Taxwise-Designing a Model for an accounting company: Case study, Tax Wise Accounting

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A thesis submitted for the degree of

Master of Science (MSc) in Strategic Product Design

December, 2017
Thessaloniki – Greece
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I hereby declare that the work submitted is mine and that where I have made use of another’s work, I have attributed the source(s) according to the Regulations set in the Student’s Handbook.

December, 2017
Thessaloniki - Greece
Abstract

The current study is referred to the design and implementation of a model for an accounting company, alongside a case study of an ascending accounting company.

Specifically, the study consists of two parts: The first one is the literature review and the theoretical framework of Service Design, its purposes and tools, as well as the characteristics of these services. Next, the definition and the evolution of marketing is presented, alongside the different mechanisms of marketing and the Mix Marketing technique for the companies to gain a major share in the market. The study focuses also in the primary market practices, such as the affiliate marketing, the email marketing and search engines, all of which are summarily presented. Finally, the importance of marketing at accounting service is highlighted, based on the current bibliography.

The second part consists mainly of the general business model canvas, which includes the most necessary criteria for an accounting office to be effective (in this case study, the Tax Wise Accounting, one of the major ascending accounting office in Thessaloniki), such as the customer’s segmentation, the customer’s journey or empathy maps. The second phase of the part two presents the service design, which consists of mapping the customer’s experience and the service blueprint, along with any emanated conclusion arisen from the analysis.
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Introduction

As indicated by the lead article in a current issue of Time, "when businesses are contending at break even with cost and usefulness, outline is the main differential that issues". The requirement for showcase based item/benefit configuration has prompted the advancement of numerous scientific procedures for the recognizable proof of "ideal" item/benefit profiles.

The majority of the distributed systems use conjoint examination or multidimensional scaling (MDS)- based client inclination information, recognize showcase portions of premium, and utilize ideal/heuristic procedures to scan for best mixes of attributes for an item to boost deals or piece of the overall industry. Such models are commonly problematic on the grounds that piece of the pie amplifying items are not really the benefit or income expanding items too. Thusly, the later methodologies have considered variable costs or totals of settled and variable costs while recognizing profit maximizing item/benefit outlines.

A noteworthy outstanding downside in advertising (just)- based item/benefit plan methods is that they frequently don't think about working ability, imperatives, and other administrative choices. This is risky in light of the fact that it is very likely that the benefit augmenting item profile would be generally hard to create under the current working setup. Following a call for more prominent coordination amongst advertising and operations administration, the Effective Product/Service Design (EPSD) model proposed (Verma, et all, 2011) in this paper joins client inclinations, generation cost, and working trouble/capacity into the investigation plot. Our approach is reliable with past research, which recommends that by cooperating, operations and advertising can better value each other's imperatives and, along these lines, will turn out to be all the more eager to make exchange offs in their own capacities.
Service Design

"We require new decisions." Tim Brown says in his book, Change by Design, innovation has not run its course; in certainty it is as yet uniting the world, making it more joined together. He keeps on saying that these decisions need to adjust the requirements to people and of society overall, new thoughts that handle worldwide difficulties and new techniques that outcome in contrasts that issue. At exactly that point would we be able to continue with the thought of globalization. At exactly that point would we be able to help creating nations. At exactly that point would we be able to discover the cures to lethal infections. How would we make these new thoughts and decisions? By rearranging organizations, through service design.

The universe of service design has grown from the acknowledgment that the requirements of clients are expanding, similar to their requests, at a consistently developing quick pace. What happens to an organization that can't furnish their current customers with what they need, when they need it? The customers search somewhere else for what they need. Service design is an all-encompassing fragment of business, which is tied in with reconsidering how an organization functions, through arranging and sorting out of individuals, foundation, correspondence and material segments of an administration, yet additionally by using the human factor of emotion. Basically, a few administrations (take for instance, a phone benefit) can be of awesome quality and advancement now, yet quite a while from now this administration can wind up plainly obsolete on the off chance that it hasn't changed to the developing and changing needs of the clients. The possibility of Kaizen fits consummately in the territory of administration plan, on the grounds that "a considerable lot of these fundamental and continuous upgrades can be brought into the administration through the utilization of good design."
Service design process and tools

The service process is one that is never wrapped up. The procedure comprises of stages that can, anytime be reconsidered as the procedure moves backwards and forwards through the means. Marc Stickdorn depicts this procedure as the iterative service design process. As per Stickdorn, "however design processes are in actuality nonlinear, it is conceivable to explain a framework structure". The procedure is iterative in approach, implying that it requires reiteration and contains numerous factors that are hard to submit in a particular request. So, many repetitions of a design process must happen with a specific end goal to achieve the objective of a plan that satisfies the service design, considering rule being all encompassing. The numerous factors are reflections of the 8Ps of Services marketing that were already said in the postulation and are an agent of the all-encompassing way to deal with promoting that is taken when service design are utilized as a part of business. In the book, "This is Service Design Thinking.", Stickdorn utilizes the Squiggle as a representation of the service design process. Many routes and iterations are taken with a specific end goal to achieve the objective. It is a straight procedure, yet one that incorporates a wide range of cycles and reiterations inside itself.

The administration configuration Process adopts a comparable strategy to present day configuration controls' in execution. It takes after a double diamond approach of discovery-definition development-delivery.

The search is expanded and limited different circumstances keeping in mind the end goal to reframe the exploration and guarantee that nothing is forgotten in the scan for the most comprehensive approach. The iterative four stages proposed by Mark Stickdorn is an all-inclusive service design framework made out of the present service design forms. These means are exploration, creation, reflection and implementation. They speak to the means taken by service designers frequently to meet the last objective of designing another service in view of bits of knowledge. The search alludes to the initial broadening of the double diamond approach. The objective is to make a stride back, gathering however much information as could reasonably be expected with respect to the administration keeping in mind the end goal to settle on the most good choice as could be allowed, in regards to the issue to be fathomed. In this approach,
qualitative research techniques are frequently used to accumulate expansive client information that will prompt understanding, which drives development.

