Official successful management by service receiver relationship management

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This paper considers satisfaction of service receivers as an important asset of official organizations. In fact, without service receivers official organizations would not exist. The strategic importance of service receivers is discussed as an asset. According to approach, official successful management (OSM) at official organizations, service receiver relationship management (SRRM) has been one of the fastest growing official organizations, critics point to the high failure rate of the SRRM projects as evidenced by organizations studies. The purpose of the study is to investigate success and failures of SRRM system implementations. Also this study found that the scope, size, complexity and duration of the SRRM projects seem to vary quite significantly across official organizations. Poor planning, lack of clear objectives and not recognizing the need for of official organization change are the key reasons for SRRM failures. This study is based on the results of a survey of 82 official organizations. It examines how two processes aimed at reducing service receiver relationship management and official successful management strategy. The main variables of this study were type, access, programs, orientation and involvement of service receivers that official management, potential, workers, experience and SRRM approach selected as control variables. The findings generally confirm that efforts to improve service receiver relationship management do result in increased and official successful management programs.

Key words: Successful management, service receiver relation management, official organizations strategy.

INTRODUCTION

Service receivers' expectations of official organizations have changed dramatically over this last decade. While, official successful management (OSM) were once asked only to review past organization performance and either accept or reject management’s plans and analyses, they are now expected to participate actively in strategy formulation and implementation (Zahra and Pearce, 1990). However, with OSM being asked to play a more significant role in the strategic process, the policies, the processes and structure implemented to assist directors with their new task must be examined closely. A positive experience throughout the service receiver cycle should foster trust and develop loyalty, therefore allowing official organizations to generate more revenue for less incremental expenditure. For example (Ambler et al., 2002; Eccles, 1991; Farahmand, 2011):

1. Making new service receivers aware of a product or service.
2. Loyal service receivers tend to receive more frequently.
3. Happy existing service receivers are more willing to receive other services from official organization and try new service offerings.
4. The cost of servicing existing service receivers can be lower.
5. Security of future revenues, which is much higher with happy service receivers.

Information and knowledge imbalance can have a significant impact on a OSM ability to create and protect service receiver relationship management (SRRM) value by providing sound advice to senior management and monitoring whether the official organizations is positioned to achieve long-term success. For strategic purposes, satisfaction of an intangible asset in its own right is not particularly relevant; however, an understanding of how this satisfaction is comprised and the key metrics that
impact on the assets' contribution to official organization successful can be extremely beneficial for management decision making.

To promote OSM involvement in strategy, many have suggested that management needs to provide its directors with appropriate information and should develop appropriate educational and orientation programs to build and maintain their directors' skills and knowledge (Epstein and Roy, 2007; Chakravarthy, 1986). Recent research into strategy implementation is damming in its findings. The official organizations field is now giving high priority to developing official metrics. The role of official organizations is to implement official strategy. A fundamental proposition in official strategy is that distribution methods must be aligned with service receivers and competitive advantage. Unfortunately, method successful measurement literature has provided ambiguous guidance to official managers.

In order to achieve marketing success, it is important to understand the relationship between method successful measures and strategy implementation success. It is also important to know whether, regardless of official strategy, the same method successful measures should be used.

The key question in terms of ensuring that method strategy supports marketing successful is: How do we know our method strategy is performing?

In order to understand whether the method is performing or not, we need to ensure that the method measures are appropriate for each marketing strategy. The focus of this study is on two specific processes meant to reduce SRRM and OSM strategy. When examining SRRM issues, focus is on the type of service receivers and the access directors have to numerous sources of service.

**Official successful management systems**

Official successful measurement systems (OSMS) were both outcome focused and financially focused and were neither multidimensional nor strategic. In the 2000s, OSMS became broader and included measures of innovation and service receiver satisfaction. The most essential successful originated tools of official organizations are (Brown, 2007; Hunt et al., 2000; Miles et al., 1978):

1. The process management model.
2. The EFQM, BSC and Malcolm Baldrige self-assessment procedure.
4. The project management model.
5. Problem solving and improvement procedures.
6. The benchmarking procedure.

