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Indian Adaptation at Rs.999

Key Features

Indian Industry Examples: Chapters are enriched with examples from Indian service companies to illustrate key theoretical concepts in a locally relevant context

Contemporary Business Model Innovations: The book highlights recent innovations and evolving business models across diverse service categories in India, showcasing how organizations are adapting to dynamic market conditions

Case-Based Insights: Includes two concise case studies covering four Indian service organizations. These cases explore varied challenges and responses within India's multicultural environment, offering readers a nuanced understanding of service sector dynamics

Supplementary Material Resources:

Resources are available to instructors who adopt this textbook for their courses. These include:

(1) Instructor's Manual, (2) Case Teaching Notes, (3) PowerPoint deck, and (4) Test Bank.

Visual aids promote learning and organizational frameworks capture essence of individual chapters in one look.

Content thoroughly revised to include real-life industry examples and global case studies supported by academic research.

Supplementary teaching materials complement the textbook to make teaching and assessment easier.

SERVICES MARKETING

People, Technology, Strategy
(Updated 9th Edition)

INDIAN ADAPTATION

Jochen Wirtz | Jayanta Chatterjee
Somnath Bhattacharya | Christopher Lovelock

WHAT'S NEW IN THIS EDITION?

The ninth edition represents a significant revision. Its contents reflect ongoing developments in the service economy, dramatic developments in technology, and new research findings.

New Topics, New Research

- Each of the 15 chapters has been revised. All chapters incorporate new examples and the latest academic research.
- Key topics have Master Class Videos linked to the respective chapters that are accessible via QR codes.
- New applications of technology are integrated throughout the text, ranging from service robots, artificial intelligence (AI), and intelligent automation (IA), to peer-to-peer sharing platforms and digital business models.
- *and more.*

Services Marketing: People, Technology, Strategy - Indian Adaptation (Updated Ninth Edition) brings to life the world's leading textbook on services marketing. Authored by Jochen Wirtz, Jayanta Chatterjee, Somnath Bhattacharya, and Christopher Lovelock, this special edition has been thoughtfully updated to reflect the latest research, industry trends, and digital innovations, with a special focus on India's fast changing services sector.

What makes this book stand out is its practical, people oriented approach. Each chapter connects theory to everyday practice through engaging case studies and stories from organizations such as BharatMatrimony, BHIM, Narayana Health, and StayFit. Readers will see how services marketing strategies play out in real life—whether in healthcare, technology, or customer experience.

Written for students, educators, and professionals, this guide helps readers understand how services shape our lives, how technology is transforming customer experiences, and how businesses can thrive in India and other emerging markets.

WHAT TYPES OF COURSES CAN THIS BOOK BE USED?

This text is designed for advanced undergraduates in Bachelor of Business Administration, Bachelor of Marketing and Bachelor of Business, as well as MBA and EMBA students. *Services Marketing* places marketing issues within a broader general management context. The book will appeal to both full-time students headed for a career in management and EMBA and executive program participants who are combining their studies with ongoing work in managerial positions.

WHAT ARE THE BOOK'S DISTINGUISHING FEATURES?

- A strongly managerial perspective, yet it is rooted in solid academic research, complemented by memorable frameworks. Our goal is to bridge the all-too-frequent gap between theory and the real world.
- Each chapter is structured around an organizing framework that provides a pictorial overview of the chapter's contents and line of argument.
- Text that is clear, readable, and focused.
- A global perspective, with examples carefully selected from around the world.
- A systematic learning approach, with each chapter having clear learning objectives, an organizing framework and chapter summaries in bullet form that condense the core concepts and messages of each chapter.
- Opening vignettes and boxed inserts within the chapters are designed to capture student interest and provide opportunities for in-class discussions.

Each chapter features an organizational framework that provides a quick overview of the chapter's core concepts, and...

“... ends with a chapter summary in concise bullet points...”