As indicated by Polaine, Lovlie, and Reason (2013), the concentration, when gathering insights, is on the fifth P of marketing, People. In this stage, [the designer] works with individuals to illuminate the design of a service. Creation alludes to the concept design phase. It is firmly identified with the reflection organize, yet includes making ideas to tackle the issues delivered by insights from both the search and reflection stages.

As indicated by Marc Stickdorn (2011), "It is significant to incorporate all the primary partners and work with interdisciplinary groups that incorporate clients, employees, and management… " in making new ideas. This co-creation is the most basic aspect of administration outline, and really what separates service design from traditional marketing disciplines.

Reflection is the phase that expands on the thoughts produced in the creation arrange, separating them from testing and prototyping. The following stage in the process is implementation; yet as a general rule, the reflection arrange drives back to the creation stage. Service design tools are regularly used to test made ideas through role playing, prototyping, and focus groups amid this stage. For the purposes of this theory, a plan for reflection will be made, however time limitations just enabled the scientist to start the iterative service design process.

Implementation is the stage amid which the procedure of change happens. In this stage, designers must take incredible care, and really grasp the holistic idea of service design to guarantee that every single essential fields are incorporated into the transition to stay brought together in the frequently changing objectives of an association in motion.

As per Stickdorn and Schneider (2011), [when employees] "participate to the prototyping of certain service moments", [they have] "a vision of the idea". Because of the co-creating nature of service design, this stage is frequently depending for the most part on hierarchical partners to execute the made vision for the new service. Once more, because of the short timetable of this theory, an implementation design will be made, however was not ready to be actualized in the given time window.
Characteristics of services

The significance of the service part is underscored by for all intents and purposes any financial measure picked. In every way, services command most created economies given that significantly the greater part of these nations' GDP is in the service area, and anticipated monetary and occupation development through the 21st century is relied upon to be ruled by services. Simultaneous to this development, the globalization of services and quick innovative advance, managed by data and correspondence innovation, are expanding the weights for benefit firms to contend on new offerings. The benefits that gather from giving new services ¹ include:

(1) upgrading the profitability of existing offerings,

(2) pulling in new clients to the firm,

(3) enhancing the reliability of existing clients, and

(4) opening markets of chance.

As announced in a current report, service firms report that 24.1% of incomes originated from new services presented over the most recent 5 years and that 21.7% of organization profits are gotten from these new services (Griffin, 1997b). The administration of new service development (NSD) has turned into a vital aggressive worry in many service corporations. Be that as it may, NSD stays among the minimum contemplated and comprehended points in the administration writing regardless of the plenty of thorough research and models on item advancement, particularly as of late. Thus, our ebb and flow comprehension of the basic assets and exercises to grow new administrations is lacking given NSD's significance as a service intensity driver.

As of not long ago, the by and large acknowledged guideline behind NSD was that "new services happen" instead of happening through formal improvement forms. Late endeavors to address this

¹ http://www.infoentrepreneurs.org/en/guides/identify-and-sell-more-to-your-most-valuable-customers/
civil argument have been uncertain, consequently extra research is expected to approve or ruin the conviction that new administrations occur because of instinct, flair, and good fortune.

Cooper and de Brentani’s perception (1991) that examination concerning why new services succeed or fall flat is still in its outset, "around where comparative research into made items remained in the mid 1970s" keeps on seeming to be valid today—particularly in operations management (OM). Contrasted with physical items, services are by and large under designed and inefficiently created. Behara and Chase joke that "on the off chance that we outlined autos the way we appear to configuration services, they would presumably accompany one hub and five wheels". Service design and advancement issues are progressively being perceived as vital to directors. A current Business Week main story titled "Why Service Stinks" set that organizations know how important clients are and thus are more disposed to extravagant impressive administration just to those most esteemed clients. Less important clients, then again, are served all the more cheaply.

The anecdotal evidence offered by Brady proposes that service associations purposefully treat clients unequally. Such practice, from the OM perspective, is justified. Consider the early writing in service design that concentrated on demand management. This examination advocates the need for coordinating service offerings with modes or channels of conveyance, fragmenting clients as indicated by their arrangement of necessities or wants for benefit offerings, at that point diverting the client to the conveyance mode fitting to the analyzed instance of Taxiwise bookkeeping office.

**Marketing**

**Definition**

Historical review Marketing is a social phenomenon that occurs in all the expressions and dimensions of modern life. It began in 1950, and as a concept it was created in 1960 and still continues and stages development. It works both by individuals and by businesses. Examples of marketing are CVs, promotional messages, product packaging. Marketing is the process of
creating ideas, goods and services to fulfill buyer wishes and organizational needs, containing the principles of price, promotion, and distribution.

The main principles of "commerse" are those that should create the term marketing. Up to now there are several definitions for marketing and because of the confusion that existed concerning the definition, the American Marketing Association redesigned the definition of marketing saying that marketing is the planning and realization of conception process, price, promotion and distribution of ideas, profits and services with a view to exchanging private and organizational goals. ² Marketing is going on continuously because the economy, society and politics are changing.

These days are mainly aimed at the consumer, his needs and his wishes, where he attempts to achieve by creating products and services at the best price. It also foresees future consumer needs for specific products. For example it has the ability to report the internet where it provides a quick connection for information that someone needs. Another goal is to meet the needs of businesses in the most profitable way. Marketing has a central place in the business. You need to work with all departments and addresses. With the analysis of customer needs and market research, it provides new products. He has the ability to understand the functions of all departments and to work closely with the managers of the other departments to help them understand how important it is for the proper operation of the company to anticipate consumer wishes.

Its content is determined most often by market conditions, the state of the economy and the technological development and progress of the country. Initially, it analyzes consumer behavior, changing market conditions, evolving needs, and motivations. The market research aims to gather information about each product before and after marketing it for specific customers and anticipating future market methods. Strategy, creation and policy is an important prerequisite for the company's proper operation in the market. Some of the company's most important functions are promotion and advertising.

