International Open Journal of Management
Vol. 1, No. 2, May 2013, PP: 10- 22
Available online at http://acascipub.com/Journals.php

Research article

Marketing Relationship Management by Facilitator Managers

Dr. Nasser Fegh-hi Farahmand

Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran
E-mail:farahmand@iaut.ac.ir

Shirin Pour Haji Ali Farid

M.S Training Management, East Azerbaijan Social Welfare Applied Science Education Center, Behzisti University, East Azerbaijan Behzisti Organization, Tabriz, Iran
E-mail: shirinfarid@ymail.com

Abstract

The strategy implementation, strategic control, marketing and successful measurement literature develop a conceptual model and research propositions. In fact, without organizational customers organizations would not exist. The strategic importance of organizational customers is discussed as an asset. Also this paper describes the approach to organizational relationship management at organizations. This paper proposes a relation of organizational relationship management by facilitator managers and reviews the marketing strategies and performance measurement literature to develop a conceptual model and research propositions. In fact, organizations influence whether or not those organizations engage in marketing strategies. In this field, the focus is on the special characteristics of facilitator managers such as education type and level. The facilitator manager's characteristics showing a significant association with a commitment to organizational relationship management and also organizational relationship management showed a positive association with those facilitator managers with a growth orientation. It is concluded that facilitator manager's characteristics can be important in explaining and compilation the organizational relationship management within the organizations for implementation. This paper is to explore the ways in which certain characteristics of facilitator managers of organizations generate a tendency to prepare formal written marketing strategies.

Key words: organizational relationship management, facilitator managers, marketing strategies, marketing relationship management

International Open Journal of Management
Vol. 1, No. 2, May 2013, PP: 10 - 22
Available online at http://acascipub.com/Journals.php

1. Introduction

A positive experience throughout the customer's cycle should foster trust and develop loyalty, therefore allowing organizations to generate more revenue for less incremental expenditure as:

1) Making new customers aware of a product or service with loyal customers tend to receive more frequently and happy existing customers are more willing to receive other services from organization and try new service offerings.

2) The cost of servicing existing customers can be lower by security of future revenues, which is much higher with happy customers.

For strategic purposes, satisfy of an intangible asset in its own right is not particularly relevant; however, an understanding of how this satisfy is comprised and the key metrics that impact on the assets' contribution to organization successful can be extremely beneficial for management decision making. Recent research into strategy implementation is damning in its findings. The organizations field is now giving high priority to developing metrics. The role of organizations is to implement strategy. A fundamental proposition in strategy is that distribution methods must be aligned with customers and competitive advantage. Unfortunately, method successful measurement literature has provided ambiguous guidance to 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 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. Although organizational relationship management has been one of the fastest growing organizations, critics point to the high failure rate of the organizational relationship management projects as evidenced by organizations studies. The purpose of the study is to investigate success and failures of organizational relationship management system implementations. Also this study found that the scope, size, complexity and duration of the organizational relationship management projects seem to vary quite significantly across organizations. Poor planning, lack of clear objectives and not recognizing the need for organization change are the key reasons for organizational relationship management failures. The marketing field is now giving high priority to developing marketing metrics. The role of marketing is to implement marketing strategy. Effective organizational relationship management is one of the important factors in organizations success. There is facilitator managers who argue that formal written planning may be inappropriate for the organizations but this seems a minority view. It can be argued that organizational relationship management is as important to organizations as to larger organizations and standard textbooks on entrepreneurship offer chapters on marketing plan whilst a range of specialist publications outline the best ways of writing marketing plan [5, 8, 9, 12]. A fundamental proposition in marketing strategy is that marketing plan must be aligned with customers and competitive advantage.

Unfortunately, marketing plan performance measurement literature has provided ambiguous guidance to marketing managers. In organizations, where a marketing strategy exists, the preparation of the organizational relationship management may have been driven by external forces. The most obvious of these are the requirements of external agencies providing funding for either start up or expansion. However, the marketing strategies may serve as a strategic planning document for the managers, entrepreneurs and educated workers, a plan to guide the marketing and serve as a basis for taking strategic decisions and also it may serve as a subsequent monitoring device [2, 10, 23, 33, 38, 45, 52]. In view of its perceived ongoing value to the small business it might be expected that organizational

International Open Journal of Management
Vol. 1, No. 2, May 2013, PP: 10 - 22
Available online at http://acascipub.com/Journals.php

relationship management would be a feature of many, if not most, organizations. In order to achieve marketing success, it is important to understand the relationship between Organizational relationship management by Educated Managers and strategy deployment success. As management itself becomes more emphatically fast-paced and intuitive, in order to deal with complexity and unpredictability, research is beginning to accumulate showing that coaching formats used in management support are more effective than training in the older logical comprehensive pursuits.