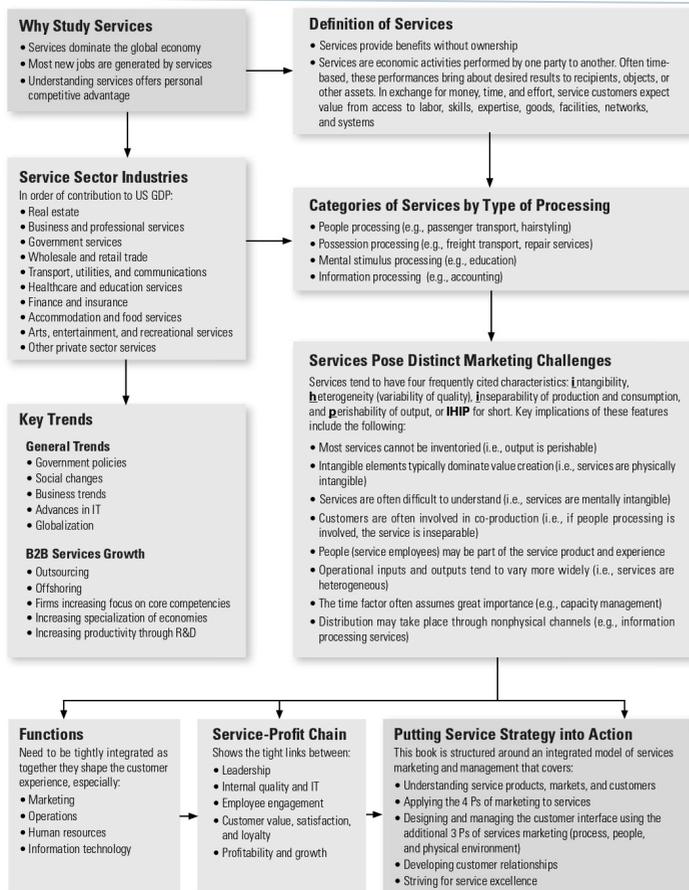


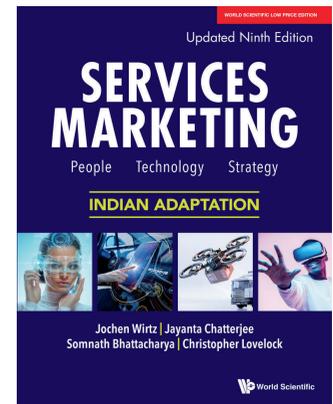
Figure 12 Introduction to services marketing