Essentially, studying the phenomena of consumerism and social responsibility of marketing provides new dimensions in its methods and techniques. Marketing is what gives the customer

² http://www.marketingpower.com/AboutAMA/Pages/DefinitionofMarketing.aspx
the products that the production produces. How efficient is the company has to do with the proper cooperation of the marketing and production departments. About the Business and Technological Development Center of Central Macedonia the term "marketing" exists to cover all business activities that direct the flow of goods and services from the producer to the consumer or the user. Marketing is complemented by these business activities designed to meet the needs and desires of specific consumer groups with a relative profit.

Marketing also has to do with all the business activities aimed at identifying the current and future needs of consumers, analyzing and creating the products that are directed to meet the needs, as well as creating, standardizing, packaging, storage, transport, promotion, display and sale of these products at the right place and time. Still, it has to do with the examination of customers and their needs after the sale and adaptation of the products to their evolving needs in order to achieve the company's objective objectives. With a view to profitability, all companies have many approaches to dealing with human resources, finances, operations and, obviously, marketing. The reason for this approach is to make demand for the company by targeting product marketing and marketing program.

The evolution of Marketing.

Initially, marketing did not always exist in the form it has today. Essentially, knowing how fast the market is evolving, both in terms of consumer behavior and technological development, it is a good thing that companies apply tactics about the era. Also, a major part in the development of marketing is the perception of its usefulness. A basic example is the British market of the last century. Thus, Britain did not have to make much effort to trade its products. This was done through its colonies around the world (Berger, 2016).

More recently, these states gained their independence, built their own industry and at the same time began to engage in other markets. Still, for a long time Britain traded in the belief that British products were the best. But the quality of the products was getting worse, the companies could not compete with their rivals in delivery times and the after-sales service was weakening. This has also spread to the staff of the companies, which in turn began to lose confidence in the
direction and pride in its performance. In conclusion, the UK share of the world market has been much smaller than its competitors (Berger, 2016).

At the same time, the inclusion of mass production methods meant that Britain needed to sell more goods in order to profit from the benefits of economies by reducing unit costs but that did not happen. Thus, Britain's declining markets have cost more their products, making it more difficult to sell British goods. First, the companies' reactions were to emphasize the sale, which did not have the legitimate results. Then, they reduced prices compared to those of competitors. So, it was to sell cheaper products, but in a much lower quality (Berghoff et al, 2010).

However, this action has not gone unnoticed by buyers, who in turn demanded greater quality and reliability, so sales were lost. Although some powerful industries understood that they were mistaken after the post-war years, it was only at the end of the 1960s and during the 1970s where the marketing principles began to take place - fifty years later than the US. Even in the 1980s, proper moves were made and importance was given to design and quality (White, 2010).

Essentially, companies understood that they needed to adapt their products to certain market needs instead of trying to create products that would meet the needs of everyone. They also understand that the reason buyers choose one product from another is not always because of the product but because of the benefits it provided. As a result, some needs were analyzed and how they could be covered. But the main thing they understood was that marketing is a dynamic concept. People's needs vary over time, waiting for companies to understand and take action on specific variations. Nothing guarantees the durability of a product. So, with this example, the stages that business management has gone through in order to get to the way it is today adopting marketing are presented over time. We have the ability to separate it in 4 periods (White, 2010)

- 1920-1930 Production-orientation era.
- 1930-1950 sales-orientation era
- 1950-1960 Marketing orientation era
- 1960-1970 Marketing company
- 1970- societal marketing-orientation era
•Production-orientation era.

Initially, the first production-oriented period was the initial evolutionary stage towards better marketing. It was one of the oldest administrative concepts that believed customers wanted the products they would find and buy at a low cost. The goal of management was to improve production and to pursue economic distribution. It began with the Industrial Revolution and lasted until the 1920s. In this period, demand exceeded supply. So any product could be sold and the management was geared towards the highest production of products. Buyers' needs and wishes went to the next level.

In the second period (sales orientation era), technological developments in production and increasing competition differentiated the focus of marketing. Companies believed that buyers would not buy enough of a company's products if the company did not make a lot of effort to get buyers interested. They essentially believed that the products were "sold, and that they were not bought". Beginning in the 1930s, demand was covered. At the time when competition grew, the target of the companies changed from production to sale. However, the needs and desires of buyers remained a second. This period lasted until the 1950s (White, 2010).

The third period was characterized by a marketing-oriented period and was driven by growing competition and technological advances. Still, it was the end of the most demanding administrations and the development of marketing as an academic specialty. In this period, supply exceeded demand. Thus, buyers had more choices than ever before and had the opportunity to choose the products and services they were covering and matching to their needs. The end of all this was to put more emphasis on the wishes of buyers and not just on sales. The main purpose of a business was to clear the needs and wishes of the target market, and to adapt its organization to the production and distribution of satisfaction of these needs. At this time, organizations began to understand and apply the idea of marketing. This period features two stages: the marketing department period and the marketing period. The marketing department was about syncing marketing activities. Sections and sales units were reorganized and their responsibilities expanded to include relevant advertising, customer service and other marketing activities. Still, it helped make all the marketing responsibilities gathered in a section from being separated into different sections. The 1960s are characterized as the beginning of the marketing
period. Although until now it was believed that if the product did not meet some needs it was the exclusive responsibility of the marketing department that differentiated and the cheap was shared by everyone. The operation of a company was based on the realization of the buyer's wishes not only in the short-term but also in the long term, and as such a concern of the business was also addressed marketing

In the fourth period the societal marketing orientation is the last exceptional period, which keeps up to nowadays. Since the 1970s, with the exception of the goals of profit and consumer satisfaction, organizations have begun to understand their social responsibility. A typical example is alcohol producers, where they choose advertising to deal with alcoholism and driving under the influence of drunkenness. The philosophy of social marketing, in essence, aims to lead mainly to the non-externalized needs of consumers and to observe the essential needs and the benefit of the largest society in the long run.

Mechanisms of marketing

Marketing mechanisms are universal in the sense that they need to be implemented in all marketing systems. The mechanisms are as follows (Friedman, 1969):

• The mechanism of the market, which characterizes the process of product and service valuation.

• Selling mechanism, featuring the promotion of a product. It contains personal sale, advertising and other mass-selling methods. It is the most well-known function and many people think it is the only function of marketing. The two previous functions contain those activities that are required to transfer the ownership of the products.