2. Marketing strategies

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

Table 1: organizations strategy types

No	New guidelines strategy	Old guidelines strategy
1	Marketing pull	Marketing Push
2	Frequent marketing	Infrequent marketing
3	Social marketing	Economic marketing
4	Marketing quality / qualitative	Marketing cost / quantitative
5	Environmental marketing	Organizational marketing
6	Strategically / Long-term marketing	Operational / Short-term marketing

Strategy 1) Marketing Pull vs Marketing Push

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

Strategy 2) Frequent marketing vs Infrequent marketing

Control by successful large pull involved frequent successful reporting. Pull marketing 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 marketing vs Economic marketing

Marketing relationship management were outcome focused and neither multidimensional nor strategic. The control method of successful pull included careful output monitoring and was expected to be associated with pull.

Strategy 4) Marketing quality / qualitative vs Marketing cost / quantitative

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

Strategy 5) Environmental marketing vs Organizational marketing

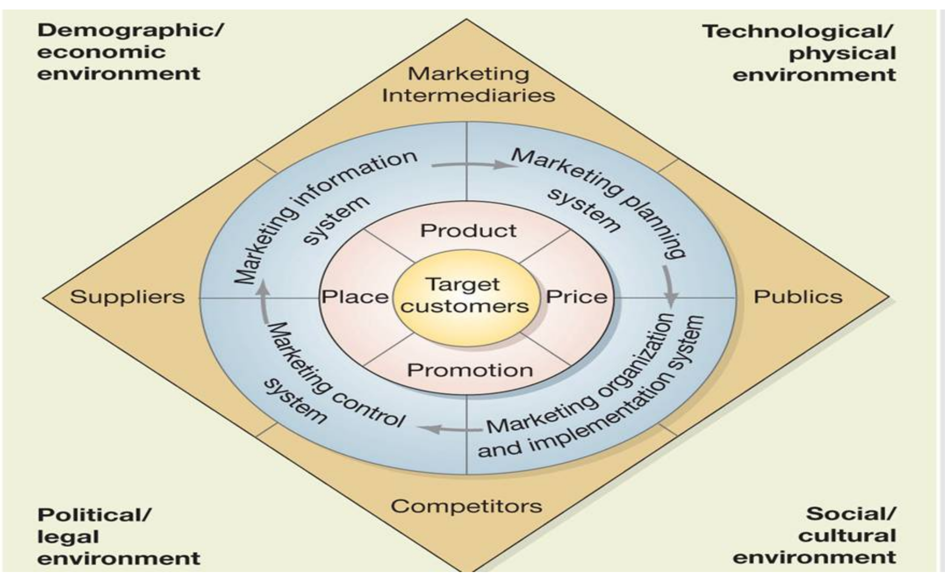
As pull target new markets, it appears appropriate they emphasis environmental measures. Conversely, pull would rely more on organizational and need to monitor internal efficiency while they compete with older generation services.

Strategy 6) Strategically marketing vs Operational marketing

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

The literature argues shows that the extent to which each determinant of performance impacts firm performance is a function of the performance metrics. Further, define performance as the sum of all processes that will lead managers to taking appropriate actions in the present that will create a performing organization in the future or in other words, doing today what will lead to measured value outcomes tomorrow. Facilitator managers' recent research reviewing corporate coaching programs that we can see this move from intuition towards rationalized models as complementary and off-setting to developments in strategic management [3, 6, 14, 22, 34, 58, 60]. Like all scientific enterprises, a period of accumulation of evidence will be required before definitive conclusions may be drawn [13, 15, 26]. However, there are early gleanings that evidence based evaluation research is underway. For this reason by coupling quality with customer service recovering satisfaction as Figure 1, a few tactical actions for implementation [1, 7, 17, 22] can make the challenge simpler and provide leadership [30, 35, 39].

