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Introduction

Marketing management is a generic term used to describe the administration of an organization's marketing resources as well as the practical implementation of marketing techniques in the day to day business operation of organizations. The exponential rise in digital and information technology has greatly changed the nature of marketing management in our contemporary society. This advancement has also increased both the responsibilities of marketing managers and general issues that face marketing management as a whole. In this paper, we take an exclusive look at the contemporary issues in marketing management. Understanding these issues is very important in organizations' attempt to create an efficient, cost-efficient marketing management strategy.

1. The concept of knowledge management and its role in relationship marketing

Knowledge management (KM) is generic term used to describe the overall process of obtaining, developing, distributing and using organizational knowledge (Thomas, 1994). It involves a multi-disciplined approach that is specifically aimed at accomplishing organizational objectives through the best use of knowledge (Ikujiro and Georg, 2009). Maier (2007) listed the organizational objectives, usually targeted by knowledge management as: competitive advantage, improved performance, innovation, continuous improvement of the organization, sharing of lessons learned and competitive advantage.

Knowledge management play significant role in relationship marketing, especially customer relationship management (Kirby, 2005). Customer relationship management is the process through which an organization manages its interaction with its current and future customers (Robert, 1991). It involves the use of technology to organize, automate and synchronize sales, marketing, customer service, and technical support. Thus, organizational knowledge is basically used in giving out the very best of services to customers.

Customer relationship management helps in the acquisition and subsequent retention of organization's customer. The two terms, customer acquisition and customer retention are two metrics that can be very helpful in deducing organization's return on investment (ROI) for efforts to monetize consumers. It also possible to use the two metrics in tracking changes in a market (Piskar and Faganel, 2001).

Despite their collective applications, the two metrics also differ in several ways. While customer acquisition involves the conversion of a person into paying customer, customer retention is all about keeping an existing customer and securing his continued patronage. Unlike cost of customer retention which requires complex calculation, customer acquisition cost can easily be determined by dividing all expenses dedicated to acquisition by the number of new customers acquired within the duration under review. The common expenses dedicated to customer acquisition include: promotion, marketing, advertisement, labor cost etc. On the other hand, the cost of customer retention can be determined by summing up total purchases over a period mitigated by retention expenditures, acquisition costs and general overhead. The lifetime values (LTV) of every organization are directly affected by customer retention. This is because; customer retention directly affects lifetime values (LTV).

2. Ways through which ICT can support Customer Relationship Management Process in a Transport Company

The emergence and spontaneous growth of Information and Communication Technology (ICT) has led to its wide application in various aspects of business. In several transportation companies, ICT is playing very significant roles in Customer Relation Management Process (CRM). For instance, the use of ICT can make it possible for transport companies to understand the needs of passengers and respond to them quickly. The complementary use of CRM software with computers and internet can simplify and hastened data analysis process as well as provision of solutions that are in tune with customer's transportation needs. A very good example is the use of ICT in CRM process of transportation companies, which can help managers to determine the preferred route and vehicles choices of passenger at any point in time (Fjermestad and Romano, 2003).

The use of ICT can also help mangers to develop sustainable communication with their clients. This is actually one of the major ways of obtaining useful data, which can be use in the planning, scheduling and resourcing the processes of the company. It'll also help managers to analyze the profiles of their clients (Buttle 1996).

Finally, the implementation of ICT in the CRM process of transportation companies can help in the identification of new selling opportunities to previous customers. This is because, digitalized CRM process aid managers to identify new opportunities that will be of immense benefits to their customers. Such strategy will enable companies to retain their customers and enjoy their continued patronage (Reicheld 1996).

3. The benefits of customer relationship management in a Transportation company

As already hinted in the last section, there are several benefits of implementing customer relationship management (CRM) in a transportation company. First and foremost, the successful implementation of digitalized CRM process in transportation automates a lot of the usual time-consuming processes such as: selling of tickets, conveying passengers' luggage to the bus, offloading of passengers' luggage and directing passengers to the right bus they paid for. These processes help to save lots of time. In addition to this, such a digitalized process boost the quality of services that are render to customers, thereby improving the customers' lifetime value and retaining their continued patronage.

