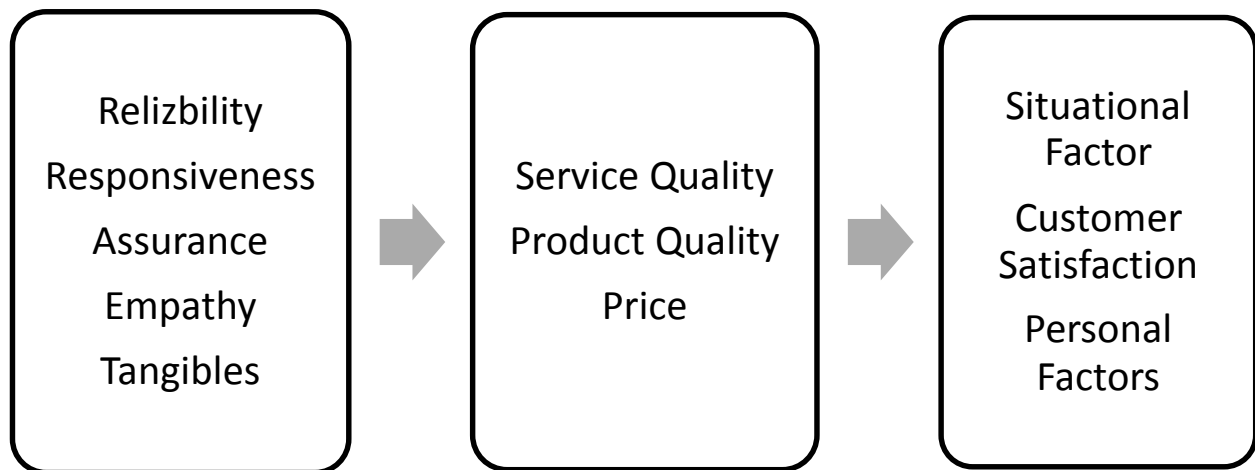
3. *Customers' self-perceived service role*: The level of customer expectation often generated from how well a customer can perform their role. In this case the Customers of Communication are very much involved and has more direct engagement.

4. *Situational factor*: Often the customers do realize there are heavy load of work as all the communication driven work is done by BRAC Communication, so the customers are prone to realize the demand to supply situation.

5. *Predicted service*:This mostly implacable to the customer new to the organization, when the first time come to take a service from BRAC Communication.

5. Customer Perception of Service

Perceptions are always considered in relation to expectations (Zeithaml, Bitner and Gremler, 2009:87). Perceptions are formed through customers' assessment of the quality of service provided by a company and whether they are satisfied with the overall l service (Zeithaml and Bitner, 2003, p.84). (Zeithaml, Bitner and Gremler, 2009:102) Zeithaml and Bitner (2003) argue that because perceptions may shift over time and therefore it is necessary for companies to continually assess customer perceptions (Zeithaml and Bitner, 2003:85).

Relizbility Responsiveness Assurance Empathy Tangibles	→	Service Quality Product Quality Price	→	Situational Factor Customer Satisfaction Personal Factors

- ➢ **Reliability:** Ability to perform the promised service consistently and perfectly (Introduction to Service Marketing, n.d.). It is beyond mention that within BRAC the reliability of BRAC Communication is very high. But there is bias that this is the only place where the other programs had to go if they need any communication support.

- ➢ **Assurance:** Assurance is knowledge and good manners of employees and their ability to convey trust and confidence (Introduction to Service Marketing, n.d.). The BRAC Communication employees has the manners and ability to convey trust and confidence through their work.

- ➢ **Tangible:** Physical facilities, equipment, and appearance of personnel (Introduction to Service Marketing, n.d.). The BRAC Communication accrues Modern equipment, visually appealing facilities, employees who have a neat professional appearance and visually appealing materials associated with the service.

- ➢ **Empathy:** Caring, individualized attention the organization provides its customers. BRAC Communication always gives customers individual attention, employees who deal with

customers do it in a caring approach, having the customer's best interest at heart employees always try to understand the needs of their customers.

