

**MBA- III semester, Specialisation- Marketing Management, Paper - Service Marketing, Paper code- MC 02, UNIT-V, TOPIC- Importance of Internal Marketing in Organizational Success or Failure**

**Importance of Internal Marketing in Organizational Success or Failure**

A successful service **firm** implies a significant level of internal marketing also. The employees of a service **firm** have to share the same concern as the conceptualiser of the service. In fact, the service has to be marketed first to the intermediate customers who are the employees of the firm, more specifically, the front-line employees or the contact persons. In such a case, a service strategy has to be focused internally also. A complete strategic vision, when due importance is not given to caring of employees, traps the service into a cycle of failure.

Implementation of such a strategy is fairly difficult task. It requires a service orientation which is more of a software to excellence. For service industries, personnel hold the key to success and the process needs sharing of values by every employee in the organisation. An implementation process for a hospital for example could involve the following six steps:

1. Overcome differences: CEOs need to create a compelling vision of the future for the board, medical staff, management team and support staff.

2. Identifying key strategic initiatives like realising physician and hospital financial incentives: Focusing on the complete range of health care, including prevention, diagnosis and recovery, making the hospital campus more user-friendly and tailoring ambulatory care program to consumer needs.

3. Remove the barriers: Once the CEOs have a strategic plan, they need to tackle organisational elements that will inhibit its success. For example, are there too many layers of management? Do incentives and compensation plans mesh with the strategic goal?

4. Identify information needs for decision making: Make sure that information needs are met at all levels of the hospital-from CEO to clerk.

5. Develop a process of continual improvement: Once you have translated your strategy into action, constantly assess its performance and ways that performance can be improved.

6. Empower and motivate your staff: This is the only way that total quality management can be fully integrated into every aspect of the hospital.

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