Figure 1: marketing strategies model



Creative marketing building is found in knowledge-based industries, which span many sectors finance, technology, media and learning. Central to success as knowledge creators is the culturing of independent individuals, organizational members able to re-invent businesses as required. Such capabilities are not nurtured in high compliance systems that penalize out-of-envelope contributions [13, 15, 26]. Any how marketing strategies search few question such as:

1) How does marketing affect customer value?

2) How strategic planning is carried out at different levels of the organization?

3) What does a marketing plan include?

For this reason Marketing & Customer Value and the Value Delivery Process is as follow:

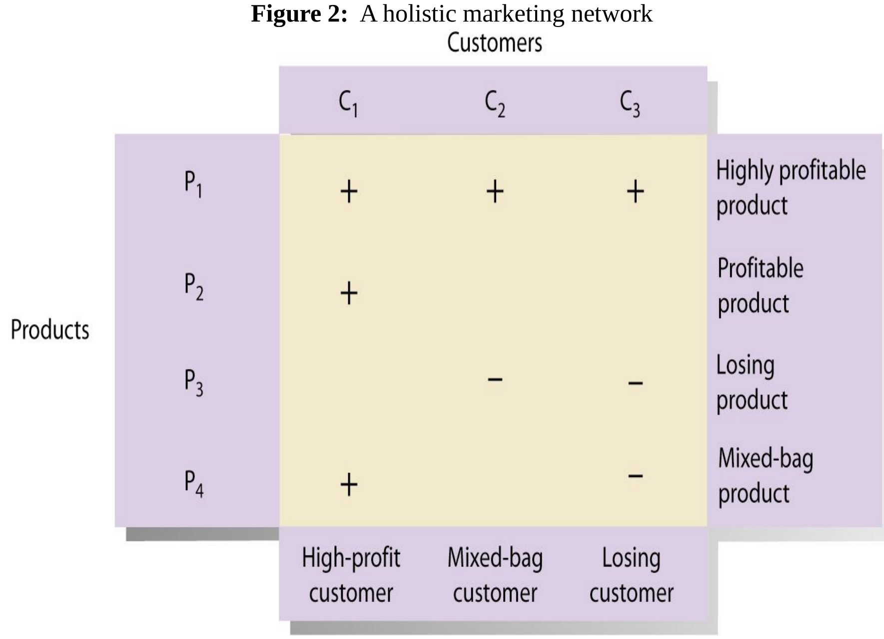
Choosing (or identifying) + Providing (or delivering) + Communicating superior value

To assist in understanding the process used in a certain application; avoid potential misconceptions regarding the intent and define the activities associated with specific value studies, reclamation has defined four distinct types of value studies.

Also the value chain is a tool to identify key activities that create value & costs in marketing and identify ways to create more customer value. Therefore organizational capability relies in particular on coaching management skills, which rely on emotional intelligence and emphasis one-to-one, dialoguing, subordinate empowerment and mutually agreed targeting.

In relation of value core competencies including outsource less critical resources if better quality or cost and own competencies - core business, three characteristics are competitive advantage, applications - many markets and difficult to imitate. For this reason three key questions as value exploration for new opportunities, value creation for new offerings and value delivery for deliver more efficiently is necessary in according Figure 2 as a holistic marketing network:

Figure 2: A holistic marketing network



Anyhow tactical actions steps for coupling quality with customers or customers including three Vs to Marketing: Value segment, Value proposition, and Value network recovering satisfaction are as follows [4, 11, 20, 28, 37, 56, 59]:

1) Top manager support: An organization's total quality efforts must begin at the very top and begin with the board of directors [16, 24, 32, 40]..

International Open Journal of Management
Vol. 1, No. 2, May 2013, PP: 10 - 22
Available online at http://acascipub.com/Journals.php

2) Action plan: An action plan based on the survey feedback should then be formulated by the top management and communicated at every board meeting.

3) Vision: Develop a vision the organization does not have one already. The key to the initial adoption of quality is continuous communication of the vision within a comprehensive communication plan.

4) Quality improvements: Senior managers need coaching as the new theorists in coaching argue; coaching empowers individuals to achieve their inherent potential.

5) Quality circles: Employees, shareholders and customers, suppliers and competitors have a stake and essential ingredient for success is senior quality circles, which provides leadership in quality and stimulates cultural change.

6) Responsibility: The responsibilities accept of a senior quality committee can include [16, 24, 32, 40]: establishing strategic quality goals, allocating resources, sanctioning quality improvement teams, reviewing key indicators of quality, estimating the cost of poor quality, ensuring adequate training of employees and recognizing and rewarding individual and team efforts.

