

A Methodology for Marketing Audit of Scientific and Technical Services, with a Corporate Social Responsibility Approach

Metodología de auditoría de marketing para servicios científico-técnicos con enfoque de responsabilidad social empresarial

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ABSTRACT

Aim: A methodology of marketing audit of professional scientific and technical services based on a comprehensive approach of corporate social responsibility.

Methods: Literature review, ideal point, the Fishbein model, UCINET 6.0 software

Main results: The design of a methodology for marketing audit of professional scientific and technical services, which integrates the dimensions marketing social responsibility, that will allow for evaluation of the social dimension of marketing.

Conclusions: The existence of insufficient integration between social responsibility and marketing was demonstrated. This proposal includes the commitment to corporate social responsibility in its premises. It allows for effective evaluation of the process, and its impact on interest groups and the society.

Key words: service marketing; marketing audit; professional scientific and technical services; corporate social responsibility; dimensions of social marketing responsibility.

RESUMEN

Objetivo: Una metodología de auditoría de marketing para servicios profesionales científico-técnicos con enfoque integrado de responsabilidad social empresarial.

Métodos: Revisión bibliográfica, punto ideal, el modelo de Fishbein, software UCINET 6.0.

Principales resultados: Diseño de una metodología de auditoría de marketing para servicios profesionales científicos técnicos en la cual se integran las dimensiones de responsabilidad social del marketing y permitirá evaluar la dimensión social de estos.

Conclusiones: Se demostró insuficiente integración de la responsabilidad social al marketing. La propuesta incluye en las premisas el compromiso con la responsabilidad social empresarial. Permite evaluar de forma efectiva el proceso y su impacto en los grupos de interés y la sociedad.

Palabras clave: marketing de servicios; auditoría de marketing; servicios profesionales científico-técnicos; responsabilidad social empresarial; dimensiones de responsabilidad social de marketing.

Received: 28/08/2019

Accepted: 28/04/2020

INTRODUCTION

The main objective of marketing is to meet customer needs, and organizational cost-effectiveness. Hence, capacities must be developed to generate, deliver, capture, and maintain customer value. Today, a social approach of marketing, which can contribute to efficiency management and strengthening of such capacities, has been developed through a corporate social responsibility (CSR) approach.

Currently, marketing is required to widen its functions, be more responsible, and harmonize organizational decisions, in keeping with customer interests, with short and long-term impacts on life quality of the society. In recent decades, the social approach of marketing has gained strength; authors like Ferrel and Hartline (2012), Kotler and Keller

(2012), Lambin, Gallucci, and Sicurello, (2009), and Stanton, Etzel, and Walker, (2007) have referred to the importance of social marketing as a tool, considering the ethical, environmental, legal, and social context of marketing activities, following an interest group approach. This approach is assumed, but not in integration to management.

CSR is a widely spread and debated term, and therefore controversial. Commonly, it has been linked to decision-making, taking into account cost-effectiveness, society, and the environment. It involves company liability for their impacts on society. Its contribution to sustainable development is critical, in recent years, it has arisen a significant interest, since it is envisioned as a powerful management tool (Guadamillas, and Donate, (2008). However, it does not get proper attention, and it is not always regarded in business strategies, especially in relation to the needs of different interest groups, and the integration of social responsibility to business management.

One important element to organizations is adequate correspondence among planning, implementation, and control of marketing activities. Planning seen as a viable adjustment between market opportunities and usable organizational capacities. Enabling it will permit strategy implementation, creating specific actions that ensure the accomplishment of goals. Finally, to monitor the implementation process, new mechanisms should be set up to evaluate and control these actions.

Effective strategies depend on adequate implementation: to reduce diversions from performance, market activities should be constantly controlled. This control has been assumed in different ways as part of strategic planning to determine threats, strengths, and weaknesses of the organization (Kotler, and Keller, 2012; Lambin *et al*, 2009), based on the analysis of market indicators and metrics that determine cost-effectiveness (Stanton, Etzel, and Walker, 2007). They are also regarded as formal (inputs, processes, and results) and informal (cultural, social, and ethical behaviors) actions (Ferrel and Hartline, 2012).