The implementation of CRM in the operational process of a company makes it to look more professional, while minimizing the operational cost at the same time. It also simplifies the overall operational process of the company. For instance, if the whole members of the team selling tickets are using CRM, then it'll be much easier to share all information that will be need for the smooth running of the company. Similarly, CRM can also help company to retain and secure vital information that are very important for the company's progress. Of course, the use of CRM makes it possible for company's owner to maintain a central database that contain all vital information, which can serve as a secure and reliable back-up for all data. By pulling all the data together into one place, CRMs make it easy to track performance both within and across the team (Krishnan et al. 1999).

Finally, the implementation of CRM in the business operation of any company can help it to attain a competitive advantage over its rivals. One common way of attaining this status is through lead generation. This is possible because, most CRM platforms can be integrated with website and social media campaigns. The resultant generated leads can then be channeled directly to the appropriate salespersons (Goodhue, 2002).

4. How to improve customer relationship management in a Financial Institution

As already explained in the previous section, the customer relationship management (CRM) is all about interacting with customer and identifying their wants. Over the years, organizations have come to realize that there is nothing like permanent customers, even though customers are the most important assets of every business establishment (Mattson, 1985). This has made it very necessary for organizations to have efficient CRM system that will enable an effective management of customers, which can subsequently increased customers' satisfaction. Through this way, the increased customer relationship can lead to increased loyalty and profits. According to Kotorov (2000), the CRM in financial institutions can be improved by implementing the following success factors:

- Linking all parts of the organizations to CRM: In other to obtain the very best from CRM systems, it' very important to link up all parts of the organization to the CRM. This implies that a strong internal relationship between the different departments must be established. Thus, the CRM requirements from every department should be given adequate consideration. Any conflict of interest between different departments should be handled amicably to obtain a win-win situation.
- Training the employees: Since it's the responsibility of the employees to collect data and interact with customers, it's very important to train and inform the employees in those relevant fields that will enable them to deliver the very best of services. It's indeed mandatory for all the employees have a comprehensive understanding of the CRM system. It's only then, that they would be able to use it effectively.

- Devising easy-to-use CRM tools: The effectiveness of the CRM tools in financial institutions can be boosted by employing user-friendly CRM tools. This is very important as clients, who may not be expert in digital technology can also be involved in its usage. Thus, the CRM tools in financial institutions should be modify so as to make it fit into the natural part of the customer interaction. Some examples include customer interactive screens, answering tools and IVRs.
- Effective use of data: Employees should be encouraged to collect only those data, which are potentially useful in the day-to-day running of the business. Also only the useful data should be reported.

5. A stakeholder analysis for a voluntary sector and a public sector organization

A stakeholder is a generic term used in reference to a person, group or organization that has some interests in a particular organization. Normally, the stakeholders of any organization are directly or indirectly affected by the actions, objectives and even policies of the organization. Even though all stakeholders of an organization are not hierarchically equal, each has some important roles to play in the organization. There are several types of organizational sectors and these include; voluntary sector and public sector.

The public sector is a term used to describe the part of a nation's economy that is concerned with the provision of various government services. In public sectors, the main stakeholders include the provider of public sectors services (government, governmental agencies, and sponsor organizations) and recipients of public sector services (citizens).

On the other hand, voluntary sector includes those organizations, whose main focuses are on wider public benefits. Organizations that fell under this category generally have complex stakeholder profiles. The primary stakeholders consist of those people that benefit directly from services offered by the voluntary groups while the secondary stakeholders include the donors, clients, management, employees and volunteers of the group etc. Members of the secondary stakeholders are the main facilitators of such groups and are thus, critical to its operation.