Based on these, official organization successful results depend on the following factors at the practical level:

a) Understanding the issue, ideas and principles of OSM guiding the official organization activities.
b) Innovativeness of the leadership system.
c) Effectiveness and efficiency of management tools.

Organizations compete with the quality level of their products and services. A products and services organization which cannot manage organizations competition will have problems surviving.

In order to be able to do this successfully, the products and services world class organization has to view its business and its customer relationships from a products and services quality improvement perspective. There are always relationships between a products and services organization and its customers and services receivers.

The key issue is whether the firm wants to make use of these relationships in the way it manages customers and services receivers or not, and whether a given customers and services receivers wants to be an actively managed relationship with the products and services provider, or not.

In this paper, the importance and growth of the products and services sector are reviewed. The products and services sectors are expanding globally. The percentage of growth of the different economic criteria in the products and services sector is continuing to increase as the manufacturing base declines. Therefore, it can say that design management in the products and services sector is becoming increasingly important and this importance will continue to grow over this century.

Excellence organizations are facing fundamental issues such as how to design and implement an effective quality service delivery system, which will help to establish and to retain global market share. Much of the published work on quality focuses on manufactured products and services, but managers are paying more attention to emphasizing quality in services.

**Official organizations strategy**

The assumption underlying the model is that official strategy is the key determinant of appropriate method measures. An essential ingredient for success is a senior strategy committee, which provides leadership in strategy and stimulates cultural change. This should be chaired by the top management and should comprise the entire senior management team and the individual responsible for strategy.

In particular, the goal here is to develop the reasons why organizations increasingly need well trained and motivated official strategy and efficient. These indicate evaluating new organizational official strategy improvement performance. Unfortunately, organizational customers are not always happy with the quality and value of the services they receive. People complain about late deliveries, rude or incompetent personnel, inconvenient service hours, poor performance, needlessly
Farahmand

Table 1. Successful guidelines for official organizations strategy types

<table>
<thead>
<tr>
<th>Strategy no.</th>
<th>New guidelines strategy</th>
<th>Old guidelines strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Pull / reverse / benefit (PRB)</td>
<td>Push / direct / profit (PDF)</td>
</tr>
<tr>
<td>2</td>
<td>Frequent</td>
<td>Infrequent</td>
</tr>
<tr>
<td>3</td>
<td>Social</td>
<td>Economic</td>
</tr>
<tr>
<td>4</td>
<td>Quality / qualitative</td>
<td>Cost / Quantitative</td>
</tr>
<tr>
<td>5</td>
<td>Environmental</td>
<td>Organizational</td>
</tr>
<tr>
<td>9</td>
<td>Strategically / long-term</td>
<td>Operational / Short-term</td>
</tr>
</tbody>
</table>

complicated procedures and a host of other problems. They grumble about the difficulty of finding sales assistants to help them in shops, express frustration about mistakes on their credit card bills or bank statements, shake their heads over the complexity of new self-service equipment, mutter about poor value and sigh as they are forced to wait for service or stand in queues almost everywhere they go. Suppliers of services often seem to have a very different set of concerns.

Many complain about how difficult it is to make a profit, how hard it is to find skilled and motivated employees, or how difficult to please customers have become. Many organizational customers are concerned that the level of service quality has been declining over the last two decades. Consumers sometimes complain that service provided by flight attendants, salesclerks and other types of service personnel is poor. They feel service employees are too busy, underpaid, under trained, and under motivated to provide good services.

Depending on the size and structure of the organization, these committees established within operating divisions, functional group or by geography. The responsibilities of a senior strategy committee can include:

a) Establishing strategic actions,

b) Allocating resources,

c) Sanctioning strategy improvement teams,

d) Reviewing key indicators of strategy,

e) Estimating the cost of poor strategy,

f) Ensuring adequate training of employees,

g) Recognizing and rewarding individual and team efforts.