7) Satisfaction: This survey should be sponsored by the top management to send a clear message throughout the organization that quality is linked to customer satisfaction and the senior executives should then present the results to all employees that detailed strategies for improving customer satisfaction can be devised and communicated.

In hypercompetitive economy more rational buyers many choices, company win by fine tuning value delivery process & to choose, provide and communicate superior value. To ensure the opportunity to achieve the highest value, value program staff attempt to keep management or administration directed mission charges flexible enough to allow innovation. This staff make most of the recommendations for administrative and procurement processes that could benefit from studies [16, 24, 32, 40]. Anyhow is the need to develop a means to inform administrative or procurement staff of the available resources and how to obtain assistance. Therefore core product or service quality and customer benefits return as key drivers [18, 19, 27, 31].

For this reason, there is a need to re-track fundamental management systems. Such concepts as investment valuation, ethical trading, stakeholder consultation, corporate social responsibility, value investment, preoccupy institutional investor communities.

In any case, the level of uncertainty is continuing to increase even as consumer prosperity overlaps into the new century, reacting against the undoubted brilliance of the recent industrial era. However, the mainly qualitative evidence available to date suggests that SP within organizations is an activity of a minority [18, 19, 27, 31]. There may be a number of reasons for the lack of SP. Historically the typical facilitator managers has tended not to have pursued higher levels of education level or to take formal marketing training. Hence there are two possible reasons why facilitator managers tend not to plan [21, 36, 44, 51] that they are emotionally unsuited to it. They think and act intuitively and they are simply unaware of the various tools which would enable them to plan systematically.

A further constraint, likely to restrict marketing relationship by facilitator managers, is that they may not have sufficient financial information to prepare a formal plan. A lack of formal marketing relationship planning may also relate to the fact that small organizations are just too busy surviving to take time out to plan ahead whilst others might argue the environment [29, 48, 55, 57]. A lack of formal marketing relationship among organizations does not necessarily mean that organization is badly managed. It does, however, suggest that facilitator managers miss out on the opportunity to consider the overall direction of the marketing and management decisions may be made on the basis of poor information [41, 42, 53, 54].

The characteristics of the organization and facilitator managers and also organizations strategies hereafter termed marketing relationship, influencing facilitator manager's behavior which might be used to inform analysis of the determinants of marketing relationship in organizations. Organization characteristics were controlled out of analysis

International Open Journal of Management
Vol. 1, No. 2, May 2013, PP: 10 - 22
Available online at http://acascipub.com/Journals.php

in order to focus our attention on the facilitator managers and marketing relationship variables.

3. Facilitator managers

Organizational relationship management systems were both outcome focused and financially focused and were neither multidimensional nor strategic. The organizational relationship management became broader and included measures of innovation and service receiver satisfaction.

The most essential successful originated tools of organizations are:

- The marketing relationship process management model;
- The marketing relationship process auditing and assessment procedure of process successful;
- The marketing relationship project management model;
- The marketing relationship benchmarking procedure;

The nature of the facilitator managers is seen as critical in other aspects of the activities of organizations. A selection of the facilitator managers' characteristics is the potential to influence an owner manager's propensity to undertake organizational relationship management. Predictions of the direction in which the variables will operate are inevitably problematic as there is little prior work on the determinants of organizational relationship management upon which we can draw [43, 46, 47, 49, 50]:

1) Marketing relationship ability: This variable has been identified as important in a number of studies.

2) Marketing relationship experience: It may be strongly linked to ability and it could be argued that it might work in two ways. A long number of years running an organization as an facilitator managers might increase a propensity to plan future directions for the marketing or indeed, once the initial phases had passed and funding secured planning might well be less of a priority.

3) Marketing relationship education level: In the context of organizational relationship management, this variable might seem reasonable to hypothesis that the more highly educated facilitator managers will tend to be more aware of the desirability of organizational relationship management and thus, organization run by the better educated facilitator managers might be more likely to have marketing plans.

4) Marketing relationship innovation: A distinction here may be drawn between those for whom the current organization is their first and serial founders.

5) Marketing relationship organizing: Organization founders are drawn either from operatives or from those with previous managerial experience.

6) Marketing relationship strategy: Here it might be argued that facilitator managers moving into a new sector might be encouraged to plan rather more than those whose businesses were in sectors in which they had considerable prior experience.

