

# UNDERSTANDING CUSTOMERS AND CLIENTS

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## ABSTRACT

It is the payroll service of Ealing Council that ensures that all council workers are paid "accurately and on time" and that the organisation abides by "statutory regulations" to support the delivery of operational services. Ealing Council's payroll function is a "secondary or support activity" when compared to Porter's "Value Chain" model (Gümüş, *et al.* 2020). As all internal secondary services may either be delivered internally or outsourced, CIPP argues that there is increased scrutiny and pressure on the secondary or support operations of the organisation (Azad, *et al.* 2017). A lot of pressure is put on Ealing Council's payroll service to keep schools from switching to other payroll companies because of the constant monitoring from the schools. Ten out of 74 schools have opted out of the payroll service in the previous year (Harris, & Jones, 2018). A loss of school buy-in for Ealing Council's payroll service might eventually lead to the payroll service being outsourced and just providing a service for corporate employees. In order to keep internal support services in demand, a competitive advantage is needed.

**Keywords:** understanding, customers and clients

## I. Introduction

Besides housing, council tax, parking services, and education, Ealing Council also provides an HRSSC (Human Resources Shared Service Centre) that specialises in HR, Recruitment, Payroll, and Pension services to the Ealing community. Specifically, this research will examine the HRSSC's Payroll Services department. An in-house payroll for corporate workforce and bureau for schools are provided by the Ealing Council Payroll Service (Delanoy, & Kasztelnik, 2020). They have six personnel in all, including the Payroll Team Leader and five other payroll administrators.

Ealing Council's payroll department will benefit from this report's marketing strategy. Benefits, service expertise, communication strategies, human resources implications, and service standards will all be considered in the strategy, along with the personal capabilities essential to accomplish it. Key themes in the paper include service marketing, customer comprehension, and also talents and consideration (Hammad, & Hallinger, 2017). The appendices will also include any samples of promotional or communication material.



