
The Role of Holistic Marketing as a Tool for the Development of Service Companies

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Abstract: This article discusses the relevance of the strategic experiment sport folio and necessity of the system approach use of the marketing concept. The basis of a holistic marketing and the principles of creating long-term value in the concept of the company are analyzed; the relevance of holistic marketing in the strategic planning process are evaluate; the necessity of a holistic marketing for services companies are justified. An example of using a holistic marketing is the company Puma.

Keywords: holistic marketing, services, strategic planning, customer value, integration.

An example of the use of holistic marketing by Puma is given. At the present stage of economic development, the success of companies largely depends on understanding the need to use strategic management tools. Today, in order to be competitive, it is no longer enough just to apply modern technologies: the success of companies, first of all, depends on the development of long-term relationships with customers, partners and staff. Building strong relationships between market participants and managing them within the framework of the company's concept becomes of the greatest importance. Failure to understand these issues is not only a threat to individual companies, but can adversely affect the dynamics of the entire market.

The relevance of creating a new concept of strategic management will become increasingly important for service companies. According to experts [6], the decline in economic activity in 2009, recorded in the field of financial, tourism, transport services and in the restaurant business, significantly outstripped the average rate of economic decline. This proves that service companies need to find a completely new approach to business formation.

No more trying to predict the future using traditional strategic planning processes. It is necessary to create a "portfolio of strategic experiments", covering the whole range of possible developments. Instead of choosing the best business plan, you need to collect a lot of development plans, allowing reality to find the best one. Therefore, companies must establish processes that allow for a variety of strategies and create clear market feedback that highlights the most promising experiments. This is a radically different, not analytical, but holistic thinking. You don't need to analyze and try to control reality, you need to accept it and cooperate with it. In order to accept the idea of a "portfolio of experiments", you need to transform your thinking. The result will be sudden certainty, "intuitive knowledge." This is the essence of holistic thinking. Illusions aside, one cannot but agree that, having the tools of analysis, organizations only partially understand what is happening in the market, and only partially control what is happening. In return, companies will have an amazing ability to find the right solutions and new ideas in the chaos of business.

The changes that have taken place in the market over the past decade require a different approach to marketing and business in general. Companies are creating new opportunities that can change attitudes towards the practice of marketing activities. Businesses need to take a fresh look at how they can operate and compete in the new marketing environment.

Marketers of the 21st century understand the need for a comprehensive, systematic approach that is not limited to the traditional use of the marketing concept.

Companies can successfully develop and manage customer value systems by integrating all investments and delivering value quickly and with a high level of quality. A new marketing approach requires integration of management, in particular demand management, resource management and network management. Management integration must occur throughout the process of learning, creating and delivering customer value.

Philip Kotler [1] defined holistic marketing as "an extension of the concept of marketing associated with the 'digital'" revolution. According to him, "it is a dynamic concept based on interactivity and electronic communication between companies, consumers and all stakeholders. It integrates the learning, creation and delivery of value in order to build long-term, mutually beneficial relationships and the co-prosperity of their main participants.

In order to understand how holistic marketing arose, one should turn to the communication spectrum of marketing (Fig. 1).