> **Responsiveness:** Willingness to facilitate customers and provide quick service (Introduction to Service Marketing, n.d.). BRAC Communications keeps customers informed as to when services will be performed, also ensure timely service to customers. They have the willingness to help customers and also readiness to respond to customers' requests.

6. **Building Customer Relationship**
   a. **Importance of Building Customer Relationship**

Business trends have been changing; focus is shifting from products to services, and therefore it has become more important to retain existing customers rather than acquiring new consumers. (Zeithaml, et al, 2011) Since the market is quiet competitive, companies look for every opportunities to hold their customers form switching to other companies and thus to do this the key is to build relationship with the customers. A level must be maintained where customer loyalty is built toward the company and the employees. Customers must feel secured and special so they feel attached to the company emotionally. A business is defined by the clients it has andthus a business cannot move further is it loses its existing clients. In order to have a successful business the main factor is to build strong relationship with the clients and to make it a consistent continuous process,(www.forbes.com) this statement says that not only the customers should be treated special and valued but this process should be continuous. Here BRAC Communication has some lacking. These are mainly there is no effort from the top level or even from the frontline to treat the customer specially or create a situation where the customer feel comfortable to get his/her work done. This manly happen because the customers are forced or required to get their communication driven work through the communication department.

b. Acquiring New Customer

As this is kind of a B2B platform and more precisely BRAC Communication only obliged to serve a limited but mandatory group of customer. There is no regards for getting new customer.

c. Retaining Old Customers

Similarly there is no consideration for retaining old customers. But one thing came to notice is that, though the there are no issue of retaining old customer but due to lack of good service design and efficiency customer often avoid taking some services unless they are in a mandatory situation.

d. Building Customers Relationship by Providing them with Benefits

At the most basic level, there is the service being delivered. However, there is more to the relationship than this. Just as there are added benefits for organizations engaging in long-term relationships, so too there are benefits to customers beyond core service benefits. In a qualitative and quantitative study among customers with strong relationships in services Industries there are three categories of relational benefits. (Zeithaml, et al, 2011)

i. Confidence benefits

Confident benefits comprise feelings of trust or confident in the provider along with the sense of reduced anxiety, faith in the trustworthiness of the provider, reduced perceptions of anxiety and risk, knowing what to expect (Bollen, A., Emes, C., 2008). Across all the services studies in the research, it is most important to the customers. Human nature is such that most consumers would prefer not to change service provider, particularly when there is a considerable investment in the relationship (Zeithaml, et al, 2011). As we know most customers of BRAC Communications are repeat customers, which states that they feel secured in BRAC Communication and thus feels confident. But there is also biasness that the customers are obliged to take service from the communication department.

ii. Social benefits

It is personal recognition by employees, friends and others (Bollen, A., Emes, C., 2008). BRAC Communication is providing this social benefit, that customer find himself as taking service from a group of very intelligent and potential person of the organization.