There are certain similarities between the two groups. First and foremost, both the voluntary and public sectors are non-profit organization. Secondly, the two groups are primarily aimed at delivering certain crucial services to the citizens. Despite these similarities, the objectives of the two groups can differ at times.

6. Describe the nature of the relationships with customers within two selected not-for-profit organizations

Generally, non-for-profit organizations are driven by their community purposes or mission. Thus, their demonstrated commitment to the accomplishment of their community-purpose underpins support for their activities, irrespective of their source of funding. Their normal high participatory processes, which provide values to its stakeholders helps to maintain trusting relationships. It's this trusting relationship that forms the basis for effective service delivery.

However, the nature of the relationships with customers can differ from one not-for-profit organization to another. The exact relationship in each case is hugely determined by the main objectives behind its formation. For instance, in Rotaract Club international, members are expected to make some financial contributions, which will then be used to accomplish the organizations' goals. In addition to this, members also meet once in a while to exchange ideas, interact socially and then plan for future projects and activities. The monetary contribution is very necessary for the organization, as the clubs is primarily involved in sponsoring projects, which can be of immense help to humanity.

On the other hand, the membership of the Red Cross (an international humanitarian organization) primarily consists of volunteers from different parts of the world. Thus, members are required to be actively involved in rendering unrestrictive services; to people who were in dire need of the services being rendered.

7. Compare methods used in marketing within the public, private and voluntary sectors

Boone and Kurtz (1998) defined marketing as; 'the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services, organizations, and events to create and maintain relationships that will satisfy individual and organizational objectives'. Thus, "marketing" is a multi-directional strategy that is being employed by public, private and voluntary organizations in publicizing and executing their business processes. However, the exact marketing methods applied in each case, differs to a reasonable extent from others.

As we all know, the public sector is essentially a non-profit-making sector. Its marketing services are mainly concerned with the satisfaction of customers, even when there is no form of competition. This is expected as monopoly doesn't kill off the need for marketing (Judith, 1998). The same means, which a public sector organization used in its quest to bring about satisfaction among the nation's citizens, are also used to disseminate information about its products and services. The information that are normally communicated include: ideas, benefits and values. Thus, communication is the central strategy that is normally used by public sectors organization in its marketing operations (van Riel, 1995). This category of organization may also used a customized blend of the four Ps- product (or service), price, place and promotion.

The basic objective of every organization in the voluntary sectors is to provide essential human needs without obtaining any personal reward. Thus, voluntary organizations play significant roles, in maintaining the economic growth of the nation. In other to sustain their operations, voluntary organization needs to obtain resources from several levels of donors and they must earn the trust of these donors by showing their commitment in helping those in need of the services they render. This explains why voluntary organizations are currently facing immense competition. This competition has made it very necessary for them to have proper marketing techniques. The most suitable techniques are those specific strategic marketing techniques that require comparatively less budgets as compare to the traditional marketing techniques used worldwide (Kotler and Andreasen, 1996).

On the other hand, the private sectors are essentially for profit. Therefore, this sector makes absolute use of the four Ps— product (or service), place, price, and promotion, in its bid to reach the targeted market. These include comprehensive advertising processes and selling/sales promo. Some other marketing techniques are also employed to encourage consumers to purchase a product (Judith, 1998).

8. The key issues involved in marketing in Ensemble (virtual organization)

Basically, a virtual organization is a unique type of institution, whose members are located in different geographic locations. The members usually work together with the help of electronic tools like computer e-mail and groupware, which make it to appear as a single, unified organization with a real physical location. The term can also be used to represent a network of firms, that team up together, often temporarily, to produce a service or product.

Ensemble is a very good example of a virtual organization. It's a division of Hallmark, which relies on outsourcing for the manufacturing and distribution of its products. Its operational processes are very complex and unavoidably problematic. Some of the issues militating against the success of the organization include: strategic planning dilemmas, loss of control, boundary blurring and a need for new managerial skills.