7) Marketing relationship potential: This was introduced into the analysis as it might be expected that local facilitator managers, who grew up in the geographical area under study, will tend to be introspective and less receptive to contemporary management practice.

The relationships between organizations and their localities have become an important research area and organization with links with local marketing institutions might be more likely to marketing plan. The argument here would be that mixing with local marketing leaders would increase awareness of the value of organizational relationship management. Conversely, mixing with other facilitator managers of small organization might re-enforce towards the idea of organizational relationship management, especially where organizational relationship management was not seen as a key element of marketing activity.

4. Marketing relationship management

Marketing relationship management system is a technology-based organization management tool for developing and leveraging organizational customers' knowledge to maintain, and strengthen profitable relationships with service receivers. Thus, a marketing relationship management system is an essential part of a global marketing relationship management strategy which emphasis creation of satisfaction through the development of appropriate relationship with key service receivers segments. The underlying premise of marketing relationship management is that organizational relationship creates organizational customers knowledge in order to:

1) Marketing relationship effectively segment organizational customers,

2) Marketing relationship develops and maintains long-term relationships with profitable organizational customers,

3) Marketing relationship determine how to handle unprofitable organizational customers.

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

1) Marketing relationship management readiness assessment,

2) Marketing relationship management change management,

3) Marketing relationship management project management,

4) Marketing relationship management employee engagement.

The capturing the wrong organizational customers 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 organizational customers projects. The seven deadly sins for unsatisfactory marketing relationship management outcome are:

- Viewing the marketing relationship management initiative as a technology initiative;
- Lack of organizational customers vision;
- Insufficient appreciation of organizational customers' lifetime satisfies;
- Inadequate support from top management;
- Underestimating the importance of change management;
- Failing to re-engineer organization processes;

The marketing relationship management refers to the internal systematic approach systematically of the organization management and leadership to strive for organization successful excellence. The successful marketing relationship management referring to all those measures through which one creates and strengthens confidence and trust in outsiders, especially service receivers, towards the organization abilities and service. When the comprehensiveness of the marketing relationship management approach is being emphasized one also can use the concept marketing relationship management instead of marketing plan. In practice, however, the both mean the same.

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

The broad challenge for marketing relationship management is to enhance positive substance of organization brand through various means that are consistent both with respect to one another and aligned with the organization strategic course.

As a whole the main principles in organizations approach include the following:

- Focus on supporting the marketing relationship management strategic goals of the organization;
- Consistency of different marketing relationship measures in order to strengthen one another;
- Alignment of the whole strategically and operationally for centering on the key issues;
- Comprehensiveness and a scope which covers the entire corporation;
- Integrating marketing relationship management measures with organization processes.

Systematic approach instead of building separate systems such as quality systems marketing relationship management approach is well harmonized with the organization strategies. On that basis also the quality policy was defined. General intention and direction towards marketing relationship management is considered by the marketing policy statements:

- Always act so that the organizational customers what he or she needs;
- Improve activities and their results continually so that they will be better and more effective and efficient of marketing relationship management.

The goal of marketing relationship management, i.e. organization excellence, is reached through innovative management and leadership practices.

In order to realize marketing relationship management objectives in all parts of the organization and at all levels of organization and management, an organization-wide management structure, a leadership infrastructure framework has been defined. The framework model was originally created at organizations. This model covers all organization functions in a natural and flexible manner and covers the following four levels of the organization:

1) The organization level: where the general principles, the common insight, goals, shared tools, and practices concerning marketing relationship management are created, including how these principles are to be applied in practice on the basis of the organization requirements.

2) The strategic areas and unit's level: where decisions are made by the general manager of the organization unit and the other top organization leaders, and measures undertaken concerning the entire particular organization and especially the future competitiveness of the organization and management of the whole organization system are addressed. The organization system is composed of the interrelated operational organization processes. Very often in corporations there are different organization areas that may be at different development stages. All these need different strategic marketing relationship management approaches but they may operate within one corporate culture.

3) The operational individual organization processes level: where decisions and measures concerning daily management are made and undertaken, and services are realized in real time for organizational customers needs.

4) The human and team's level: where the personal contribution of each member of the organization personnel including the top management is provided in natural working environments.

5. Results

In order to understand whether the facilitator managers is performing or not, we need to ensure that the facilitator managers is appropriate for each marketing strategy. In response to this research gap, this paper investigates whether facilitator managers should differ according to marketing strategy. Facilitator managers were asked whether or not they had a formal organizational relationship management for their organization and the period of time to which it applied.