One of the activities belonging to marketing process control is market audit. It is generally done to evaluate the strategic approach, and the level of excellency, and it systematically and periodically covers the main marketing activities comprehensively. Marketing audit is regarded as the evaluation of process results, not as an instrument for analysis and measurement of capacities and efficacies. Therefore, according to several

sources, market audits have no single methodology, but different proposals, mainly based on market evaluation questionnaires and metrics, which deal with CSR independently. So far, no audit methodology to integrate the dimensions of market social responsibility has been corroborated.

Although there is a growing consensus about the knowledge and analysis of the main characteristics of marketing audit, these are always focused on the evaluation of marketing activities of goods-producing entities.

In recent years, several political, economic, commercial, and social developments have contributed to the proliferation and growth of the service industry, thus creating a favorable environment for development and multiplication in all areas.

Knowledge-related technical-scientific or intensive professional services comprise a group of heterogeneous activities with different characteristics; they constitute a pivotal aspect of the new knowledge-based world economy, since they contribute to the formation of efficient commercial infrastructure, including fiscal and legal aspects that can ensure company competitiveness. Despite the lack of a universally accepted definition, these are services related to the employment of high-skilled human capital.

López and Ramos (2013) noted that these services incorporate new technology, management forms, information, and knowledge, and they are closely associated to innovation, since they take part in the creation, accumulation, diffusion, exploitation, and improvement of knowledge, by the organization, and application to goods and services.

Considering that these services are linked to innovation, and contribute to the development of interest groups through solutions to problems, management will require integration to CSR, both internally and externally. It demands an ethical and moral behavior of professionals in this area in relation to the results. They must assume the responsibility for the goods created and delivered, the use of information, the respect to work and coworkers, thorough analysis, and solidly stated conclusions that support the social responsibility of professionals in this area (Bandera, 2008).

Hence, the link between marketing and social responsibility applied to professional scientific-technical services would favor interest groups related to companies and society, through the generation of products, services, and technology, which can be adjusted to particular interests. Accordingly, the integration of control and evaluation

tools of market activity is highly important to professional scientific-technical services, aspects of social responsibility, and the determination of CSR dimensions related to marketing.

Schwalb and García (2013) defined market social responsibility as a philosophy based on ethical principles and values that must guide marketing. They also explained eight dimensions identified as components of marketing social responsibility, which can be used as a starting point to state the aims of this research.

CSR-based marketing audit will ensure constant monitoring of the process and its impact on customers and society in general, thus responding to the Guidelines of the Social and Economic Policy of the Party and the Revolution, especially Guideline No. 69, related to service exports (professional services), giving higher priority to the sale of projects or technological solutions, and includes flexible analysis of individual labor hiring; and Guideline No.102, dealing with maintaining and developing the scientific results in biotechnology, medical-pharmaceutical productions, basic science, natural sciences, agricultural sciences, studies of renewable energy use, social and educational technologies, industrial technology transfer, the production of high-tech equipment, nanotechnology, and scientific and technological services with high added value (Communist Party of Cuba [PCC], 2017).

Accordingly, the aim of this paper is to develop a methodology for marketing audit of professional scientific-technical services with a CSR integrated approach, using different integration dimensions and variables.

DEVELOPMENT

Marketing authorities are currently focused on determining market opportunities, and the capacities of organizations to take advantage of them, thus being able to determine the breaches that hinder goal fulfillment. The importance of this lies in that marketing activities have a high impact on society.

However, the economic and specific aspects of marketing evaluation are not the only important issues, since social and ethical aspects directly related to the activity should be integrated; the integration of social and economic management becomes a leading

principle in business. The integration of social aspects in business management permeates every activity with moral and ethical aspects.

It means that a process of tool management formation and change is required in this integration.

Therefore, research studies like one done by Schwalb and García (2013), referred to the determination of the social responsibility dimensions of marketing (MSR), the basis of this research, which tackles the integration of social aspects of marketing audit.

This study was conducted in three steps:

Comparative analysis of marketing audit tools, whose objective was to identify and evaluate the presence of marketing evaluation components, and stages present in different selected tools, based on the definitions of Kotler and Keller (2012).

1. *Evaluation of the presence of MSR dimensions in marketing audit tools studied*, according to the proposal of marketing social responsibility, based on the MSR dimensions suggested by Schwalb and García (2013).
2. *Methodological proposal for marketing audit, with a corporate social responsibility approach*. Relying on the conclusions of the analysis of selected tools, CSR-marketing integration approaches, and the definition of marketing social responsibilities, a methodology is suggested for marketing audit with a CSR approach.

