

BOOK REVIEWS

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*Managing and Marketing of Services*, edited by Richard Teare with Luiz Moutinho and Neil Morgan. London: Cassell, 1993. Pp.xii + 255. £12.99. ISBN 0-304-32726-3.

*The Management and Marketing of Services (Contemporary Business Series)*, by Peter Mudie and Angela Cottam. Oxford: Butterworth-Heinemann, 1993. Pp.xi + 269. £16.95. ISBN 0-7506-0789-0.

One of the interesting trends in the academic treatment of services is the increasing extent to which marketing and management are becoming intertwined. This is not really new, since two of the major strands in the treatment of service quality seemed to have originated in marketing academics, and readers that attempt to bring the two together have been around for some time. What we are now seeing is, perhaps, a more explicit emphasis on their integration. Indeed, the very nature and immediacy of many services require a much closer integration between production and delivery to a willing and receptive market. Thus, there is a recognition that the service encounter makes marketeers out of non-marketing staff. Hence, as long as integrative books and readers keep their feet on the ground they are to be welcomed as a contribution to proficient education and practice in service activity.

However, what is noticeable is that two different strands are developing, as typified in the two books reviewed. The diversity of services poses the question as to whether the management/marketing of services can be discussed with any greater generality than can the management/marketing of goods. If it is accepted that marketing and the management of food products (consumables) is different from marketing cookers or freezers (durables), is it really acceptable to discuss the marketing of tourism (with a short-time consumption) in the same way as that of financial services (with a long-term consumption)? Similarly with other aspects of service consumption. Essentially, can we – should we – attempt a generic philosophy and theory of service management and should we intertwine it explicitly with marketing, with other aspects subsumed under these two? Alternatively, should we just take each service activity as it comes, study it well and leave it to the audience to gather what they may from all that we have done? We can accept a distinction perhaps between industrial or producer services and consumer services, but could re-ask the question within that framework.

Teare, Moutinho and Morgan in their collection seem uncertain as to where to go but plump in the main for the latter approach. It is of course difficult in a reader to avoid a piecemeal approach to services and there is a valiant attempt to provide a wider, more general perspective, with an introductory and worthy section with two contributions from Wood and Daniels, seasoned geographical writers on the environment of services development. This is followed by a section on strategic developments, a mixed bag, covering marketing organisation, information technology, quality and performance. Some of these chapters will appeal widely as they have a general message; others leave the reader to search for the treasure of generality.

Next come two sections, one devoted to financial services and another to hospitality. Whilst the Ennew, Watkins and Wright article on personal financial services and the Littlejohn article on hospitality research may be tenuously comparable, there is little connection between the two sections, which seem to have been chosen because the editors could get enough people to write papers to hang on them, though the papers are interesting in themselves. There is no real comparison with other major sections such as retailing, personal services, industrial services and so on.



In this sense, the book is a disappointment. There is much of interest, possibly enlightenment, but not of excitement or of challenge, unless there is a personal interest in, say, hospitality or banking. The claimed but diverse markets of researchers, practitioners and students are difficult to meet satisfactorily. Littlejohn's article on hospitality research is researcher-oriented whereas Ennew, Watkins and Wright's article on financial services research seems friendlier towards practitioners.

In contrast, the Mudie and Cottam book is avowedly a textbook within a series on contemporary business management. It claims suitability for advanced undergraduate and postgraduate students. This tends to overstate the intellectual demands placed on the reader. Its style and content are more suited to earlier years of study, but as a quick refresher for how-to courses it may serve well. It is simply constructed within a clear framework with a logical progression. With breathtaking eclecticism, it manages to convey a sense of service management that would be of significant benefit to any undergraduate within a year's course. Following a format that echoes the idea of planning, implementation and control, the book is divided into three sections, further subdivided into chapters, covering: 'Establishing a Framework for Service Creation and Delivery', 'Managing Customer and Service Interaction', and 'Controlling Service Delivery'. The style is easy to follow and references are given at the end of each chapter. There are also useful exercises for the student to do. The only real problem is that, by trying to cover almost every aspect of service management and marketing within such a short space, there is little room for intellectual development and there is a presumption that services are basically alike.

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*The IT Challenge: IT and Strategy in Financial Services*, edited by Harry Scarborough. London: Prentice-Hall, 1992. Pp.viii+120. £25.00. ISBN 0-13-493-420-2.

Technology has played a significant role in facilitating or even driving many of the changes which are now evident in the financial services sector. This trend is likely to continue and it is therefore appropriate that the various strands of the literature are brought together in a concise, coherent and readable form. *The IT Challenge* does this and focuses on some of the major issues facing financial service providers. The text is part of the Business Information Technology Series published by Prentice Hall and represents contributions by several authors under the editorship of Harry Scarborough. The focus is on banks, building societies and insurance companies although reference is also made to the entry of retail groups into financial services. The book is aimed at senior managers in retail financial services, academics and analysts and should prove a useful summary of the deployment and management of IT and the business opportunities it creates. Copies would not go amiss in the libraries of those universities that offer courses relating to financial services as the price is likely to deter individual students.

The first three chapters by Harry Scarborough serve to outline the structure of