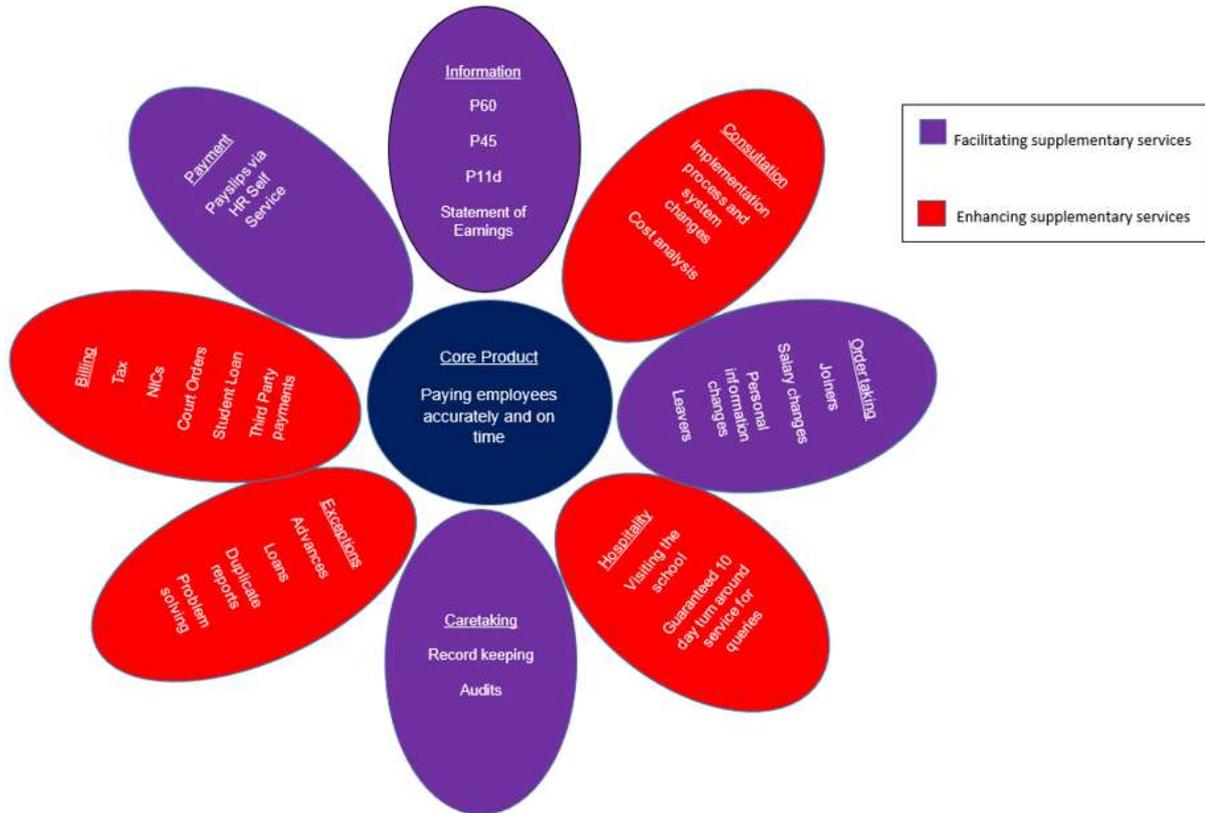
**Figure 1: Ealing council**

(Source: <http://www.actonw3.com/default.asp?section=info&page=conroad009.html>)

## **II. Service Marketing**

It is the application of marketing principles to the delivery of services. According to CIPP, it is possible for payroll functions to be elevated through service marketing to prevent outsourcing. This paves the way for a deeper understanding of how marketing and service might work together. A service is defined as "a valued activity, deed, or effort undertaken to meet a need or to fulfil a demand(Hallinger, 2020)." According to the Chartered Institute of Marketing (2017), marketing "is about discovering innovative methods to convey the advantages of your products and services so that consumers buy them." "Managing profitable client connections" is also a term used to describe marketing by (Castillo, &Hallinger, 2018). The comparison of the two definitions shows that combining "service" and "marketing" will improve the service sector by enhancing client interactions and boosting profits(Halkias, &Neubert, 2020). A marketing campaign should be implemented as soon as possible for Ealing Council's payroll service because they are now at risk of being outsourced.

Understanding the "services marketing mix" is essential to marketing services. Using the "7-Ps" of the services marketing mix, companies may better communicate with their consumers about the services and products they offer(Oplatka, &Arar, 2017). The service marketing mix includes "product," "promotion," "pricing," "location," "people," "physical proof," and "process." "Product" is one component (Oplatka, &Arar, 2017). Using this service marketing mix, Ealing Council's payroll services will be analysed in order to obtain an understanding of the present service and to identify areas for improvement.



**Figure 2: Flower service model for Ealing Payroll service**

(Source: <https://smejoinup.com/how-to-choose-the-best-payroll-service-for-your-business/>)

Product - The "goal of service" must be clearly defined. For this, (Castillo, &Hallinger, 2018) recommends looking into the degree of client engagement required to meet their demands and the tangibility of the product offered. Ealing Council's payroll service uses computer software and telephones to handle data and communicate with clients to ensure that employees are paid properly and on time. Thus, compared to(Castillo, &Hallinger, 2018) research this shows that Ealing Council’s payroll service offers a service that is “low contact” with “intangible assets”. In later research (Castillo, &Hallinger, 2018) develops his ideas on service marketing which goes beyond the core service aspect and instead focuses on understanding the “supplementary services” that accompany it by creating a “Flower of Service model” (Karatepe, Aboramadan, &Dahleez, 2020). The core product combined with supplementary services is referred to as the “augmented product”(Hallinger, 2020). Based on this, Ealing’s Council Payroll Service has been compared against the Flower of Service model to help show the current augment product being provided.

Ealing Council's Payroll Service uses the Flower of Service model to show that it provides a wide range of services in addition to its primary product(Beauchamp, *et al.* 2021). However, this raises the question of whether or not clients are aware of the additional services offered by your company. Throughout the rest of this report, we'll return this topic.

It is important to acquire "quality people" since it is deemed "essential in service quality and distinctiveness," according to (Castillo, &Hallinger, 2018), to be able to deliver the product according to the needs of the

organisation. Ealing Council's payroll team has a problem with employee retention because of a high turnover of workers(Hassi, 2019). Payroll's inability to keep up with the demands of precise and efficient service has been attributed to a shortage of workers. Customers' satisfaction will suffer if the payroll department's accuracy and efficiency deteriorates further (corporate staff and schools)(Bush, 2018). Consequently, in order to boost customer satisfaction and, as a result, the payroll service's marketing efforts, Ealing Council's payroll department must strive to find a solution by hiring more qualified employees.