The results were as follows: a) *comparative analysis of marketing audit tools*; b) *a CSR-based methodological proposal for marketing audit*, and c) *evaluation of the presence of MSR dimensions in the marketing audit elements studied*. Explanation of elements:

a. **COMPARATIVE ANALYSIS OF MARKETING AUDIT TOOLS**

The proposal of Kotler and Keller (2012), one of the most comprehensive and updated proposals, was analyzed. It focused on marketing process control (Lambin *et al.*, (2009), with a strategic approach (Stanton, Etzel, and Walker, 2007), whereas Kerin, Hartley, and Rudelius (2014) only tackled marketing metrics, and Ferrel and Hartline (2012) focused on the evaluation of activities, procedures, and performance standards.

The general stages of the process were included for selection, according to Kotler and Keller (2012): *analysis* centered in strategic marketing, which includes the identification

of value through determination of market opportunities; strategic-marketing planning to determine the target public, ranking, objectives, strategies, and goals, to create a value proposal; *implementation*, focused on operational marketing in the development of marketing-integrated programs, and holistic organization and management that includes the delivery and communication of the proposal of value; and *control*, which is part of operational marketing to control the effects of marketing activities and programs, to conduct necessary changes and adjustments. Accordingly, aspects included in different tools were previously analyzed using UCINET 6.0 software, to visualize common aspects and differences. Considering the approach of this research, the analysis of social aspects was added, totaling 27 aspects.

As a result, there is no unique methodology to conduct audits; each author suggests a tool, which consists of a questionnaire to evaluate different aspects. From the evaluation of the 27 marketing components (Fig. 1), it was determined that 11 were used by 3 or 4 authors who were centered on the analysis of the surrounding, including customers, competitors, and suppliers (the four marketing P) and control systems; only 15 were suggested by 1 or 2 authors, in relation to information systems, function of marketing structures, people, processes, strategic control, and social aspects; an aspect not explicitly found in any of the tools was marketing CSR.

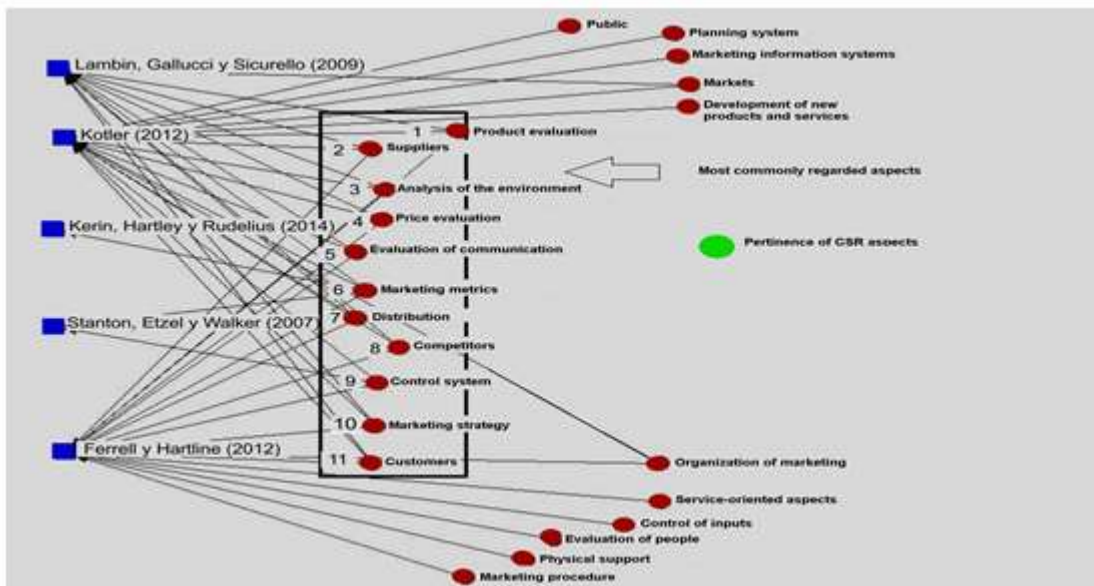


Fig.1 Comparison of audit tools

Source: Self-made.