iii. Special treatment benefits

Price breaks, faster service or special additional services. Special treatment includes getting the benefit of the doubt being given special deal or price or getting preferential treatment (Bollen, A., Emes, C., 2008). These relational benefits were correlated with important behavioral outcomes such as loyalty, positive word of mouth, intention to continue in the relationship and satisfaction with the service received (Bollen, A., Emes, C., 2008). It is found from this study that few of the customer get special treatment by the department depending on the relationship or few employees has many years of working experience and few are very senior.
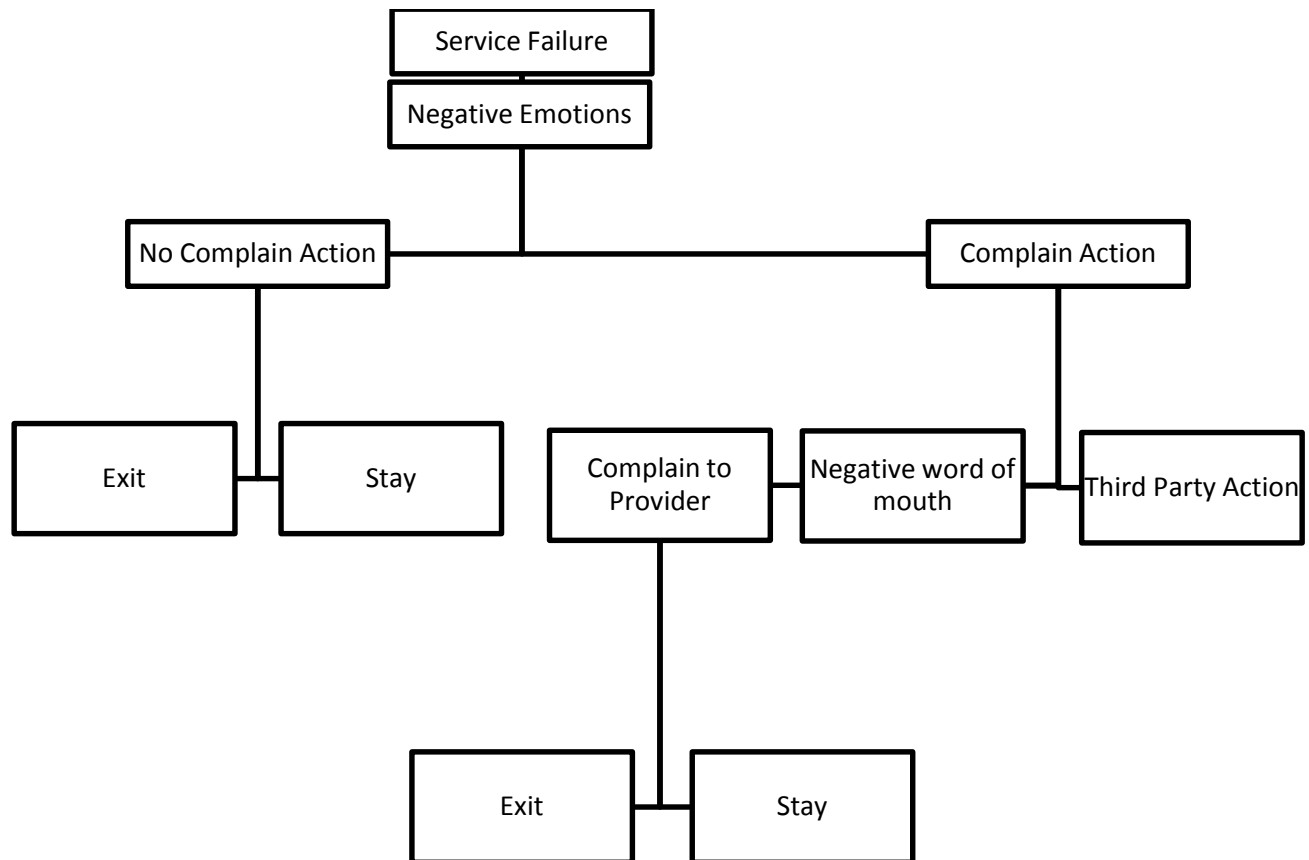
7. Service Recovery

Customer satisfaction is crucial for any business organization to survive in the 21st century. Dissatisfaction arises when it fails to deliver promises that it has made to customers because of human, non-human and system failures. Service recovery refers to the actions a company takes in response to a service failure (Gronroos, 1998). It is the process by which steps are taken a result of negative customer perception of initial service delivery. Recovery management is considered to have significant impact on customer who experienced service failures because they are usually more emotionally involved and observant of service recovery efforts (Berry and Parasuraman, 1991). Understanding service recovery is particularly important for managers as the unique nature of the service makes it impossible to ensure 100 percent error-free service (Fisk et al., 1993). Customer action following service failure model-

BRAC Communication particularly has no predefined recovery model and practice. The way the frontline response against any service failure is quite from their personal traits. This study suggested the following approaches for the service recovery

- ➢ **Quick response**: Customer wants quick response and that's why when the service manager receives any complain they should act quickly. As this a service driven business and require time to realize the failure. But once realize there is a potential failure manager must address the issue and further proceedings.