Generally, virtual firms are faced with the problem of strategic planning, as they strive to determine the right combinations that will be very effective in achieving core competencies. Typically, the cooperating individuals and firms of Ensemble have common vision and goals. Each firms of the institution developed close interdependencies, which make it difficult to determine where one firms begins and the other ends. Therefore, it become very mandatory for the institution to have the expertise required to manage this boundary-blurring effectively. Coordinating mechanisms are critical elements for supporting these loose collections of firms.

The virtuality of Ensemble means that the managers at the head office of the organization have limited control over many of the company's operations. The implication of this loss of communication is that; new set of managerial skill, great deal of trust, communication and coordination are required among all cooperating individuals and firms.

Like every other virtual organization, Ensemble's employees are faced with lots of uncertainty. These uncertainties focused mainly on job roles, organizational membership, superior-subordinate relationships, career paths, profit-sharing formula etc. Consequently, it has become increasingly necessary for the management to critical analyze rewards, benefits, staffing, employee development and other employee-related issues (Vakola and Wilson, 2004).

9. The use of the extended marketing mix in Financial Institutions

Financial institutions are very good examples of service sector institutions. Generally, service sector consists of those businesses that are tasked with the production of intangible goods. These include: securities, transportation, financial services, securities, administrative services, professional, scientific and technical services; health care and social assistance etc. In other words, the workers in this sector are mainly concerned with the production of services and not products.

Even though the service sectors are not involved in the production of tangible products, it's still necessary for this sector to market its services in a way that is very similar to that of other sector of the economy. The marketing mix of the service sector includes People, Process and Physical Evidence.

In financial institutions, people play significant roles in service provision and delivery. These include the recruitment and subsequent training of people in specific and relevant financial fields. These employees are also expected to have appropriate interpersonal skills, attitude and service knowledge, all of which are required for delivery of high quality services and attainment of competitive advantage. This is expected as clients usually weigh the quality of services that are being delivered by financial institution by assessing the people representing such organizations.

"Process" as a marketing mix in the financial sector includes all the systems that are practically employed in service delivery. Financial institutions devise strategic business processes that helped in delivery of high quality services to clients. For instance, an efficient process is required in banks that automatically send out new credit cards to clients on the expiration of the old ones. Such efficient processes help to boost the customers' confidences in the establishments and prevent confusion in the day to day running of business operations.

Finally, "physical evidence" as a marketing mix in financial institutions is concerned with location, where the services are being rendered to clients. Such locations have to be secured, serene and specifically designed to establish a positive experience. It's also important to note that; customers make judgments about the organization based on the physical evidence.

10. Using service mix to enhance the value of financial institutions and the clients

According to a consumer report on Accenture (Customer, 2012), the value of services render by the global financial institutions to customers are being evaluated by industrial trends, volume of customers, market trend etc. The impacts of the above mentioned factors have been greatly bolstered by the recorded collapse of customer profitability in many financial markets across the globe. These developments are also affecting the behaviors of customers, as their confidence and trust are being put to test. Thus, there is the need for financial institutions to readjust their operations and the right step toward this direction, is to comprehend and evaluate the needs of their new customers.

Once the needs of the clients have been comprehended and evaluated, the values of the both the institutions and customers, can be boosted through service delivery. In other to achieve this, the financial institutions should develop customer centric structures that can attract more patronage from customers.

Scholten et al (2011) identified innovative and technology-led banking services as the major way of boosting the quality of services that are being rendered to clients. Innovative and technology-led banking services are capable of fulfilling some of the customer's expectation, some of which are: mobility, simplicity, personalized services, consistency in service delivery etc. Scholten et al (2011) summarized how the values of customers in the banking sectors can be improved as follow:

Customers demand	**Technology-led banking services Innovation**
more personalized services and enhanced customer experience	**Branch Technology:** Increase relevance of branch services to the customer through channel integration
increased simplicity, self-control, and mobility of banking services	**Internet Technology:** Offer innovative Internet banking services for the

	self-directed customer **Mobile Technology:** Introduce mobile banking services for the mobile customer
more relevant services and transparent access to information across all channels consistently	**Business Intelligence (BI) Technology:** Customize and personalize products and services across all channels to enhance the customer experience