• Transfer operation, which means moving goods from one region to another. • The operation of storage, which means the existence and preservation of goods to meet demand in the desired time. • Standardization and gradation, which contains product size and quality classification. Standardization assists buying and selling, as this avoids delays in testing and sampling. • Funding, which provides the necessary funds, the necessary credits for the production, transport,
storage, promotion, sale and purchase of products. • Risk taking, containing uncertainty about the marketing process. No company knows that customers will want to buy their products. Products may still be destroyed, stolen or even no longer needed (financial depreciation). • Packaging, which includes placing products in special packaging material to make them more desirable to customers, and to protect them from various natural hazards. • The operation of market information, which contains the collection, examination and distribution of information necessary for the planning, realization and examination of marketing activities.

Marketing Mix

It is a philosophy that produces the ideologies of production, product and sale. The customer expects to return and buy from the company again, which helps to emphasize the essence and content of the product, the distribution process, pre- and post-sale services (Kotler, 2012). This ensures a long relationship between the business and the buyer. The new generation of marketing is a concerted marketing effort that is market-oriented and customer-oriented, that is the key to achieving the organization's goals. It is carried out with the marketing mix. This characterization defines the union and coordination of the several controlled marketing variables chosen by the business and which determine the business marketing program to engage a particular group of consumers to whom they want to address over a given period of time. The marketing mix is a system of interdependent marketing activities created to meet the needs of customers and the objectives of each business, and in the case of Casino. Concerning Gronross (1994) the definition of marketing mix has the potential to be described as the most basic decision made by management. The funds and resources of the business need to be properly separated between the many addresses, segments and functions within them (the departments). According to Andersen, there are many ways to create, categorize and use each sub-section of each casino, but it must first observe geographic, demographic and psychological factors such as the cultural background, the means of transport and the availability and the free time of his prospective buyers. The variables considered to complement the "marketing mix" are known as "4 Ps", product, place, price and promotion. These elements and their interdependence work with the purpose of each segment of the market where an enterprise aims to implement a marketing
strategy, a strategy of substantially increasing sales (market segments are groups of potential buyers grouped on specific features that are deliberately considered, such as age, gender, social characteristics.

Marketing practices

Affiliate marketing.

Nowadays, a well-known internet marketing tactic is affiliate marketing. It is a process of promoting affiliate companies where the affiliate is paid for integrated trading. The type of cooperation between a businessman and a partner is determined only by the businessman and often it is either selling a product, subscribing or other form of online service. The partner is paid a certain percentage in the value of the sale or a certain amount to make the transaction, and not just to place the ad on a website. Also the partner's remuneration is mainly due to the entrepreneur. With this internet marketing process, a large network of vendors is being deployed, where they work for the entrepreneur and provide him with better profits.

Email marketing

Initially, e-mail marketing, or newsletter or email marketing, is nowadays a highly successful online marketing process. Essentially, the newsletter definition is a bulk message sent by companies to all consumers at the same time, aiming to advertise their products and offers quickly, efficiently and without spending money. Moreover, the function of email marketing, provides positive results of high reliability, enables the segmentation of the target market and shows a high performance compared to the corresponding investment made in the context of the internet marketing project. However, an enterprise, in order to improve the efficiency of e-mail marketing, needs experience, expertise and the right technological infrastructure. For example, the protocol, in order to enable its consumers to achieve the desired result from the newsletter
function, provides a sophisticated technology for sending newsletters. The protocol also gives advice on the content of the message, the links it needs to be contained in it, legal precautions. Lastly, it provides important help with the creation of email, the separation and segmentation of the recipients, the sources of finding prospective recipients as well as the correct time of sending the newsletters.

Search Engines (SEO)

Initially, Search Engine Optimization (SEO) is a key element in creating a website because through it searches are needed on the web. A popular search engine nowadays is Google, this search engine contains an algorithm software where it can accurately determine exactly which page of results it needs to rank a website of a website. Still, the popular search engine is Yahoo, where it operates special directories. These directories study how the web pages are registered, which categories of results are relevant, and how relevant are the registered websites with the keywords. Also, in the search engines, once a search query wants to perform, the search engine immediately gives it two kinds of registered results, organic listings and paid. Organic results are based on search engine algorithms that can track websites that have to do with the user's (researcher) search criteria. In the second category of paid listings, they immediately refer the user-researcher to websites of advertisers who have paid for the purpose of presenting their own web site initially in the results. Finally, a basic element of SEO (Search Engine Optimization) is that it has as its starting point the creation of a website to meet the criteria of the search engines that have to do with the classification and the order of its presentation. Let's also say that most of the search engine evaluation criteria can be accomplished by carefully managing the content (volume of information, frequency of keywords) but others, such as links from other websites, can not be realized with great convenience.

Viral marketing
Another major marketing process is viral marketing, which is a strategy that leads the consumer to transfer the advertising message the business wants, so as to increase the spread of the message and its impact. In this form of Internet marketing, the user communicates to different people something he has noticed and interest, so the brand and product logo are transmitted through the internet without spending money (Kaplan, 2011). The most popular means of distribution are blogs, emails, personal profiles, and more. In order to implement the viral marketing strategy, the message where the business wants to transfer needs not to be a joint bid, but on the other hand it needs to be a product or service created to provide the incentive for the person to its further dissemination (Kaplan, 2011). The main purpose of the advertiser of the product needs to be the realization of some emotion (anger, joy, sadness) to the consumer. It helps several times to realize the sense of unexpected, where in turn it helps in the transmission of the message. Finally, an additional piece to deliver the product is the sequel to the script. In essence, implementing a viral video where it will directly direct the interest of the person until the ad is displayed. However, in order for viral marketing to be successful, all this process (scenario) needs to have as its essential part the product or service (Petrescu, 2014).

**Services marketing**

A significant part of the early concentrate in marketing was on products. Services turned into an essential theme in showcasing from the 1970s onwards as scientists understood that the financial estimation of administrations was starting to surpass that of different sorts of action. A portion of the early exertion was working out how to characterize services, frequently as what merchandise are not or as extra offerings supplementing items (Bateson, 1992). Four qualities condensed by Zeithaml, Parasuraman and Berry (1988) from a study of existing examination intangibility, heterogeneity, inseparability, and perishability (IHIP) – have since been appeared to be not generalisable crosswise over 42 all services and to be appropriate to a few products.