The model suggests official strategy is a more important influence on method measures than variables such as official manager's characteristics, stage of service lifecycle, market share, organizational or strategic official organization unit size, official profitability and growth, environment or competitors. Table 1 shows the proposed relationships between method measures for each strategy type.

This model suggests official strategy for successful guidelines for official organizations strategy types as follows:

**Strategy 1: pull / reverse / benefit (PRB) versus push / direct method successful measurement**

Traditional successful measurement systems (TSMS) were profitable focus and were neither multidimensional nor strategic. Based on the degree of service innovation inherent in PRB strategies, it is likely that they would compete with higher quality services and be first to market with new generation services. Conversely, PDF strategy would depend more on efficiency and cost reduction to compete and rely more on older generation services. As a result, PDF would place greater emphasis on cost control measures in supporting official strategy. PRB measures of managers may be more important than PDF measures of successful.

**Strategy 2: frequent versus infrequent method successful measurement**

Control by successful large PRB involved frequent successful reporting. PDF would be expected to be similar to cost leaders as they operate in relatively certain environments with existing service receivers and undertake little service innovation. As a result, the measures they use could be frequent yet still be meaningful.

**Strategy 3: social versus economic method successful measurement**

TSMS were outcome focus and were neither multidimensional nor strategic. The control method of successful PRB included careful output monitoring and was expected to be associated with PDF.

**Strategy 4: quality / qualitative versus cost / quantitative method successful measurement**

Based on the degree of service innovation inherent in PRB strategies, it is likely that they would compete with higher quality services and be first to market with new generation services. Conversely, PDF would depend
more on efficiency and cost reduction to compete and rely more on older generation services. As a result, PDF would place greater emphasis on cost control measures in supporting official organizations strategy.

**Strategy 5: environmental versus organizational method successful measurement**

As PRB target new markets, it appears appropriate that they emphasize environmental measures. Conversely, PDF would rely more on organizational method and need to monitor internal efficiency while they compete with older generation services.

**Strategy 6: Strategically / long-term versus operational / short-term method successful measurement**

Successful measures must be aligned with official organization strategy. The optimum control system required two different approaches operating at different hierarchal levels.

**Service receiver relationship management**

A service receiver relationship management (SRRM) system is a technology-based official organization management tool for developing and leveraging service receiver knowledge to maintain, and strengthen profitable relationships with service receivers.

An organization’s total SRRM efforts must begin at the very top. Beginning with the board of directors, one method of obtaining their support is to conduct a SRRM survey among them. Such questions could include:

a) Has an estimate been made of the cost of poor SRRM?
b) What measures are using to judge SRRM?
c) What are current performance SRRM levels?
d) How does SRRM of customer satisfaction compare with other organizations?

For many organizations, becoming world class does not always mean implementing the most advanced technologies; instead, its competitiveness may arise from the flexibility and skills of its workforce, or a unique market niche and organization strategy. A useful framework for analyzing the deficiencies of the organizations operations is to identify gaps in the production and operation (P and O) that lead to inefficiencies and compare these to its own model of what constitutes world class in its field.

By applying an iterative process and identifying gaps in its performance, the organization can assess the suitability of potential solutions at a level appropriate to the requirements and resources of an organization. Gradually moving nearer to its model of excellence as shown in Figure 1, that our organization basic requirements are suitable organizational technology, structure, functions and behaviors (TSFB), as the same of strongly bridge for set up to previous and next systems through pull system approach (Farahmand, 2011a).