Promotion - Marketing materials must take into account the greater power of word of mouth. When it comes to the "decision process" and "word of mouth communication," "personal influence" plays an important part. Resource development "that consumers may pass on to others" is an idea put forth by (Hammad, &Hallinger, 2017). As a result, the payroll service at Ealing Council must create marketing materials that entice clients to tell others about their offerings.



**Figure 3: Services marketing mix 7-Ps**

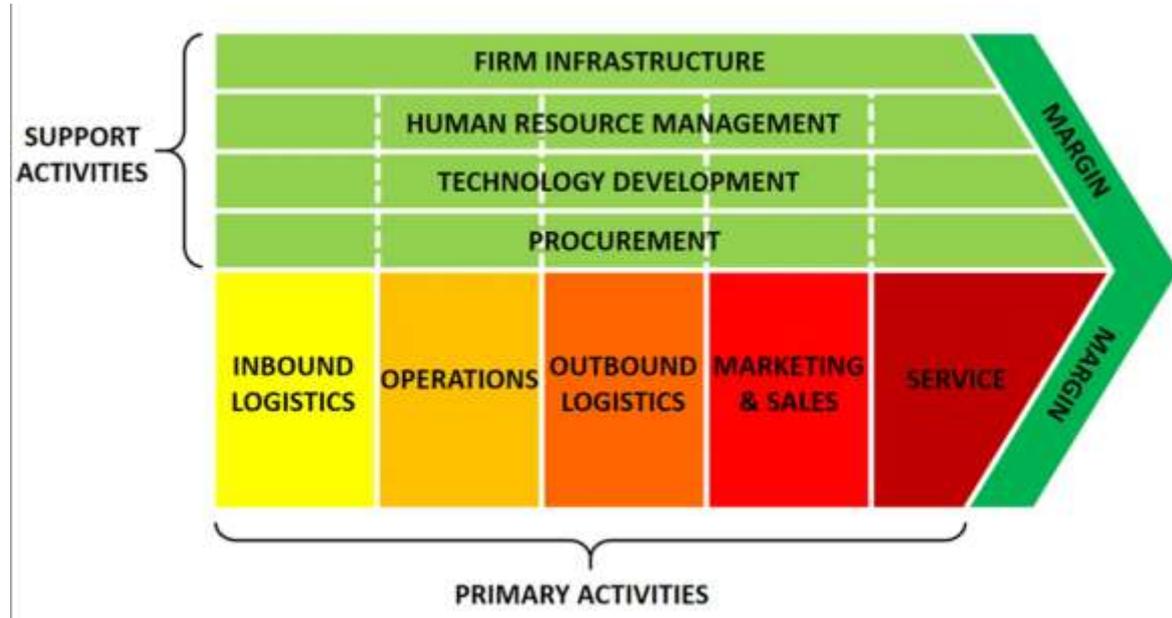
(Source: <https://strategicmarketingmanagementconsulting.wordpress.com/2018/10/02/the-7-ps-of-services-marketing/>)

**III. Skills and consideration**

There are a variety of talents required to successfully promote a product or service. There are few things more important than the ability to communicate. With a marketing tool called "Marketing Communication Mix," (CASTILLO, & HALLINGER, 2018) demonstrates that there are several types of marketing communication. Ealing Council's payroll service has "communication" as a recurring problem that necessitates word-of-mouth promotion as a result of service marketing and customer demands(Delanoy, &Kasztelnik, 2020). As a result, public relations (PR) and advertising have been chosen as the best forms of communication. As a result, the payroll team leader will need to develop a personal skill set to implement a marketing plan. As a result, (Castillo, &Hallinger, 2018) recommends that marketing, media, creative, communication and project management are all essential abilities for managing marketing operations. As a payroll team leader, you'll need to learn how to market the service you're providing; identify your target market; use creative means to persuade the target market to buy into the service you're promoting; and use presentations to establish a communication platform for getting others to invest in the service(Hallinger, 2020). Thus, it is important to consider training.