Facilitate advancements in conceptualizing services have prompt what is at present an uncertain inquiry. Either (an) everything is benefit, as recommended in by Vargo and Lusch's (2004) verbalization of a
service-dominant (S-D) logic, suggesting that the regular refinement amongst merchandise and ventures does not make a difference; or (b) new courses should be found to comprehend the particular characteristics of arranging for and devouring services, for example, featuring proprietorship and access to assets. While the open deliberation proceeds about what constitutes benefit, specialists have additionally focused on particular parts of service. They started to move far from conventional advertising's accentuation on valuing and exchanges towards comprehension in more detail the procedures through which singular clients cooperated with firms. A case of these progressions was the expansion of three additional components to the great "4 Ps" of the marketing mix of product, price, promotion and place: participants (the human actors involved in the service encounter), processes (procedures, mechanisms and flows of activities) and physical evidence (the physical surroundings and tangible clues).

Scientists additionally started to underline benefit quality saw from the perspective of the client for whom the service experience constituted the service. Research on customer relationship management conveyed to consideration the relations amongst clients and associations and prompt a comprehension of making an incentive with clients. Relationship marketing underline the participation of other actors such as alliance conquest with a more extensive group of organizational actors.

Marketing in accounting services

Marketing, an integral part of the development of each business, so also in an accounting office, is a very important part. It is an interdependent part concerning the development of the accounting office as it is an instrument that contributes to its promotion. The accounting office can not be promoted if the marketing department does not work. The client must know the office and the services it provides through the promotion that will be done for this purpose. Only in this way can the office be advertised and thus grow, expanding its clientele. Marketing exists in all growth areas in an accounting office. These areas are the following: (Mc Landless, 2015)

- Attract new customers.
- Post a conference on a web page.
• Cards.

• Advertising brochures, listing all the services of the accounting office.

• Participate in conferences, events, speeches.

• Funding for clubs.

• Meals, coffee with prospective and existing customers.

• Personal information per customer. The customer is the company's main source of growth, in the case of the accounting office, for this purpose it is necessary to respect, assess, examine and analyze the needs and requirements of the customer and the wider market.

Competition is another factor that should be considered to develop the accounting office. In fact, in an accounting office, the Marketing department focuses on customers in order to increase their revenue. This is accomplished after taking some action. The actions that an accounting firm does is to go and have daily contact with its clients. To examine the daily and long-term needs of its clients. They should guide them on the right financial path to achieve high profitability. They should be updated on a daily basis for new data and information about their customers and inform them immediately before their competitors make it. The accounting office when answering questions from potential customers, but also from existing ones, should be able to answer.

In this way it shows that it is fully informed and able to answer all of his customer's questions. The customer appreciates this and so chooses the services of that accountancy office. Automatically this process advertises the accountancy office, contributing and activating a marketing section. That is, a client who is completely satisfied with the accounting office services will also positively engage other customers to come to the accounting office. This is explained by the pleasure of the satisfied customer, who will take care of other customers.

For example, an accountancy office has a military client and he is absolutely satisfied with the accounting office services. The moment of tax returns comes and this customer, due to its high quality and absolute satisfaction from the accounting office services, advertises it to his colleagues, with the result that the accountancy office has another 30 clients. At this point, the Department of Marketing has been operating due to the quality, fast and financial services of the
office. The result is revenue growth of 35%. One understands that it is especially important that this department works effectively to attract new customers.

First and foremost, the accountancy office must take concrete steps to attract new customers and continue to have the existing ones. The actions to be taken are the following (Light, 2009): 1. Analyze the opportunities of Marketing. 2. Make an option regard to its customers. In other words, select the target group. 3. To develop the marketing factors it has decided after selecting its clients. 4. Manage marketing effectively. An accounting office provides services to its clients. These services concern financial issues and have as a priority the protection, high quality and meeting the needs of the clients that the accounting office has.

So, in this way, an accounting office extends to a large area that covers the needs of all its clients. Meeting customer needs presupposes in this industry the trust that exists between them. Customer confidence in the face of their accountant is the main factor for this economic relationship to continue to exist. As mentioned earlier, an accountancy office undertakes and provides a plethora of services to its clients. These services are listed in the following categories: B and C bookkeeping, financial and tax advice, marketing advice, financial studies, business cost analysis, start-ups and closures, VAT arrangements, pension balance sheet results.

So the triple of profitability and marketing function for the development of the accounting office is as follows: 1. High quality. 2. Good value. Approach and solution to customer issues. In order to understand the importance and necessity of Marketing, we will compare the previous example with the next one. So let's assume now that we have an accounting office, which is in a good spot that is a hub for many people. This office is not advertised at all. In addition, this office has not analyzed market trends and does not understand the requirements of customers, nor the long-term trends in the market. With this data, a client visits the accounting office and wants to open a business. He asks for information and the accountancy office does not know to answer him. In addition, his accountancy office is asking for more money to keep his book books and a lot of money to start his business.

The prospective client is left unsatisfied and goes to another office to take over his case. So the first accountancy office does not take over the client and cannot evolve. But another negative
factor that Marketing will cause in this accounting office is negative advertising. This is because the unlucky customer is telling it to other friends who were prospective clients and loses them as well. This effect has greatly affected the development of the accounting office. In this way, one understands the importance of Marketing. Without this, there is no need to develop and understand the needs of the market as well as prospective customers.

The following section presents the techniques for developing and expanding the existing clientele and attracting new customers. Attracting new customers is a standard for an accounting office, and if it does not exist, the continuous operation of the office is in danger. In the modern society that is structured and functioning the market is very important the knowledge and the application of social media. It is a marketing tool that determines the evolution of how to attract new customers through online channels.