While the concept of what constitutes excellence organization has received considerable attention in the academic literature, it developed principally in relation to the needs of larger scale organizations. Given that small, medium and large size organizations make up a significant proportion of the organization capacity in social economies, there is a clear need for a rethink of the concept in order to make it relevant to their specific needs. Faced with a growing list of the elements needed for excellence organization the management of organizations appears faced with a daunting task. Focusing on the organizational operation in an organization using the gap analysis framework has proved its utility in assisting the management of one organization to make progress towards a model of WCO that is applicable to their circumstances (Farahmand, 2001).

Thus, a SRRM system is an essential part of a global SRRM strategy which emphasizes creation of satisfaction through the development of appropriate relationship with key service receivers segments. The underlying premise of SRRM is that firms create service receiver knowledge in order to (Day, 2000; Anttila, 2002):

1. Effectively segment service receivers.
2. Develop and maintain long-term relationships with profitable service receivers.
3. Determine how to handle unprofitable service receivers.

Through the creation and better utilization of service receiver knowledge, the service receiver relationship should improve. Successful implementation of SRRM program depends upon four critical factors:

1. SRRM readiness assessment.
2. SRRM change management.
3. SRRM project management.
4. Employee engagement.

They comment that capturing the wrong service receiver information, unclear goals, inappropriate selection and use of technology, inability to integrate people and processes and use of misleading metrics or improper measurement approaches, are the major barriers in implementing and managing SRRM projects. The seven deadly sins for unsatisfactory SRRM outcome are:

1. Viewing the SRRM initiative as a technology initiative.
2. Lack of service receiver-centric vision.
3. Insufficient appreciation of service receiver
4. Inadequate support from top management.
5. Underestimating the importance of change management.
6. Failing to re-engineer official organization processes.
7. Underestimating the difficulties involved in data mining and data integration.

**Official successful management**

Official successful management (OSM), refer to the internal systematic approach systematically of the organizations management and leadership to strive for official organization successful excellence; and successful management (SM) refer to all those measures through which one creates and strengthens confidence and trust in outsiders, especially service receivers, towards the organization abilities and service.

Organizations that are similar in terms of types of employees and jobs, product market, size, and so on, may choose compensation system designs that differ in their effectiveness for attaining similar goals.

*Figure 1. Organization position and requirements.*
Performance appraisal is defined as the process of identifying, evaluating and developing the work performance of the OSM in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback and offering career guidance.

The terms OSM performance assessment, performance evaluation and performance management are also used to describe the process. Science and OSM technology have profoundly influenced the course of human civilization. Science has provided us remarkable insights into the world we live in.

The scientific revolutions of the 20th century have led to many technologies, which promise to herald wholly new eras in many fields. As we stand today at the beginning of a new century, we have to ensure fullest use of these improvements of OSM for the well being of organizational customers.

When the comprehensiveness of the OSM approach is being emphasized, one also can use the concept total official successful management (TOSM) instead of OSM. In practice, however, the both mean the same.

The aim of OSM approach is to strive for the official organization strategic and operational goals. OSM is based on a special expertise for enhancing effectiveness and efficiency of official organization management and leadership. Thus, genuine realization of the OSM practices takes place in real official organization activities both in the official organization strategic leadership as well as in the operational realization of the official organization services and targets.

The broad challenge for OSM is to enhance positive substance of official organization brand through various means that are consistent both with respect to one another and aligned with the official organization strategic course. As a whole the main principles in official organizations approach include the following:

1. Focus on supporting the strategic goals of the official organization.
2. Consistency of different OSM measures in order to strengthen one another.
3. Alignment of the whole official organization strategically and operationally for centering on the key official organization issues.
4. Comprehensiveness and a scope which covers the entire corporation.
5. Integrating OSM measures with official organization processes.

Systematic approach instead of building separate systems such as quality systems OSM approach is well harmonized with the official organization strategies. On that basis also the quality policy was defined. General intention and direction towards quality is considered by the quality policy statements (Fiegener, 1994; Govindarajan and Fisher, 1990; Josee, 2009):

1. Always act so that the service receiver receives what he or she needs.
2. Do what we promise.
3. Improve activities and their results continually so that they will be better and more effective and efficient.