CHAPTER SUMMARY

- LO 1 Services represent an important and growing contribution to most economies in the world. As economies develop, services form the largest part of the gross domestic product (GDP) of those economies. Globally, most new jobs are generated in the service sector.
- LO 2 The principal industries of the service sector include (in order of contribution to US GDP):
 - Real estate services
 - Business and professional services
 - Government services
 - Wholesale and retail trade
 - Transport, utilities, and communications services
 - Healthcare services
 - Finance and insurance
 - Accommodation and food services
 - Arts, entertainment, and recreation services
- LO 3 Many forces are transforming our economies, making them more services-oriented. They include government policies, social changes, business trends, advances in technology, and globalization.
- LO 4 Business services allow manufacturing firms and other service organizations to outsource noncore activities, processes, and assets. What used to be a neglected support activity in a client organization has become the management focus and core competency of an independent service provider. The benefits include:
 - Economies of scale and scope, an operation that is way down the learning curve and, therefore, operates at high quality and productivity levels.
 - Tight cost and quality control (performance can be benchmarked across many sites).
 - Process improvements and research and development (R&D) are applied to these services as the benefits can be reaped across multiple sites.
 - The rapid growth of business services leads to an increasing specialization of advanced economies with significant gains in overall productivity and standards of living.
- LO 5 Outsourcing refers to the contracting of services that were previously conducted internally in an organization to an external service provider. Offshoring refers to services that are conducted in one country and consumed in another. Outsourcing and offshoring are independent (e.g., firms can outsource without offshoring to a domestic service provider; or offshore without outsourcing to a foreign subsidiary), but often work in tandem (e.g., a US-based firm outsources a customer contact center to a service provider in the Philippines).
- LO 6 What exactly is a service? The key distinguishing feature of a service is that it is a form of rental rather than ownership. Service customers obtain the rights to hire the labor, skills, and expertise of personnel; use a physical object or space; or access shared facilities, networks, and systems. Services are performances that bring about the desired results or experience for the customer.
- LO 7 Services vary widely and can be categorized according to the nature of the underlying process: Is the service directed at customers or their possessions? Are service actions tangible or intangible in nature? These distinctions have important marketing implications and lead to four broad categories of services:
 - People processing
 - Possession processing
 - Mental stimulus processing
 - Information processing
 Mental stimulus and information processing can be combined into what is called information-based services.
- LO 8 Services have unique characteristics that make them different from goods, including the frequently cited four characteristics of intangibility, heterogeneity (variability of quality), inseparability of production and consumption, and perishability of output, or IHIP for short. These characteristics lead to the following marketing and management challenges:
 - Intangible elements usually dominate value creation (i.e., physically intangible).
 - Services often are difficult to visualize and understand (i.e., mentally intangible).
 - Most service products cannot be inventoried (i.e., are perishable).
 - Operational inputs and outputs tend to vary widely (i.e., heterogeneous).
 - People may be part of the service experience.

"It is a superbly researched and comprehensive work, witnessed by the extraordinary list of acknowledgements of contributions by global colleagues. It presents a well-developed managerial and global perspective, organization and inclusive content that makes it the exemplar among services marketing texts that should well serve both professional and advanced academic needs. It is the premier services marketing source for university marketing faculty, advanced undergraduate and graduate students, and marketing professionals."