- ➢ **Provide adequate explanations**: Customers want expiation and try to understand why the service has been failed to deliver. Many researchers have shown that proper expiation helps to reduce customer dissatisfaction. From Our study we found that employees in BRAC Communication don't usually try to provide explanations if serviced has been not delivered as intended.

- ➢ **Fair Treatment of Customer**: Customer perception of being fairly treated represent factor in service recovery evolutions (Seiders and Berry, 1998; Smith et al., 1999). To some extent service failure means unfair treatment of customer and justice should be restored from customer prospective. Justice consist of three dimension-distributive or outcome fairness, procedural and Interactional (Green Berg 1990).

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                        ┌─────────────────┐
                        │ Service Failure │
                        ├─────────────────┤
                        │ Negative Emotions│
                        └─────────────────┘

  ┌──────────────────┐                      ┌──────────────────┐
  │ No Complain Action│                     │  Complain Action │
  └──────────────────┘                      └──────────────────┘

┌──────┐  ┌──────┐   ┌──────────────┐ ┌──────────────┐ ┌──────────────────┐
│ Exit │  │ Stay │   │  Complain to │ │Negative word │ │Third Party Action│
└──────┘  └──────┘   │   Provider   │ │  of mouth    │ └──────────────────┘
                     └──────────────┘ └──────────────┘

                  ┌──────┐  ┌──────┐
                  │ Exit │  │ Stay │
                  └──────┘  └──────┘
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➢ **Encourage and track complains**: It is quite impossible to ensure 100 percent service quality every time that is why encouraging and tracking complains is an important part of service recovery strategy. This is one of the crucial fact for BRAC Communication to ensure all the failure are tracked and has a complain system. So far there is no such complain solicitation system within this department.

➢ **Cultivate relationship with customers**: The relationship focus is only found among the employee level, which is mainly at a personal level. However there is no organizational consideration for cultivating relation with the customers.

- ➢ **Make the service fail safe –Do it right on first time:** The best possible strategy for any service company is to ensure do it right in first time. In order to do those service companies need to develop zero defection culture and well trained human resource. So far Communication has no such policy to address and handle the failure in the first place.

- ➢ **Learn from recovery experience**: As there is no recovery mechanism, there is no such learning process from the experience in BRAC Communication. But broad discussion and experience sharing with the customer internally can solve this situation and bring some recovery experience.

- ➢ **Service Guarantees:** Though there is no service recovery process or model still during the service failure the customers are well aware that Communication will initiate necessary regards to address the failure. Same time this study also suggests to develop formal mechanism for providing service guarantee.

8. Service Development and Design

Service design is the activity of planning and organizing people, infrastructure, communication and material components of a service in order to improve its quality and the interaction between service provider and customers. The purpose of service design methodologies is to design according to the needs of customers or participants, so that the service is user-friendly, competitive and relevant to the customers (Mager, 2008). Service design process is comprised of service system elements which form a blueprint to communicate the service concept to customers and employees.

- a. **Service Design BRAC Communication:** Service design for BRAC Communication is accomplished in following standards and ways –

- ✓ They mostly follow employee driven standard.
- ✓ Some services are standardized for all customers, eg, everyone has to go to the online job placement system and place the order themselves, and other services are customized about how the customer wants the service to be.
- ✓ They treat their customers with importance depending on personal relation.
- ✓ They are friendly to the customers and try to understand what they are expecting.
- ✓ They create an informal environment for all.
- ✓ No process to review the comments of the customers and redesign their standards where necessary.
- ✓ No mechanism to collect feedback from
- ✓ The director is easy to reach through calls and emails but no intervention still observed for service design and delivery standardization.