11. How difficulties peculiar to the marketing of services in the transportation sector can be overcome

In transportation, marketing is one word that is widely used, but more in the micro context. Micro-marketing is a generic term used in reference of all activities involved in the planning, advertisement and selling of services. The two main components of micro-marketing in transportation are:

- The selling processes of the transport company's services, through which funds are generated for keeping the company viable. These processes include: advertisement, financing, order taking, distribution and promotional programs.
- The market research which help the managers to determine how to spend their company's resources in provision of more responsive services.

Generally, the major marketing task of transportation companies is not how to get more people to ride the existing bus or subway, but also how to use their services to fulfill the objectives of the community they are situated in. Unfortunately, the stated goals of most transportation companies are so vast that in daily operation, the mandate is so restrictive. Thus, there is need for companies to make their marketing and operational processes to be more flexible, so that the objectives of the community at any point in time will be effectively fulfilled.

Just like every other products or services, transportation also has definite product life-cycle. Consequently, it has always been a great challenge for managers to come with the right combination of price, service, vehicles, and promotion that will attract increased patronage from members of the public. To solve this problem, the managers must conduct proper market research and identify the right market segment for their services. They should also strive to accomplish their customers' expectations at the lowest possible costs.

12. The roles of IT in services marketing management in a financial institution

Basically, marketing management involves the realistic application of marketing techniques in the management of those resources and activities used by the firm in its marketing operations. In financial institutions, the use of Information Technology (IT) is very instrumental for attaining operational success, as it helps to improve their efficiency and also expand their business operations. In addition to this, the use of good IT also improves customer services and customer demand. IT plays very important roles in the service marketing management of financial institutions.

First and foremost, IT is one of the most formidable tools, used by financial institutions in the advertisement of its services to the public. This is mostly in form of electronic media, such as television, radio and internet. In the case of internet, the main form is advertisements or 'prompts' on media focused websites. The internet is also a very reliable tool for conducting market research in the financial sector. For instance, online questionnaires can be used to obtain useful information that can help the institutions to shape their marketing strategies for the better.

IT has also helped financial institution to effectively manage huge database of their existing and potential customers. With such database, it has become easier and more convenient to send service information directly to these people. Through this way, the institution deals directly with real customers that are most likely interested in their services. This is usually accomplished via direct mailing. The effective maintenance of customers' database with the help of IT can save financial institutions lots of money on future marketing campaigns.

13. Some current issues of ethical and social concern to marketers in Transportation Company

In its simplest term, ethical marketing can be defined as the practical implementation of marketing ethics into the marketing process of an organization (Murphy et al, 2005). It's very important and mandatory for every company to have ethical marketing policies that guide such operational strategies like advertisement, market research and competitive strategies. In today's modern world, the transportation sector is faced with lot ethical and social issues. Some of these are discussed below.

Market Research: In the transportation industry, some ethical issues that can be encountered in course of market research are invasion of privacy and stereotyping (Schouten, 1984). Invasion of privacy commonly occur, during the company's attempt to identify the transportation defects in some market segments. Stereotyping usually arises during evaluation of real populations, which is needed for approximation and subsequent placement of individuals into groups. However, a reckless conduction of stereotyping can lead to wide variety of ethically undesirable results.

Market Audience: This mainly occurs in form of selective marketing, where marketers discriminate against the so-called undesirable market sectors. This discrimination may be base on race, religion or sexual orientation. Thus, transportation companies must always ensure that all potential customers are given equal consideration, irrespective of their background.