Professor Emeritus Merlin Simpson
Pacific Lutheran University



The Services Marketing Framework

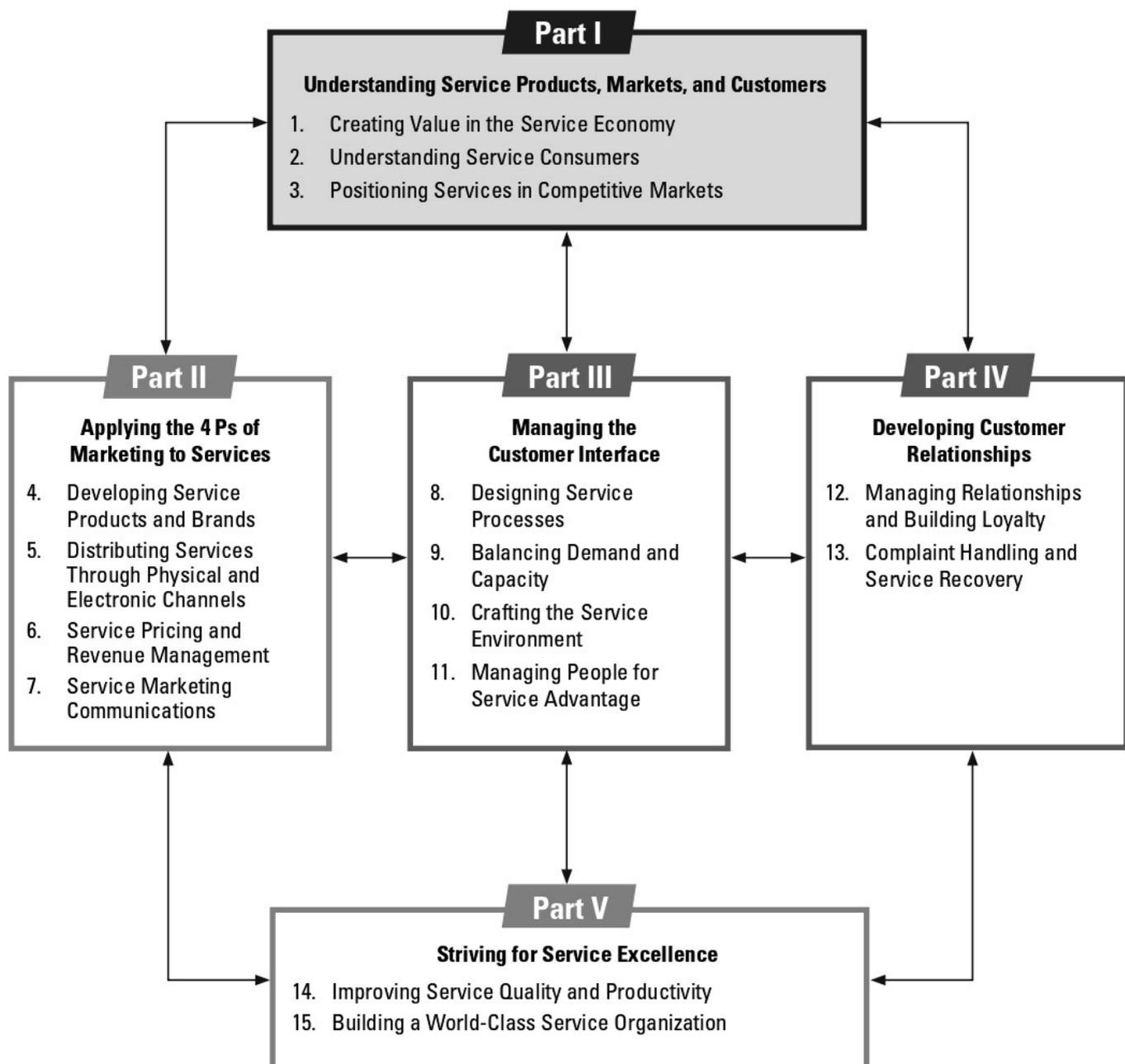


Figure I Organizing framework for services marketing

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- Case 3 Digital Luxury Services: Traditions versus Innovation in Luxury Fashion
- Case 4 Uber's Unintended Burdens
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- Case 6 Revenue Management at The View
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- Case 17 Platform Versus Pipeline Business Models: Are Airbnb and Marriott Right to Move into Each Other's Turf?
- Case 18 Dr. Mahalee Goes to London: Global Client Management

- Case 19 The Royal Dining Membership Program Dilemma
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- Case 29 Bossard Asia-Pacific: Can It Make Its CRM Strategy Work?
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Additional case studies are available online.

CASE 07 Service Delivery — The Predicament With Technology

Jayanta Chatterjee and Somnath Bhattacharya

BHARAT MATRIMONY — A SUCCESS STORY

Bharatmatrimony.com started its operations in the year 2000. Murugavel Janakiraman founded the matrimonial website. Bharat Matrimony's electronic journey started with a Tamil information portal operating in the United States. Mr. Janakiraman found that the majority of the generated traffic came from matrimonial advertisements. Realizing the significance of arranged marriage, especially in the context of Indian society, he decided to take the concept of arranged marriage online, and today, Bharat Matrimony is one of the leading online matrimonial websites in India that has helped create thousands of successful matchmakings.

India is a large country, with each region having different languages and cultures. Marriage is a social process and hence is dependent on cultural beliefs. While designing services with high social impact, it is important to account for the cultural intricacies. This prompted Mr. Janakiraman to open regional matrimony websites. In 2009, Bharat Matrimony launched nearly 200 websites for different communities and for customers speaking different languages.

Bharat Matrimony experienced exponential growth over time which can be attributed to many factors. As per Mr. Janakiraman himself, two areas in which Bharat Matrimony has been able to differentiate itself are its approach to segmentation and their innovative use of technology.