The goal of OSM, that is official organization excellence, is reached through innovative management and leadership practices. In order to realize OSM objectives in all parts of the official organization and at all levels of official organization and management, an official organization-wide management structure, a leadership infrastructure framework has been defined.

The framework model was originally created at official organizations. This model covers all official organization functions in a natural and flexible manner and covers the following four levels of the official organization (Farahmand, 2011a; Schmitz and Platts, 2004; Simons, 1987):

1. The official organization level: where the general principles, the common insight, goals, shared tools, and practices concerning quality are created, including how these principles are to be applied in practice on the basis of the official organization requirements.
2. The strategic areas and unit's level: Where decisions are made by the general manager of the official organization unit and the other top official organization leaders, and measures undertaken concerning the entire particular official organization and especially the future competitiveness of the official organization and management of the whole official organization system are addressed. The official organization system is composed of the interrelated operational official organization processes. Very often in corporations there are different official organization areas that may be at different development stages. All these need different strategic OSM approaches but they may operate within one corporate culture.
3. The operational individual official organization processes level: Where decisions and measures concerning daily management are made and undertaken, and services are realized in real time for service receiver needs.
4. The human and team's level: Where the personal contribution of each member of the official organization personnel including the top management is provided in natural working environments.

In accordance with official organizations strategy for OSM and SRRM model and contacts with 25 official organizations by face to face, training and consultant sessions etc. that considered direct and personal experience of SRRM developments and deployments in the last years, the following part of this paper presents findings.
Figure 2 shows the proposed relationships between official organizations strategy for OSM and SRRM (Roy, 2009; Smith, 1967).

**METHODOLOGY**

To what degree is marketing successfully determined by the alignment of method of successful measures with marketing strategy? Many possible different combinations of method successful characteristics exist, each allowing successful implementation for organizations. Successful systems supported change, projects observe change management disciplines, and unsuccessful ones do not.

Furthermore, most surveys report that directors still do not have appropriate SRRM and OSM to help them fulfill their emerging roles and responsibilities (Johanson, 2008; Linck et al., 2008). Mainly, the aim is to provide guidance to organizations as they evaluate the SRRM and OSM needs. When examining these board processes, hypothesized that because they reduce OSM asymmetry, more efficient SRRM and director development programs would improve the OSM strategy. These hypotheses were tested through a survey of 82 official organizations in North West of Iran that they were available on the training and consultant sessions. Samples consisting of the few largest Iranian official organizations included services and official organizations. Actually, the survey was conducted face to face by a specialized survey over a six months period.

The pre-tested questionnaire used for this study was computerized using the interviewer system, which allows for 100% authentication of data entry; the questionnaire had an average duration of about 35 minutes. The metrics of this study are as follows (Erffmeyer et al., 2001; Feghhi, 2005; Ittner and Larcker, 1998; Jain et al., 2007; Noble, and Mokwa, 1999):

1. Service receivers type (SRT): A list of service receiver items was presented to the respondents. Using Likert-type scales, the respondents were asked whether SRT. Items were grouped into five categories based on the typical strategic management process. The items were then averaged to construct an index that produced a Cronbach's alpha more than 0.73 (Larson and Lusch, 1992; Najmi et al., 2005; Paswan, 2003).
2. Service receivers access (SRA): Using Likert-type scales, the respondents were asked to evaluate SRA and the items were then averaged to produce an index. The items were then averaged to construct an index that produced a Cronbach's alpha more than 0.69 (Neely et al., 2005; Senge, 1990).
3. Service receivers programs (SRP): Using Likert-type scales, the respondents were asked to appraise OSM programs. The items were then averaged to construct an index that produced a Cronbach's alpha more than 0.74 (Kaplan and Norton, 1996; Payne and Frow, 2006).
4. Service receivers' orientation (SRO): Using Likert-type scales, the respondents were asked to appraise their OSM and SRO orientation programs. The items were then averaged to construct an index that produced a Cronbach's alpha more than 0.76 (Jaworski and Kohli, 1991; Jeuland and Shugan, 1983; Rowley, 2002).
5. Service receivers' involvement (SRI): Using Likert-type scales, the respondents were asked to evaluate the SRI in strategic aspects. The items were then averaged to construct an index that produced a Cronbach's alpha more than 0.71 (Rutherford and Buchholtz, 2007; Wright et al., 2001; Ruigrok et al., 2006).