Facilitator managers ranged in ability from low to high. Clearly, within this group, there is a sub set of growth oriented facilitator managers whose propensity to undertake organizational relationship management might be contrasted with those who were content with their current level of marketing. The latter may well belong to that group of facilitator managers often characterized as running lifestyle organization. From this overview of the selected facilitator managers' characteristics and the strategies of the sampled organization, it is now possible to explore the extent to which these differing characteristics and strategies influence whether or not an organization engages in organizational relationship management.

The main focus is on the role of facilitator managers characteristics in influencing the propensity for organizational relationship management. The interdisciplinary conceptual model will provide guidance to facilitator managers in developing contextually relevant method measures. The model provides facilitator managers with specific benefits such as:

- Measures to marketing relationship management with strategically aligned framework for clearer logic behind marketing relationship management actions.
- Successful measure portfolio that discriminates between marketing relationship management efficiency and effectiveness successful measures in order to avoid suboptimal successful.
- Set of marketing relationship management guidelines to ensure method synergies are achieved in the targeting of high and low organizational customers lifetime satisfy segments with matching method costs and method response to organizational customers satisfy.

6. Conclusion

Many of organizations have sustained their marketing relationship management systems focus over time, although these investments may or may not be considered part of a long-term marketing relationship management strategy. The scope, size, complexity and duration of the marketing relationship management projects seem to vary quite significantly across organizations. Poor planning, lack of clear objectives and not recognizing the need for organization change are the key reasons for marketing relationship failures.

The most recent marketing relationship management programs, for example some have clearly benefited from previous marketing relationship management 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 marketing relationship management system is not just service receiver interface software. 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.

Facilitator managers have too many successful measures, and a simplified set with fewer yet more important metrics would lead to superior successful. Successful facilitator managers are hindered by too many low-level measures. Ideal successful facilitator managers must include measures which are strategically relevant as well as measures which address both efficiency and effectiveness of marketing relationship management. For facilitator managers, the area of organizational relationship method successful measurement is an area that represents a significant opportunity for marketing relationship management investment and marketing plan management attention.

Reference

[1] Ambler, T., Kokkinaki, F. and Puntoni, S. (2002) 'Assessing market successful: The current state of

metrics', Working Paper No. 01-903, London organization School Centre of Marketing, London.

[2] Barkham, R, Gudgin, G. (1996), The Determinants of small Organization Growth, London, Jessica Kingsley, pp 21-54.

[3] Bolton, B and Thompson J (2000), Entrepreneurs, Talent, Temperament and Technique. London, Butterworth Heinemann, pp 65-97.

[4] Bridge, S. O'Neill, K and Cromie S (1998), Understanding Enterprise, Entrepreneurship & small Business. London, Macmillan Business, p 124.

[5] Chakravarthy, B. S. (1986) 'Measuring strategic successful', Strategic Management Journal, Vol. 7, No. 5, pp. 437–458.

[6] Collins, F., Holzmann, O. and Mendoza, R. (1997) 'Strategy, budgeting, and crisis in Latin America', Accounting and Society, Vol. 22, No. 7, pp. 669–689.

[7] Day, G. (2000) 'Capabilities for forging Customer relationships', Report No. 00–118, Marketing Science Institute, Cambridge, MA.

[8] Deakin, D. & Freel, M. (2003), Entrepreneurship and Business planning, London, McGraw Hill, pp 302-412.

[9] Dobni, B., Dobni, D. and Luffman, G. (2001) 'Behavioural approaches to marketing strategy implementation', Marketing Intelligence & Planning, Vol. 19, No. 6, pp. 400–408.

[10] Eccles, R. G. (1991) 'The successful measurement manifesto', Harvard Business Review, Vol. 69, No. 1, pp. 131–137.

[11] Erffmeyer, R. C. and Johnson, D. A. (2001) 'An exploratory study of sales force automation practices: Expectations and realities', Journal of Personal Selling and Sales Management, Vol. 21, No. 2, pp. 167–175.

[12] Feghhi Farahmand, Nasser (2001), Executive Management Process, Islamic Azad University, Tabriz Branch, Iran, pp 99-113.

[13] Feghhi Farahmand, Nasser (2003), Permanent Management of Organization, First edition, Frouzesh Publication, Tabriz, Iran, pp 70-83.