SECURITY MEASURES

Bharat Matrimony has been widely appreciated for its efforts to curb online marriage fraud and other security problems. Different types of security issues arise with online marriage websites. The first issue is related to the protection and privacy of user data. Bharat Matrimony requires personal

data (such as date of birth), and photos have to be uploaded to the website. Access to details such as photos and horoscopes can be controlled by a user by using passwords. Paid members have the option to even block unwanted contact from other users.

The second issue is with the verification of profiles. Bharat Matrimony verifies every profile based on mobile number, email IDs, photos, and government-issued identity cards (such as Aadhaar and driving license). Bharat Matrimony offers two services named Matrimony Stamp and Matrimony Reference.¹ Members get a Matrimony stamp when residence proof, pay slips, and educational certificates are uploaded and verified. Matrimony Reference features allow members to add references of family members or office colleagues. All these features not only reduce the chances of fraud but also enhance security and trust.

Apart from these, the organization also takes measures to improve awareness among its members about security. It always not only encourages the members to involve their family but also asks them to be careful before sharing personal information with others.

In order to boost the confidence of the customers and provide them with easy company access, around 120 retail centers have been opened across the major cities of India. Such centers also help in instilling trust in the minds of customers, as they will feel that in the case of any problem, they know where to go.

All these measures have reduced the number of marriage frauds and have been appreciated by customers for instilling trust in Bharat Matrimony's service.

PRODUCT DIVERSIFICATION

Bharat Matrimony is in the business of matchmaking. A popular offering in this domain is the paid subscription for assisted matchmaking.² Bharat Matrimony has its own

paid assistance offering wherein busy members can take the help of professional relationship managers to find potential matches. A paid subscription also provides a variety of enhanced privacy and matchmaking features. The pricing policy is in line with the emerging freemium business model.

Bharat Matrimony has opted for both related and unrelated diversification to expand its offering of services.³ In related diversification, the company launched Wedding Bazaar. This venture brings together vendors involved in wedding planning. In 2021, the company acquired Shaadi Saga to further bolster its position as a wedding planning service provider. Bharat Matrimony also offers value-added post-marriage services. Named Happy Marriages, the endeavor aims to provide counseling and other related mental well-being support to married couples who face relationship issues. The company has expanded its offering to different customer segments. The company now offers Elite Matrimony, a highly secure and private matchmaking service for wealthy individuals. Being an inclusive firm, in 2022, the parent company started Rainbow Love to cater to the LGBTQIA+ community.

DIFFERENCE WITH OTHER ONLINE RETAIL SERVICES

When we buy products on Amazon, often, we rely on customer reviews and ratings to make our decision. This is something that cannot be practiced while using matrimony websites. We cannot see how many

matches were rejected by someone or how many had been rejected earlier by someone before making our decision. Although customer testimonials are present, they do not help someone decide on a prospective life partner. Another issue with matchmaking is the time taken for decision-making. Usually, deciding regarding a service consumption, such as selecting a restaurant, a movie, or an apparel, does not take much time to decide. However, decisions on a potential match take relatively longer amounts of time. The matchmaking service, thus, is highly differentiated from other retail services.

DIFFERENTIATION

Currently, there are many online matchmaking service providers in India. As mentioned, Bharat Matrimony has tried to differentiate itself by providing localization and enhanced security features. Bharat Matrimony faces competition from both national and local online matchmaking service providers. The key point is how to differentiate itself so that it can maintain its value to customers. Bharat Matrimony engages in both vertical and horizontal segmentation, wherein horizontal segmentation refers to division by community and vertical segmentation refers to division by economic standing and other such measures. In a classic case of innovative usage of technology, Bharat Matrimony developed MIMA, an algorithm that learned from member interactions and suggested members with potential matches. This algorithm was highly successful and resulted in both increased member engagement and success rate.⁴

Questions

1. How does Bharatmatrimony.com segment and target its customers?
2. What is the importance of security and privacy issues while delivering digital services?
3. Explain the importance of localization in delivering socially significant services.

PART 6

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