The accountancy office must have a web site and a blog that will constantly update with information that is happening in the world and is dedicated exclusively to the finances and needs of its clientele. Must have social networks and attract customers through the ads it uploads. Such networks are the following: • Facebook. • Twitter. • Email. • LinkedIn. • Skype. Another way to develop his clientele is to go to conferences and speeches, in which he can attract new customers. He also needs to be up-to-date and answer any possible questions the client will ask.

Its price should be in line with the economic data available at that time and accessible to all. It should also have a target group and invest in it. It should be within the market trend and adopt models towards its customers that ensure the development of their business. Finally, he should have constant communication with his clients and have a friendly relationship that includes professional meetings and meals as well as a friendly level of relationship.
Part 1: Business Model Canvas

The creation of an effective business model describes properly how an accounting company creates, develops and addresses its value over its customers. Indeed, it provides a general explanation for the company’s main activities, such us which is the identity of its customers, what services are provided, and the infrastructure that is delivered. The primary purpose of the company is to provide proper and reliable accounting services to the customers, delivered by exclusive professionals and utilizing state-of-the-art technology accounting software, such as the latest digital technologies and unique AES-256 bit encryption to prevent into leakage, with the encryption software allowing customers to create their own digital signature and review, sign, download and retrieve any files or documents in secure and simple manners, to meet the expectations of each customer. Typically, a business model canvas for a major accounting company, in this case the Tax Wise Accounting, includes the key partners (who are they, which are their resources utilized, who are the key suppliers etc.), the key activities (which are the distribution channels, the relationships between the customers and employees, etc.), as well as to evaluate the expectations of the customers (such as cost and risk reduction, any accessibility and convenience, and other expectations) (Simons, 2015).

Taxwise Accountants have been doing tax for many years and it is been trusted by many Greek businesses, so creating an effective business model canvas should definitely include the aforementioned. The company should work closely to their customers and make them feel convenient, as they are considered to be a warm and friendly local business, but with a prospect of expanding their activities beyond Thessaloniki to conquer more shares of the accounting market.

Customer segmentation and personas

Customer segmentation is imperative for every company, because it is trying to address the issue of whether this company is going to activate its core business’ plans or not, and an accounting office is no exception to this rule. Tax Wise Accounting will separate its customers according to the following criteria, in order for them to be distinguishable as individuals or as a separate category. The segmentation’s criteria are the following ³:

• Geographic segmentation: It is the practice of separating the company’s targeted customers based on where they are located. These segments can be either small neighborhoods in a city, or larger regions such as other cities or streets. For a large company like Tax Wise Accounting, targeting specific individuals on only some small areas is relatively impractical and time-consuming, and the company should not waste its resources (both human and economic) unwisely, to select only a tiny portion of the potential customers. That would be critical for a local accounting office that could present its ad to only people within the town it is located, but for this accounting company it is more convenient to simply separate reliable and non-reliable customers living in large centered areas, such as large cities (for instance, Giannitsa and Edessa), expanding its current activities from Thessaloniki to other major Greek cities. It is a relatively easy to implement type of customer segmentation, as the company will have its customers’ addresses from either landing pages, or their credit cards. The company should choose its customers from every city.

• Demographic segmentation: The company can separate its customers under certain demographic characteristics, which are almost but not limited to: gender, age, educational level, income, profession, occupation, marital status etc. It is possible that a company as large as Tax Wise can include these characteristics as factors for the data base of its customer, but because of its direct accounting services (Tax advice, Bookkeeping, Tax Returns etc.) might choose a market to a demographic consisting of people with large household income or specific professionals, such as skilled professionals, for instance managers, civil servants, lawyers, engineers. Demographic segmentation is also extremely efficient when targeting multiple segments at once, such as local customers (geographic), income (demographic) or with a specific interest or hobby (behavioral).

• Psychographic segmentation: This type of customer segmentation is not so solid as both demographic and geographic segmentations may be, because the characteristics used to segment are not as “tangible” than the previous too. The market is divided according to other principles such as values, lifestyle, personality and social class. Tax Wise
Accounting might choose its customers based on their beliefs on ethical values or business activities, or even according to their personalities. For instance, the company can target individuals who are budget-conscious, in terms that they know well to deposit their budget. These people may value a good deal as they will be budget-sensitive when it comes to choose an accountant for bookkeeping, and the company can select them by attracting them with an intrinsic budget-savvy policy.

- **Behavioral segmentation:** The next type of segmentation has many similarities with the previous one, in terms that is not so solid as the first two, and is distinguished as the practice of segmenting the market according to certain attributes such as loyalty, awareness, knowledge and occasions. Tax Wise company will focus on customers who share their confidence with others, for instance the owner of a restaurant who knows how to reward his employees about the quality of the service, or solid personalities who know very well how to adapt their behavior to make a deal. Individuals with obscene or erratic behavior should be avoided, as they are not reliable for cooperation.

- **Smart combination of the above:** Each criterion has its own advantages and disadvantages, but every effective implementation of it may have positive implications for the company. What may be even more effective than each one alone is the effective combination of two or more of the above segmentation criteria, because the one is substitute to the other, and an effective conjunction will create maximum effect, leading to company’s amelioration and maximization of profits.

According to the above theoretical frameworks, the personas of target groups of the Taxi Wise accounting company is the below.
GEORGE SEXTOS

Goals
- Create a good image in the society
- Reach the top
- Make small and smart actions

Frustrations
- Mindset of local people
- Greek taxation
- Instability of Greek economy

**Bio**
George Sextos is the current CEO of NEA EXFRUIT Company. He is 45 years old and he has two children. He had started his career by having studied economics at the University of Macedonia an then finished his master at the Economic school of London. His dream was to manage their family factory and he achieved it with high success. When he took the control of the factory he manage to expand the company's activity starting its overseas activity. Now, NEA EXFRUIT Company is one of the greater export company in North Macedonia.

Motivation
- Incentive
- Fear
- Growth
- Power
- Social

Brands & Influencers
- Apple

Preferred Channels
- Traditional Ads
- Online & Social Media
- Referral
- Guerrilla Efforts & PR

DIMITRIS VOGIATZIS

Goals
- Conquer bigger market share in Edessa
- More revenue
- Luxerry life

Frustrations
- Limited theoretical knowledge of management issues
- Extremely high taxation
- No fluid capital

**Bio**
Dimitris Vogiatzis is the owner of YouU Frozen Yogurt Chain. He is 33 years old and he is unmarred giving much attention to his career these last years. He did not do nothing anything but he works hard everyday in order to expand his business activities. His dream is to expand his business abroad and develop a strong frozen yogurt brand. Despite his limited theoretical background on business administration his willingness and his passion for his work give him courage to choose his dream.