Service Delivery System
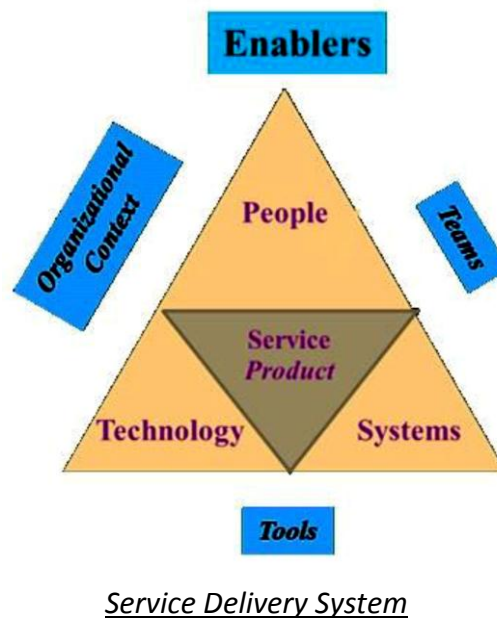
b. Service Development:

Development is very abstract and can be linked with some of the following keywords:

Technological improvement, cost reduction, general welfare, improved relations, and movement in a positive direction. Service development is mostly seen as growing an enterprise through a number of techniques. The mentioned techniques of BRAC Communication may differ, but in fact all of them are might not be about traditional marketing. The two main questions necessary to this approach are: how BRAC Communication approach customers? How do they keep their customers satisfied with possible services?

A service blueprint is a picture or map that accurately portrays the service system so that different people involved in providing it can understand and deal with it objectively regardless of their individual points of view. Blueprints are particularly useful at the design stage of service development. In the case of BRAC Communication its has no service blueprint.

|	How are services designed? ⟶ ⟵ How are services implemented?	
Process	Design Analysis *Planning Phase*	Development Launch *Execution Phase*
Objects	**Value / Form and Function / Experience / Outcomes** *Service Concepts*	**Structure / Infrastructure / Process** *Service Delivery System*
Facilitators	Methods and Tools Staff and Customer involvement Organizational Dimensions	

Development: Service design and testing, Process and system design and testing, marketing program design and testing, personnel training, Service testing and test marketing.

9. Integrated Marketing Communication

Is the application of consistent brand messaging across both traditional and non-traditional marketing channels and using different promotional methods to reinforce each other.

a. Communications and Service Marketing Triangle:

Service marketing triangle is a dynamic model. It involves 3 types of marketing that must besuccessfully carried out for a service to succeed – internal marketing, external marketing, andinteractive marketing. For services, all three types of marketing activities are essential forbuilding and maintaining relationships with customers. Those are described below as per thestudy.
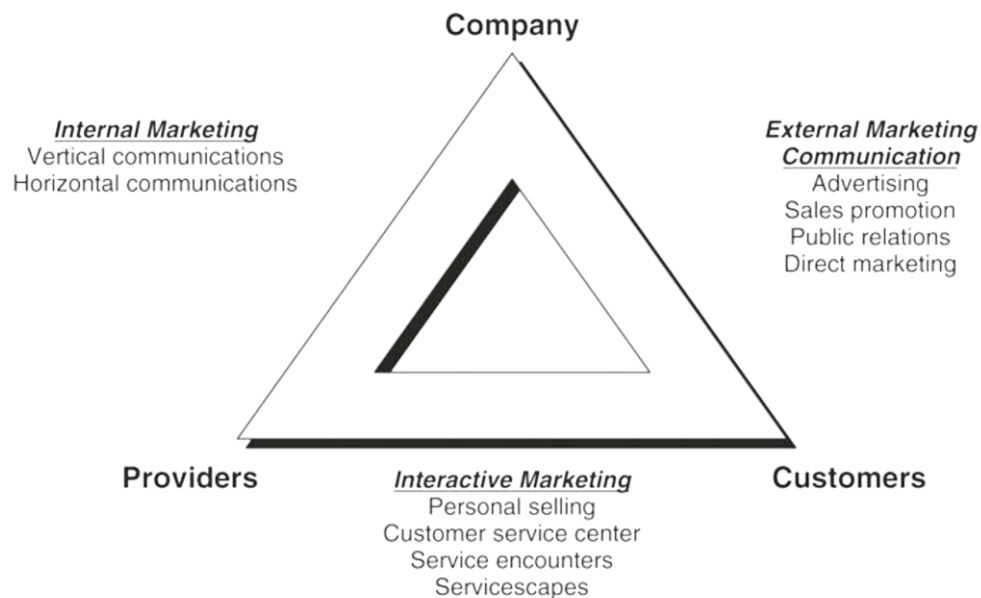
Source: Adapted from M.J.Bitner, "Building Service Relationships: it's all about promises, "Journal of the academy of marketing science 23, no. 4 (1955); & C. Gronros, Service Management & Marketing (Lexington, MA: Lexington Books, 1990).