Five variables selected to control for organizational characteristics and OSM included in the analysis. Official management was measured using the quality and level of management. Potential is using the organizational management about SRRM implementation. Experience was calculated as the number of years about SRRM. As regards OSM variables, independence was measured as the ratio of OSM to the total official management. SRRM approach was calculated as organizational intention for SRRM implementation (Dobni et al., 2001; Gresov and Drazin, 1997; Franco and Bourne, 2003).

Anyhow, the various constructs were examined to assess reliability. Statistical reliability was assessed by computing Cronbach's alpha. Therefore, the coefficient values for the
Table 2. Construct items, reliability and descriptive statistics.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>S.D.</th>
<th>Indexes</th>
<th>Scale</th>
</tr>
</thead>
</table>
| 1) Service receivers type (SRT) |      |      | a) Forecast and trends of service receivers.  
b) Service receivers’ satisfaction.  
c) R&D investments in field of service receivers.  
d) Service receivers requests and suggestions  
e) Strengths and weaknesses analysis about service receivers’ strategic plans.  
f) Service receivers operating plans.  
g) Service receivers’ annual strategic plans.  
h) Reports of major risk factors about service receivers.  
i) Progress report on major capital expenditures, acquisition, and divestures service receivers.  
j) Reports of operating performance, financial, productivity and quality about service receivers.  
k) Service receivers competitive positioning of the organization, market share, pricing and quality. | very little | very much |
| Symbol service receivers (SSR5) | 3.93 | 0.98 |                                                                                                                                                                                                       |                     |
| Series service receivers (SSR2) | 3.33 | 1.33 |                                                                                                                                                                                                       |                     |
| Strategic service receivers (SSR3) | 3.79 | 0.91 |                                                                                                                                                                                                       |                     |
| Satisfied service receivers (SSR4) | 4.81 | 1.02 |                                                                                                                                                                                                       |                     |
| Special service receivers (SSR1) | 4.05 | 0.93 | a) Service receivers’ organizational managers.  
b) Service receivers’ organizational book and records.  
c) Service receivers’ organizational plants and facilities.  
d) Service receivers’ organizational consultants. | very little | very much |
| 2) Service receivers access (SRA) | 4.15 | 1.06 | a) Continuing improvement on current issues about service receivers.  
b) Service receivers’ evaluation.  
c) Service receivers’ performance.  
d) Service receivers’ participation in organizational programs. | Completely disagree | Completely agree |
| 3) Service receivers programs (SRP) | 4.23 | 0.94 | a) Service receivers’ organizational managers.  
b) Service receivers’ organizational book and records.  
c) Service receivers’ organizational plants and facilities.  
d) Service receivers’ organizational consultants. |                     |
Table 2. Contd.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>Description</th>
</tr>
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</table>
| 4) Service receivers orientation (SRO) | 3.49 | 0.61 | a) Providing improvement program regarding the business and operations about service receivers. 
| | | | b) Visits of service receivers from organizational facilities. 
| | | | c) Meetings of service receivers with key organizational personnel. |
| 5) Service receivers involvement (SRI) | 3.68 | 1.06 | a) Participation of service receivers in strategic planning process. 
| | | | b) Service receivers reviewing the strategic plan. 
| | | | c) Monitoring of organizational performance about service receivers. 
| | | | d) Service receivers overseeing major capital expenditures, acquisitions and divestitures. 
| | | | e) Monitoring the implementation of the strategic plan of service receivers. |
| Control variables | Official management | 4.85 | Quality and level of management |
| | Potential | 53.25 | Percent of organizational potential |
| | Workers | 64 | Number of employee |
| | Experience | 12.08 | Number of years about SRRM |
| | SRRM approach | 3.95 | Relative and suitable approach about SRRM |

Multiple-item scales employed in this study met these requirements and were considered reliable as Table 2.