Motivation
- Incentive
- Fear
- Growth
- Power
- Social

Brands & Influencers
- Nike

Preferred Channels
- Traditional Ads
- Online & Social Media
- Referral
- Guerrilla Efforts & PR
Customers’ journey

Mapping the customer’s journey map is a necessary step for the company to implement, if it wants to ensure its viability and economic sustainability. What can be defined as customer’s journey map is the story of every individual the company is accompanied with, but more importantly is the exclusive mapping of the customer’s experience, from the first time he/she set foot on the office and asked what he/she wanted, to the entire process of engagement and to date. In other words, the company should concentrate to a small part of every journey or to have a full view of the entire process.

Tax Wise Accounting has a relatively flexible and convenient relationship with its customers and should keep it that way. To accomplish this task, it is imperative that the company identify every key interaction that the customer has with the organization, speaking about the user’s feelings, motivation and questions for each of these touch points.
Typically, there are many forms for a customer journey map, mostly in some type of infographic, but the general goal remains the same, and this is for acquiring more information about the customers, and it is a powerful tool for the company if he wants to keep their customers satisfied and well-informed. Some of the benefits that a customer journey map can have for the company include:

- Focusing the business on customer needs at various stages in the buying funnel
- Identifying any illogical order for the customer’s expectations
- Provides an overall perspective for the accounting services
- Showing any gaps between the desired customer experience and the received ones.
- Highlighting development priorities
- Allowing the company to focus on more critical tasks to maximize its effectiveness.

**Customer journey**

<table>
<thead>
<tr>
<th>Phases</th>
<th>INQUIRY</th>
<th>PURCHASE</th>
<th>SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions</td>
<td>Decide to consult an accounting office</td>
<td>Decide to consult Taxwise office</td>
<td>Decide that Taxwise is the best</td>
</tr>
<tr>
<td></td>
<td>Ask her friends for advice</td>
<td>Discuss her problems</td>
<td>Informs friends about Taxwise</td>
</tr>
<tr>
<td>Thoughts</td>
<td>Which accounting offices should I ask?</td>
<td>Taxwise is the best accounting office</td>
<td>My friends will like it, too</td>
</tr>
<tr>
<td>Touch points</td>
<td><img src="image1.png" alt="Image" /></td>
<td><img src="image2.png" alt="Image" /></td>
<td><img src="image3.png" alt="Image" /></td>
</tr>
<tr>
<td>Emotions</td>
<td><img src="image4.png" alt="Image" /></td>
<td><img src="image5.png" alt="Image" /></td>
<td><img src="image6.png" alt="Image" /></td>
</tr>
</tbody>
</table>

**Empathy map**
The empathy map is another useful tool for the company that can be used to gain a profounder insight into its customers. Its role is almost identical to customer segmentation, as it is representative of the group of customers, and has been gaining popularity among many accounting companies, so why not for our company as well.

Empathy maps can be used by our company to magnify its impacts in a customer’s environment that is to expand its activities beyond Thessaloniki. It can be quite useful if it used properly, because it

- provides extra separation into the customer segments of our business model canvas (for example, it helps determine the precise relationships between the customers and the accountants or even among employees and the administration)
- elaborates on user personas (that is, the company has access to valuable information about the customer’s profile)
- captures behaviors when pair interviewing a customer (for instance, determining the mood of a customer through bookkeeping); in other words, works just like the behavioral segmentation
- provides a general overview of the customer’s story (for instance, information about user’s income and bank accounts)

Mapping the empathy is a procedure requiring cooperation and coordination for the personnel, but can also be accomplished using sophisticated online tools, many of which can be used based on available templates of the Google documents. Tax Wise Accounting can rely on empathy maps to determine the personas of its customers and examine who are more reliable than others, so as not to continue cooperate with unstable and unsecure customers. Tax Wise Accounting can offer comprehensive accounting and taxation services to all customers across Thessaloniki and surrounding areas, based on a certain degree to the mapping of their empathy.
Part 2: Service Design

The company’s organizational structure and operations are part of an increasingly competitive, volatile and technology-driven environment, so it should consider adopting a human-centered service design to stay relevant and sustain its viability. The company receives high pressure from outside, so it must create useful accounting services at an accelerated speed. On the other hand, customers desire seamless experience from the services interacting with them, so the relevance of service design can have a conducive role to innovation.

Therefore, the company should adopt a human-centered design as an approach to interactive systems development. In doing so, it must focus on the customers and on their needs/requirements, and this can be achieved by applying human factors, methods and techniques to successfully implement the available knowledge. Counteraction is essential for the company, as accounting and bookkeeping are two procedures requiring lot of attention to minimize the likelihood of an error. Becoming a trust adviser is very easy in talking but much more difficult from practical perspective, as there are factors that are conducive to the increase of errors, such as bureaucracy and accountability.

The alpha and omega in the accounting businesses is the experience of the customer. The more informed an accountant is for his customers, the more effective will he be in his bookkeeping. The insights the company can achieve by following customers around all day is outstanding, as all it is required is to determine steady relationship between it and the customers, based on trust and transparency. The company shall always be checking the solutions in a small scale, evaluating them, tweaking it if necessary test them again.

To summarize, if the company wishes to stay relevant and reliable to its customers, it must seriously have encouraged comprehending the methodologies and principles behind human-
centered design to become a costumer-focuses accounting firm. If this policy is adopted, it could hold the key to success for the whole Thessaloniki, if not even furthermore.

Types of services (Core and supplementary)

The company offers a special range of accounting services, customized to address the needs of both small and medium-sized companies (Johnson, 2015). Some of these services include, but not limited to:

- Bookkeeping services, ranging from full outsourcing to accounting supervision services.
- Preparation of management accounts and reports.
- Corporate income tax return preparation.
- General preparation of tax returns
- Preparation and filing of year-end tax returns and reports.