Deceptive Advertising: There are several methods through which deceptive marketing is normally presented in the transportation industry. Generally, every method is all about the presentation of misleading and invalid marketing claims to unsuspecting customers. For instance, many transportation companies are known to deceptively advertise false promos, with the sole aim of winning over large number of customer. This is very much similar to bid rigging (Gilbertson, 1999**).**

14. The concept of CSR in reference to financial institutions

The term corporate social responsibility (CSR) refers to all types of corporate self-regulation that are normally integrated into a business model (McWilliams and Siegel, 2001). As a multidimensional strategy, CRS consists of four segments namely: economic, legal, ethical and voluntary philanthropic responsibilities (Carroll, 1989).

The main economic responsibility of financial institutions is to provide financial services to individual and corporate bodies. Through this way, they tend to satisfy their obligatory roles in boosting the overall economic growth of the nations as well as satisfying their obligations to the nation's investors.

The legal responsibilities of financial institutions have to do with the nation's rules and regulations, which they are expected to observe in their day to day activities. The essence is to ensure absolute protection of workers' and customer's right as well as the assets of investors. Such rules and regulation also play significant role, in the reduction of money laundering and other financial crimes in a nation's financial industry.

The ethical responsibilities are those rules, which are not codified in the nation's laws but are expected to be observed by every financial institution. For instance, banks are expected not to discriminate against any group during loan grants and recruitment of new employees.

Finally, voluntary philanthropic responsibilities include all those contributions rendered by financial institutions to society with the sole aim of improving the quality of life and society's welfare. For instance, financial institutions are expected to make contribution to the nations' charitable organizations. They also have some role to play in supporting community projects (Dimitriades, 2007; Ferrell and Fraedrich, 1997).

15. The roles played by Trade Union Congress in the marketing policies of Financial Institutions

Peer group is a generic term used to describe several independent groups that employ all forms of advocacy to influence public policies. They play significant roles in the development of any social or political system. Thus, the groups have the capability to influence the ethical and social marketing policies of financial institutions. One prominent group in this case is the Trade Union Congress (TUC).

In many countries, the Trade Union Congress can use direct action and civil disobedience to kick against marketing policies that have been perceived as threat to the ethical and social order of the society (Rudbeck, 2012). Much of the influence can be implemented through the use of bureaucracy, which is widely recognized as the main channel of influence in most liberal democracies. Through this method, the Trade Union Congress coaxed some members of the nation's legislature to support their cause by passing some relevant bills.

The Trade Union Congress can also force financial institutions to observe the already defined ethical and legal issues in the financial sectors. For instance, the group can use the immense resources at its disposal to force financial institutions to devise and adopt strategies that protects the privacy of its current and potential customers, in course of market research and the advertisement. In every scenario, the Trade Union Congress can also prove the legality of their argument by approaching the nation's judiciary (Andrew, 2007).

16. The role played by published and broadcast media in influencing ethical and social marketing policies of Food industries

It has been indicated earlier on that, marketing ethics involves the application of morally justifiable principles in the operation and regulation of the marketing processes. These include such marketing properties like advertisement, promotion etc. It's important to note that some aspects of marketing ethics overlapped with those of media ethics.

The ethical and social marketing policies of Food industries are increasingly being influenced by both published and broadcast media. The media houses basically fulfilled this obligation by enlightening members of the public, on the ethical and social marketing principles expected from food industries. For instance, the media can expose food industries, whose marketers aren't being truthful about the products. The media can also alert members of the public, whenever a potentially dangerous chemical is used in the manufacturing of the food products.

Conclusion

In today's modern world, organizations can attain competitive advantages over rivals by having an efficient and reliable marketing management system. The discussions conducted so far have shown that marketing managers are hugely responsible for influencing the level, timing, and composition of customer's demand. The paper has also helped us to understand that, the overall process of marketing management is largely determined by the business's size, corporate culture, and industry context. Thus, the importance of the marketing management in every organization should never be underestimated. It's very important for every business owner to assess and deal with contemporary issues in marketing management, so as to provide an effective and cost-efficient marketing management strategy, which will go a long way in helping the organization to attain competitive advantage over its rival.

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