[14] Feghhi Farahmand, Nasser (2003), Strategic Structure of Organization Management Process, Forth edition, Islamic Azad University, Tabriz Branch, Iran, pp 41-125.

[15] Feghhi Farahmand, Nasser (2005), Strategic Management of Organization, First edition, Frouzesh Publication, Tabriz, Iran, pp 85-149.

[16] Feghhi Farahmand, Nasser (2009), Organization Strategic Plan compilation, First edition, Frouzesh Publication, Tabriz, Iran, pp 74-314.

[17] Feghhi farahmand, Nasser (2011), Active and Dynamic Management of Organization, Second edition, Frouzesh Publication, Tabriz, Iran, pp 87-90.

[18] Feghhi Farahmand, Nasser (2011a), Technology Management of Organization, Second edition, Frouzesh Publication, Tabriz, Iran, pp 11-18.

[19] Fiegener, M. K. (1994) 'Matching organization-level strategic controls to strategy: Impact on control system effectiveness', Journal of Applied organization Research, Vol. 10, No. 1, pp. 25–34.

[20] Franco, M. and Bourne, M. (2003) 'Factors that play a role in 'managing through measures'', Management Decision, Vol. 41, No. 8, pp. 698–710.

[21] Govindarajan, V. and Fisher, J. (1990) 'Strategy, control systems, and resource sharing: Effects on organization-unit successful', Academy of Management Journal, Vol. 33, No. 2, pp. 259–285.

[22] Gresov, C. and Drazin, R. (1997) 'Equifinality: Functional equivalence in organization design', Academy of Management Review, Vol. 22, No. 2, pp. 403–428.

[23] Hunt, S. D. and Lambe, J. (2000) 'Marketing's contributions to organization strategy; Market orientation, relationship marketing, and resource-advantage theory', International Journal of Management Reviews, Vol. 2, No. 1, pp 17–34

[24] Jain, R., Jain, S. and Dhar, U. (2007) 'CUREL: A scale for measuring service receiver relationship management effectiveness in service sector', Journal of Services Research, Vol. 7, No. 1, pp. 37–58.

[25] Jaworski, B. J. and Kohli, A. K. (1991) 'Market orientation', Journal of Marketing, Vol. 57, No. 3, pp. 53–70.

[26] Jeuland, A. P. and Shugan, S. M. (1983) 'Managing method profits', Marketing Science, Vol. 2, No. 3, pp. 239–272.

[27] Johnson, Steven (2001), The connected lives of ants, brains, cities and software, Penguin, pp 44-63.

[28] Kale, S. H. (2004) 'SRRM failure and the seven deadly sins', Marketing Management, Vol. 13 (September/October), pp. 42–46.

[29] Kaplan, R. S. and Norton, D. P. (1996) 'Using the balanced scorecard as a strategic management system', Harvard Business Review, Vol. 74, No. 1, pp. 75–85.

[30] Kumar, K. and Subramanian, R. (1997/1998) 'Porter's strategic types: Differences in internal processes and their impact on successful', Journal of Applied organization Research, Vol. 14, No. 1, pp. 107–124.

[31] Kuratko D F and Hodgetts R M (2004), Entrepreneurship: Theory, Practice Mason, Ohio, Thomson South Western, p 64.

[32] Larson, P. D. and Lusch, R. F. (1992) 'Functional integration in marketing methods: A determinant of product quality and total cost', Journal of Marketing Methods, Vol. 2, No. 1, pp. 1–28.

[33] Lassar, W. M. and Kerr, J. L. (1996) 'Strategy and control in supplier-distributor relationships: An agency perspective', Strategic Management Journal, Vol. 17, No. 8, pp. 613–632.

[34] Lebas, M. and Euske, K. (2002) 'Delineation of successful', in: Neely, A. (Ed.) ' Performance measurement: Theory and practice', Cambridge University Press, Cambridge, UK, pp. 65–79.

[35] Ledoux, JE (1993), Emotional memory systems in the brain. Behavior and Brain Research, v 58, p 112-215.

[36] Lewis, M. C. and Lambert, D. M. (1991) 'A model of method member successful, dependence, and satisfaction', Journal of Retailing, Vol. 67, No. 2, pp. 205–225.

[37] Lubieniecki, E. C. and Desrocher, N. J. (2003) 'The case for simple comparison: A simple successful scorecard for effectiveness and efficiency', Journal of Corporate Real Estate, Vol. 6, No. 1, pp. 39–52.