The company is offering the above services and the required expertise. Its first priority is to ensure that customers adheres to the current tax and accounting requirements, as well as giving them time to concentrate on developing and growing their own businesses.

The core activities of the company are designed as complex services to support business, and they are not limited only to traditional daily services of an accountant, but related to legal, meticulous and tax-planning services. Some of the potential benefits the company provides to its customer are the following:

- Relative cost saving, as there is no need to provide office equipment, or special computer software to support the customer’s needs.
- Guaranteed and reliable accountant services, which would be provided permanently irrespective of the accountant change, vacation or other unplanned absence
Experience, as the company consists of many experts working with other companies of different areas, as well as accounting services are provided in close cooperation with certified tax consultants.

Safety, which is provided based on the years of practical experience over the issue, and Besides reliable accounting services, the company should also invest more on delivering these services by using advanced technology, something which is already on the menu, as everything in the company’s office are cloud-based, which means that there is no relative paperwork. Employees may also work from home when they cannot go to office for some reasons (for instance, if they are sick or have other affairs to conclude). The primary benefit on working without paperwork is certainly the ability to work any time and provide any services whenever you want.

For instance, some simple accounting procedures such as delivering tax returns and sensitive documents to clients, there is a wide range of methods to do these, such as loading the files into a branded USB, or simply by sending them via email in a password-protected Word or PDF form, whilst the password is delivered separately either by phone or other way. These methods are not so technologically advanced, however they are simple, useful and effective to give the firm what it needs to provide safely its current services. Other supplementary services the company may consider to offer are outsourcing services to its clients without further costs, such as the sending of a bank transfer abroad on behalf of the clients upon written authorization, or the implementation of their services using authorized access through client’s digital signature and other e-documents.

Mapping the customer’s experience

The company has lots of attractive tools and services to satisfy its customers, ranging from reliable accounting services to supplementary ones. In reality, however, the true satisfaction of the customers can never be truly measured, and can only be predicted. The best way to determine the customer’s satisfaction is to monitor his experience, and to accomplish this task, and one of
the basic and primary tools for processing improvement is the process-map, also called the flow chart, which is used to demonstrate actions or procedures.

Mapping the customer’s experience about the providing of accounting services can be used as a powerful tool for the company to keep them satisfied and keeping in line with their needs. Some of the starting points for the company to predict the experience of their customers is firstly to identify business events then analyze these transactions and next record them as journal entries, for example. Secondly, it must post these entries to applicable accounts and prepare a trial balance. After analyzing the trial balance, the next stage includes the post of adjusting trial balance to prepare financial statements, as well as closing all temporary income statement accounts using closing entries. Finally, it should prepare the post-closing trial balance for the next accounting period and prepare reversing entries to cancel temporary adjusting entries if necessary.

The above can be summarized in the following flowchart.

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4 [https://www.myaccountingcourse.com/accounting-cycle](https://www.myaccountingcourse.com/accounting-cycle)

Figure 1: Flowchart of an accounting circle

The above figure is a circular monitoring process, keeping revolving every period, whilst none of these steps are repeated more than once every period. Conspicuously, other business transactions occur, and various journal entries are still recording during one period, but that is the general concept of how the company can map the customer’s experience.

Service blueprinting

A service blueprint is a special visual tool designed to help effective business decision, and our company undoubtedly could use one of these. They are customer-focused processes for visualizing which factors are necessary and which are not, fore the company to produce excellent service. Some necessary steps for the company to have a full overview about the service blueprint can be the following:

- Exclusive customer’s experience, involving in-depths interviews and observations (for instance, about the customer’s income and other economic sources), to gather a
conclusive and detailed information about customer’s perception of their participation in the accounting services encounter.

- The acquired information then can be used to construct a step-by-step flowchart (such as the previous one) to depict the customer’s involvement.
- Every step of the procedure must be checked and analyzed, as identification of the critical positive steps (steps adding to the customers experience for the providing accounting services) and fail points (those that are away from the true experience) is critical for the company to ensure its viability. Positive steps must also continually performed during service delivery, and fail points should be referenced to the company’s vision, that is to provide reliable accounting service to every small and medium-sized business
- Development of a scenario planning to limit, and if possible, minimize negative outcomes, in conjunction with step-by-step corrective actions for unjustified fail points.
- Finally, a comprehensive service delivery blueprint will be provided

The company can achieve the above steps by excessive monitoring of their clients experience, to achieve maximum performance and profits.

Conclusions

Based on the above evidence, the accounting company can seriously extend its customer base beyond the limits of Thessaloniki, if not to all of Greece. There are some basic points that the company should focus, such as the adopted marketing policy, its service providing and other criteria, such as customer segmentation, the types of services and service blueprint, all of which were analyzed previously and there is conclusive evidence that the effective development of each one will make a profit for the company.

The main conclusion drawn from the above analysis is the fact that an accountancy office must choose the right marketing campaign to advertise itself, and adopt a policy or strategy to develop and improve its services, such as bookkeeping and tax returns. Plus, an accounting office can have several areas to check for expanding its business, and these areas are mostly attractive ways to new customers, posting a conference on a web page (for instance, using social media such as Facebook and Twitter), distribute cards and advertise brochures, listing all the services of the
accounting office, but it can also attract more clients by participating in conferences, events, speeches or funding for clubs. Moreover, meals and coffee are conducive to prospective and existing customers.

More importantly, customer segmentation is imperative for every company, because it is trying to address the issue of whether this company is going to activate its core business’ plans or not, and an accounting office is no exception to this rule. Therefore, the company must separate distinctively its customers to have a good overview about its activities and any other issue. Mapping the customer’s experience properly is also a step closer to keep them satisfied and keeping in line with their needs. The mapping of customer’s experience is the best way to determine its satisfaction, as it provides all the necessary tools for evaluating the efficacy of the company.

To sum up, an accounting office should utilize every available resources (human and economic) to provide excellent and reliable accounting services to its clients, something which can be achieved only by adopting the right marketing policy and implementing an effective business model.
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