The payroll team's performance will be significantly impacted by the deployment of a marketing strategy for the service(Harris, & Jones, 2018). As a result, the payroll staff must be "mobilised" to raise their service standards in order to prevent outsourced payroll services. Think about the abilities needed to influence your payroll team's views about wanting to enhance their service quality, helping them realise how the enhancing service will assist your organisation achieve its intended goals. This leads to thoughts on how to do this.

**IV. Conclusion**



**Figure 5: Porter’s Value Chain**

(Source: <https://www.business-to-you.com/value-chain/>)

**V. Recommendations**

By the end of 2018, the Payroll Team Leader should have a marketing strategy in place. To improve service quality, the Payroll Team leader should hire additional high-quality employees. Meet with the hiring team and let them know about the opening so that they can begin advertising by the end of May 2017(Bush, 2018). By the end of May 2017, the Payroll Team leader should conduct market research and develop advertising materials to encourage clients to spread the word about the service(Beauchamp, *et al.* 2021). To improve customer satisfaction, the Payroll Team Leader should develop and publicise additional training opportunities. By May 2018, work with Human Resources to develop a training programme and promotional materials. The Payroll Service should implement a price strategy known as "predatory pricing" in order to compete with other payroll providers. In order to get permission from the finance department before the end of 2017, the Payroll Team Leader needs put up a business case(Halkias, &Neubert, 2020). There should be a brochure for payroll services created by March 2018 by the Head of HR and Payroll Team Leader. Consequently, by January 2018, the Payroll Team leader must contact brochure printing firms to compare prices. Online training should be provided by the Payroll Team Leader so that consumers are satisfied. Set up a meeting with HR and IT by June 2017 to explore possible implementation(Beauchamp, *et al.* 2021). Marketing, media, creative, communication, and project management abilities are needed by the payroll team leader to properly manage the market plan. Set up a

training session with the Head of Public Relations by April 2017. Send the Payroll Team Leader to Motivational Leadership's leadership development programme to strengthen his or her leadership skills. Find out when and where Motivational Leadership's programmes are being held by contacting them (Azad, *et al.* 2017). Determine a good time to meet with Payroll Team Leader. By the middle of March 2017, schedule the Payroll Team Leader on the programme.

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**Appendix**

**Ealing Council's Brochure to promote their payroll service**

**PAYROLL**

The payroll service offers a highly competitive, efficient and cost effective solution to your payroll requirements. Enjoy accurate, online and statutory compliant management of your school or academy payroll supported by dedicated, experienced, knowledgeable staff who will provide professional advice and assistance. We will ensure your staff are paid accurately and on time and that your school will be compliant with applicable legislation. We manage all aspects of payroll, PAYE, pension contributions, union subscriptions and court orders via BACS with realistic closing dates for payroll variations.

Payroll Service includes:

- HM Revenue & Customs (HMRC) compliant with all legislation e.g. RTI (Real Time Information), Pensions Auto Enrolment
- 24/7 on-line access to view report and make changes to staff payroll information in real time and ability to check employee details
- Full reconciliation and payment of statutory deductions, including year-end to HMRC within set timescales
- Ability to accommodate new teachers pay reform • Pay increments and promotions in accordance with agreed pay scales and instructions from school • Automatic application of increments for non-teaching staff
- Implementation of pay awards in accordance with national & locally agreed settlements • Comprehensive check on taxable status of a worker
- Monthly provision of information to accountancy for general ledger and final accounts payable • Processing of sickness and maternity pay • Payroll Reports (pre & post pay day and additional hours)
- Expert statutory guidance • Dedicated payroll officer • Dedicated Pensions co-ordinator • Year-end documents (P60, P35, P11d forms) in accordance with HMRC deadlines
- Payslips & P60 available to employees via web based Employee Self-Service • Provision of salary information to third parties on employee request • Emergency payment facility\* • Paper payslips\*

\*Additional fees apply please contact 0208 903 6667

Benefits include:

- 5% Discount on all TES Adverts • Discounted Rates on DBS Checks (includes Standard, Enhanced and Volunteer Checks)

Service 2 Year pp/pa	1 Year pp/pa
Payroll £34.50	£36.50