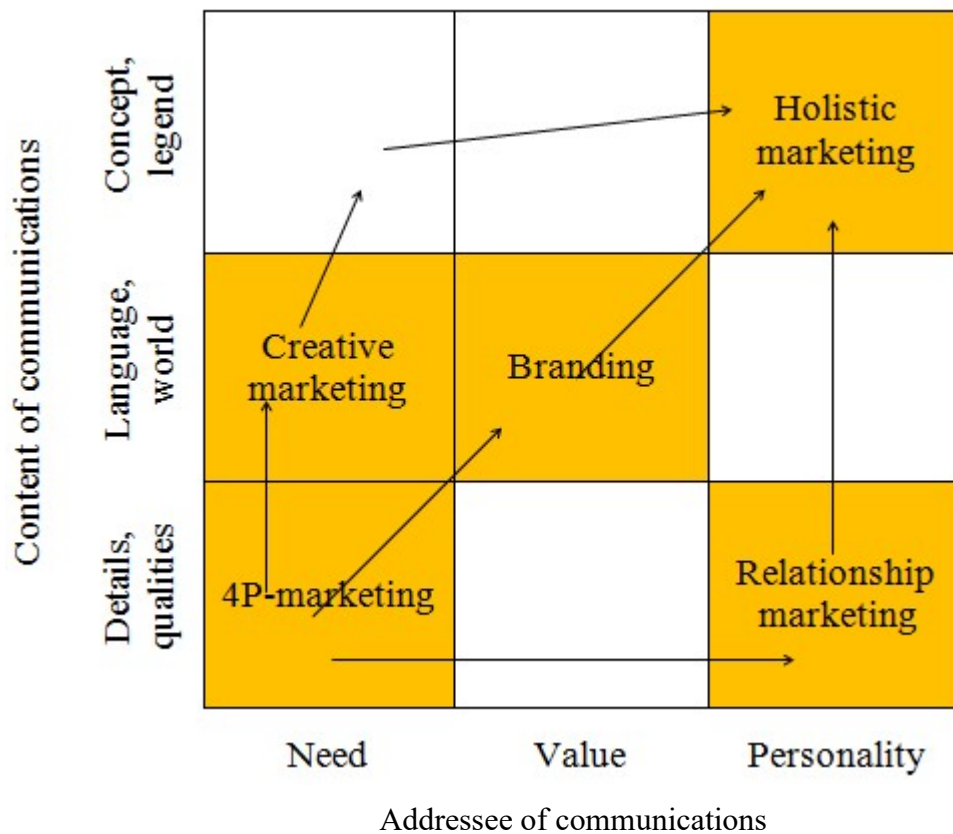


Figure 1. Communication spectrum of marketing [4]

The marketing communication spectrum shows how companies came to understand the need for a new marketing concept that would cover the activities of the entire company, but take into account the needs of each individual client. The task of marketing is to develop the context for offering products, services and experiences that meet the requirements of the client. In order to explore, create, and deliver a product or service to an individual consumer in a highly dynamic competitive environment, marketing needs to invest in a company's intangible capital that spans all participants—customers, partners, employees, and communities. Initially, the main task of classical marketing (4P marketing) was to increase sales of existing goods and services, but during the evolution of marketing, companies have realized the need to move from the concept of customer relationship management, branding

and creative marketing to the concept of relationship integrity management. A feature of holistic marketing is the creation of a holistic concept of the company, focused on the individual needs of the client.

Service companies need a well-articulated customer value learning strategy that is created by understanding the connections and interactions between:

- 1) the client's cognitive space;
- 2) the space of the company's key competencies;
- 3) resource space of the cooperating parties.

To take advantage of customer value, companies must have the skills to create it. First of all, you need:

- identify the usefulness of services for the client;
- to use the scope of key competencies of business in the service sector;
- select and manage interested partners in your collaboration network.

Service businesses can manage complex relationships with vendors, advertising and recruiting agencies, insurance companies, and other companies through the management of business partnerships.

An effective response of a service company requires the management of internal resources in order to link the main business processes (for example, customer service, organization of service production, work with suppliers, staff training, motivation and stimulation, etc.) within a single software package.

Customer Relationship Management allows service businesses to identify who their customers are, what their behavior is, what they want and need, and to respond quickly and clearly to the various opportunities that open up from their side.

The integration of management areas causes the transformation of the entire organizational structure of service enterprises, which in turn contributes to the growth of the company's attractiveness to customers and, as a result, an increase in profits, which is the ultimate goal of any enterprise.

One of the most prominent examples of the effective use of holistic marketing is Puma. In the mid-1970s, the German sportswear and footwear company was at the peak of its popularity, but then it was forgotten. Thanks to the use of holistic marketing, the company regained its former fame and the Puma brand became a trendsetter again. The company's management decided to develop products for different customer groups (car enthusiasts, snowboarders, cyclists, yoga enthusiasts, etc.) in accordance with consumer research conducted by retailers. They decided to create products not only for professionals, but also for "couch athletes", using thoughtful promotion and "viral marketing" through their partners BMW and Mini, as well as Terence Conran Design Shop and the Jamaican Olympic team. During the 2002 FIFA World Cup, promotions were held in sushi bars to improve the image of the brand, and the famous tennis player Serena Williams became the face of Puma, the products of this brand began to be shown in TV shows and movies. Thanks to Puma's holistic approach, it was possible to rethink the concept of the production of sportswear and shoes and find new ideas in the chaos of business. In 10 years, the company's sales volume has tripled and continues to grow.

The example of Puma's use of holistic marketing proves that it is necessary to take a fresh look at the business, recognize the complexity and integrity of systems, stop separating the

company and the market and, studying the properties of a complex holistic system, use them in business. It is no longer necessary to divide the company's processes into four (or seven) components of the marketing mix, it is necessary to perceive it as a whole, in which there are no independently and arbitrarily changeable parts.

Literature

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