RESULTS

Table 2 presents the mean, standard deviation, and descriptive statistics for the variables. Descriptive statistics show that the average number of workers was 64 with standard deviation of 7.51. The average percentage of potential is 53.25%. Also data shows that SRA have access to a variety of service receivers with mean of 4.15 and have more efforts to SRO programs with mean of 3.49 versus SRP with mean of 4.23. Anyhow, another data is shown in the table. In summary, the main variables of this study were type, access, programs, orientation and involvement of service receivers that official management, potential, workers, experience and SRRM approach selected as control variables. The findings generally confirm that efforts to improve service receiver relationship management do result in increased and official successful management programs.

Findings generally confirmed that efforts towards improving SRRM systems and OSM development programs resulted in increased strategy involvement. In this study, OSM processes are examined as potential determinants of directors’ involvement in strategy (Farahmand, 2003; Lassar and Kerr, 1996; Pugliese and Wensstøp, 2007):

1. OSM development processes: OSM resides with activities related to developing directors’ skills and knowledge. Academics have been increasingly examining the skills and knowledge of corporate directors as potential determinants of OSM strategy involvement.
2. SRRM processes: The focus of this study is on processes implemented to develop of SRRM. This objective echoes the growing attention given to human resources practices.

The arguments presented, suggest that processes aimed at improving the quality of the SRRM strategy should enhance OSM involvement in strategy. More specifically, predicted is that an increase in SRRM related to the different stages of the strategic process will increase strategy involvement and increased access to a wider variety of SRRM will also enhance OSM in strategy.

SUGGESTION

The scope, size, complexity and duration of the SRRM projects seem to vary quite significantly across official organizations. Poor planning, lack of clear objectives and not recognizing the need for official organization change are the key reasons for SRRM failures. The most recent SRRM programs, for example some have clearly benefited from previous SRRM systems experience of suppliers, including considerably reduced implementation times and lower risk levels for comparable size programs. All these organizations had very different levels of success. Their success was determined mainly by the relationship between the complexity of the system and the speed, and phasing of its development and roll out. A SRRM system is not just service receiver interface software.

Official organizations believe that successful measurement frameworks should be multidimensional. Unfortunately, the early attempts at successful measurement frameworks were too financially oriented and did not provide strategic vision.

Conclusion

Managers have too many successful measures, and a simplified set with fewer yet more important metrics would lead to superior successfulness. Successful management systems are hindered by too many low-level measures. An ideal successful measurement system must include measures which are strategically relevant as well as measures which address both efficiency and effectiveness. For official organizations managers, the area of method successful measurement is an area that represents a significant opportunity for official organization investment and management attention. The interdisciplinary conceptual model will provide guidance to official organizations managers in developing contextually relevant method measures. The model provides official organizations managers with specific benefits such as:

1. Measures to official organizations.

2. Strategically aligned framework for clearer logic behind actions.

3. Successful measure portfolio that discriminates between efficiency and effectiveness successful measures in order to avoid suboptimal successful.

4. Framework that will provide multi-method guidance.

5. Set of guidelines to ensure method synergies are achieved in the targeting of high and low service receiver lifetime satisfy segments.


Many official organizations have sustained their SRRM systems focus over time, although these investments may or may not be considered part of a long-term SRRM strategy. For example, one major hospital defines its SRRM systems as the marketing databases and campaign management and considers distribution methods to be a separated systems investment area.

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