- ✓ **Internal Marketing means "Enabling the Promise"**

Marketing to the employees. Information from the company to employee must be accurate, complete & consistent. It involves training, motivational, and teamwork programs. It enables employees to perform the service effectively, and keep up the promise made to the customer. From the study point of view, BRAC Communication has some periodical training program to enhance their employee's efficiency. But the employees are never informed or communicated or trained in the field of service driven aspects.

- ✓ **External Marketing means "Setting the Promise"**

Marketing to end-users. It includes promotions, advertising, public relations & so on. External marketing is performed to capture the attention of the market.
From the study point of view,

In BRAC Communications point of view the customers are within the organization. In broader aspect the typical communication tools are not that applicable but there are mechanism and few tools to communicate with the BRAC Communication customers.

- ✓ **Interactive Marketing means "Delivering the promise"**

This is real time marketing and known as moment of Truth and Service Encounter. This refers to the decisive moment of interaction between the front-office employees and customers.

b. **The Communication GAP:**

Provider Gap 4:
The Communication Gap

*(*http*://www.slideshare.net/RbkAsr/integrated-services-marcomm)*
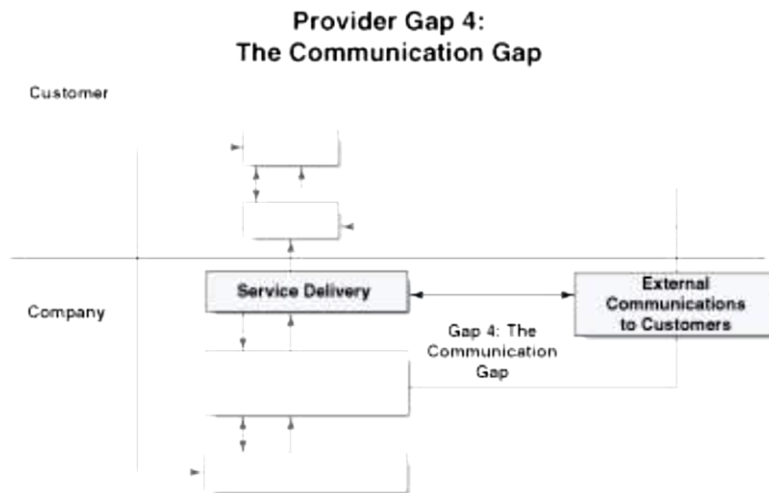
c. **Key Factors Leading to Provider Gap 4**

In this gap organizations generally do not match service performance that they have promised to their customers. This is called communication gap. Following factors lead to this gap.

Lack of integrated services marketing communications:

- Tendency to view each external communication as independent.

- Absence of strong internal marketing program.

Ineffective management of customer expectations:

- Absence of customer expectation management through all forms of communication.

- Lack of adequate education for customers.

Inadequate horizontal communications:

- Insufficient communication between sales and operations.

- Insufficient communication between advertising and operations.

d. Approaches for Integrating Services Marketing Communication

Manage Customer Expectations

Appropriate & accurate promising is one of the most important ways to close the communication gap. Operations must deliver what is promised in communication. The strategies under this point are as follows:

- Make realistic promises:
- Offer Service guarantee
- Offer choice

Improve Customer Education

Customers must be able to perform their roles properly. If they perform improperly disappointment may result. Several types of customer education approaches should be

✓ Prepare customers for the service process:

Manage Internal Marketing Communication

Internal Marketing Communication can be both Vertical & horizontal which consists of various strategies to sell the brand inside the company.

✓ Create effective vertical communication: Important message should be available to both employees & customers. So that employees can successfully perform the interactive marketing. Employees at BRAC Communication are not well linked with the dynamics of service.

✓ Create effective horizontal communication: Communications across functional boundaries in an organization. BRAC Communications has been able to maintain a good coordination among its functional departments.