[38] Mason, C and Stark, M. (2004), What do investors look for Business Plan, International small Business Journal, 22, p3.

[39] Moedritshcher, G. and Mussnig, W. (2005) 'Evaluating the long term benefit of SRRM-systems: A cost-oriented approach', International Journal of Innovation and Technology Management, Vol. 2, No. 4, pp. 367–389.

[40] Naffziger, D. Kuratko, D. (1991), An Investigation into the Planning In small Business, Journal of Business and Entrepreneurship, Fall, p 21.

[41] Najmi, M., Rigas, J. and Fan, I. -S. (2005) 'A framework to review successful measurement systems', organization Process Management Journal, Vol. 11, No. 2, pp. 109–122

[42] Nayak, A and Greenfield, S. (1994), The Use Of Management Accounting Information, Finance and the

organizations, London, Rutledge, p47.

[43] Neely, A. D., Gregory, M. and Platts, K. (2005) 'Successful measurement system design: A literature review and research agenda', International Journal of Operations & Production Management, Vol. 25, No. 12, pp. 1228–1263.

[44] Noble, C. H. and Mokwa, M. P. (1999) 'Implementing marketing strategies: Developing and testing a managerial theory', Journal of Marketing, Vol. 63, No. 4, pp. 57–73.

[45] Olivero, G., Bane, K.D., Kopelman, RE (1997), Executive coaching as a transfer of training tool: Effects on productivity in a public agency. Public Personnel Management, 26, 4, p 68.

[46] Paswan, A. K. (2003) 'Method support activities and perceived goal orientation: An exploration in the Indian market', Asia Pacific Journal of Marketing and Logistics, Vol. 15, No. 4, pp. 19–41.

[47] Payne, A. and Frow, P. (2006) ' Customer relationship management: From strategy to implementation', Journal of Marketing Management, Vol. 22, pp. 135–168.

[48] Reinhartz, W., Krafft, M. and Hoyer, W. (2004) 'The service receiver relationship management process: Its measurement and impact on successful', Journal of Marketing Research, Vol. 31 (August), pp. 293–305.

[49] Rowley, J. (2002) 'Synergy and strategy in e-organization', Marketing Intelligence & Planning, Vol. 20, No. 4/5, pp. 215–222.

[50] Rue, L. and Ibrahim, N. (1998), Planning Sophistication and Performance in small Businesses, Journal of small Business Management, 36, p 97.

[51] Schmitz, J. and Platts, K. W. (2004) 'Supplier logistics successful measurement: Indications from a study of the automotive industry', International Journal of Production Economics, Vol. 89, No. 2, pp. 231–243.

[52] Senge, P. M. (1990) 'The leader's new work. Building learning organizations', Sloan Management Review, Vol. 32, pp. 7–24.

[53] Simons, R. (1987) 'Accounting control systems and organization strategy: An empirical analysis', Accounting organizations and Society, Vol. 12, No. 4, pp. 357–374.

[54] Sirivastava, R. K., Shervani, T. A. and Fahey, L. (1999) 'Marketing, organization process, and shareholder satisfy: An organizationally embedded view of marketing activities and the discipline of marketing', Journal of Marketing, Vol. 63, No. 4, pp. 168–179

[55] Slater, S. F. and Narver, J. C. (1995) 'Market orientation and the learning organization', Journal of Marketing, Vol. 59, No. 3, pp. 63–74.

[56] Smith, N. R. (1967), The Entrepreneur and His Organization, University of Michigan: Bureau of Business and Economic Research, pp 112-184.

[57] Speier, C. and Venkatesh, V. (2002) 'The hidden minefields in the adoption of sales force automation technologies', Journal of Marketing, Vol. 66, No. 3, pp. 98–112.

[58] Stock, G. N., Greis, N. P. and Kasarda, J. D. (1998) 'Logistics, strategy and structure, A conceptual framework', International Journal of Operations & Production Management, Vol. 18, No. 1–2, pp. 37–52.

[59] Watts, H. D., Wood, A. M. and Wardle. P. (2003), Making friends or making things?, Urban Studies, pp 164-204.

[60] Yeniyurt, S. (2003) 'A literature review and integrative measurement framework for multinational companies', Marketing Intelligence & Planning, Vol. 21, No. 3, pp. 134–142.