Manage Service Promises

A serious problem occurs when company fails to manage service marketing communications. In this case greater coordination & a good management of promises are required. This coordination can be accomplished by creating a strong brand & by coordinating external communications.

As there is no formal way to listen from the customers and therefore there is no real view on the kind of promise BRAC Communications customers holds on its service promise.

10. Observation and Findings

BRAC being one of the leading development organizations in the word is pioneer for developing and implementing anti-poverty solution and interventions. Its self-sustainable model mostly plays the win win situation to create long term intervention in communities or counties. One of the core for such self-sustaining interventions is cost effective management and systems. Where the programs run in a self-entirety model and to provide day to day service there are few support program to provide day to day operational support. BRAC Communication department being one of the support programs provide all necessary communication and outreach related support for the development programs across the organization. Where a traditional or in most development agency maintain a communication wing within the development programs. This in most cases increase the operational cost but in BRAC having a central support system for communication related works for all the program is one of the cost efficient trigger.

However, in regard to service marketing aspect this system offers both challenges and opportunities. Adding on to this the whole development sector is playing on the trial and error ground rather having any scientific or research based methodology. The trial and error system offers continuous learning process and adopting from failures and previous model. On the other hand the research and scientific system mostly driven through real time numbers and accurate in terms of adopting with service dynamics.

- Now as a service providing system within an organization the following observations are most triggering for BRAC Communication in service marketing landscape.

- No research based system or trial error based system for service delivery and standard. Thus the service blue print is inconsistent and changes frequently. This significantly increases the knowledge gap among the service receiver.

- There are no attempts to understand the expectation of the customers. Serving a very close group give a mainstream idea on the expectation but individual or program based expectations are unattained. This often turns into conflict between parties.

- Though service failures are very rare in ratio but there is no tracking or solicitation or documentation of the failures for future consideration.

- The upward communication within the department is clear and transparent. In most successful situation this plays the key role behind the success on the service delivery.

- The knowledge from the customer side (BRAC programs) is very low on communication and outreach related works. This makes the working process and service delivery difficult.

- No predefined service standards for any particular service. Consequently service frontline is defining the way a particular service will be provided. Depending on this practice frontline defining the service standard as per their convenience and making random changes in the between. This causing huge hobble for the customer to get the initial understanding to receive the service.

- The service evidence is also absent as BRAC Communication is providing service within the organization employees are reluctant to maintain the evidence. Though there are

digital platform to maintain the evidence at the very basic level still found less encouraged most of the situation.

- As the department is under continuous shift in terms of role and responsibilities, there is no capacity building or training system to make the employees adopt with those change. In some case the evaluation and compensation system were never adjusted with the departmental dynamics.

- The no particular communication from BRAC Communication to its customer on the types of service it provides. It often leads the program to get the work done from external agencies. Or while creating the initial expectation among the customer on the service there is no evident communication found among the organization. Though a monthly discussion session is held with the entire service receiver but no discussion or information sharing scenario was found on the service communication.

- Maintain a customer relationship is found but this is into a personal level but no departmental policy or procedure to adopt such relational aspects with the customers. Sometimes this makes some customer to get special treatment and other to struggle to get the work done.

Apart from all of this observation one major observation is playing the key behind all these observations is – as BRAC Communication provide service within the organization and programs are somewhat obliged to take service from the department making the whole scenario reluctant or less customer centric.

11. Recommendation

Depending on the observation and findings this study suggest the following aspects

As BRAC Communication serving a much closed group of customer within the organization it can utilize the existing communication forum to get review on their expectation. Also utilize this forum or group to generate evidence and solicitation of the service failures and how failures could be safer.

Identify the dissatisfied customers and common cause of common service failures for further development and service standardization.

Develop a defined service design and process along with the standards. Ensure all the service evidence are used and encouraged.

Ensure frontline and internal training to adopt with dynamics, clear and defined role for the employees, and alignment of compensation.

Initiate an integrated campaign to establish the service promise and expectation. Same time build capacity of the employees on the agreed service level and standards.

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