Regarding the methodology, each author establishes different stages and structures, though most of them integrate them during the marketing control process to identify opportunities and troubling areas, and suggest actions to take. An integration of CSR aspects was not observed; some authors like Kotler and Keller (2012) referred to the importance of integrating ethics, values, and social responsibility in marketing activities; Lambin *et al.* (2009) incorporated the evaluation of social aspects regarding affectations to the surrounding, and the establishment of a code of ethics. Finally, Ferrel and Hartline (2012) included the control of small groups based on standards and ethics.

b. EVALUATION OF THE PRESENCE OF MSR PRESENCE IN THE MARKETING AUDIT ELEMENTS STUDIED

To determine the dimensions of marketing social responsibility, the bases defined by Schwalb and García (2013) were used. I quality of goods and services; II quality of customer service; III publicity and promotion practices; IV customer information; V customer privacy respect; and VI ethics and social responsibility. Considering that this study is focused on professional services, a modification is suggested for more emphasis on the particular features of services.

The first proposal is the integration of I and II (quality of goods and services and customer services), under the name *service excellence*, considering that Schwalb and García (2009) based their proposal on goods, mainly; thus separating quality and services provided to support the performance of these products. Hence, it requires the definition of a dimension that responds to the particular features of services and their management.

The other is integration of III and IV (publicity and promotion, and customer information practices) under a *policy of commercial communications*). Schwalb and García (2013) established a dimension to promote the sale of goods and services, and another to show the features, properties, functions, risks, and limitations of goods and services offered. Today, there is more marketing integrated communications directed to the establishment of dialog and relations with interest groups, strengthening of customer fidelity, and services, which involves using all the information required by interest groups.

The ethical dimension and social responsibility of marketing management is maintained. It covers every function and impact on the public and society, in general terms.

One important aspect for proper marketing performance is managing the relations with customers and interest groups, and the analysis of the repercussions of marketing activities on them. It not only comprises the respect to consumer privacy, but all the aspects influencing the relations with interest groups; hence, a new dimension named *relation with interest groups* is suggested, to which dimension V integrates (respect for consumer privacy), as part of the dimension suggested.

Lastly, a fourth dimension named *internal public* dimension is suggested, considering its importance for proper performance of services in terms of the creation of internal exchange relations that provide satisfaction, motivation, and commitment to the entity involving all internal customers to meet organizational goals. Since CSR is not impersonal, it relies on the people in the organization, including those who run it. Therefore, the evaluation of the role played by professionals regarding decision-making, the relation with interest groups, and personal development, is relevant. A number of five dimensions were defined (Table 1).

Table 1 CSR marketing dimensions in marketing auditing tools

	MSR dimensions	Bij							Ai		Marketing audit methodologies
		Wi	li	1	2	3	4	5			
I	Service excellence	3	3	1	1	1	1	1	15	2	Lambin, Gallucci, and Sicurello, 2009
II	Communications and information policy	3	3	1	2	1	1	1	18	3	Stanton, Etzel, and Walker, 2007
III	Internal public	3	3	1	1	1	1	1	15	4	Ferrell and Hartline 2012
IV	Relations with interest groups	3	3	1	1	1	1	1	15	5	Kerin, Hartley, and Rudelius, 2014
V	Ethics and social responsibility of marketing management	3	3	1	2	1	1	1	21		
	Min Dj			30	24	30	30	30			

Source: Silveira (2011)

To evaluate the presence of dimensions defined in different tools, adjustment made by Silveira (2011) was used, which minimizes the difference between total marketing social responsibility components and the level in which they near the ideal expressed, in relation to their presence in the audit methodologies selected. It was also applied to the Fishbein model (Silveira, 2011), weighting the presence of components due to their importance, since the ones that get a lower value regarding global ranking are lacking in the methodologies studied. (Formulas 1.1 and 1.2).

Formulas for the Fishbein model

$$MinD_j = \sum_{i=1}^m W_i |B_{ij} - I_i| \quad (1.1)$$

$$A_i = \sum_{j=1}^n W_i * B_{ij} \quad (1.2)$$

Where:

D_j: Weighted distance in the j dimension in relation to the ideal

A_i: Global attitude toward component i

W_i: Importance of component i (scale: 1- unimportant, 2- partly important, 3-important)

B_{ij}: Critical assessment of the presence of component i in marketing dimensions j (scale: 1- not present, 2- partly present, 3-present), i: Component 1..., m, j: Market dimensions, 1..., n.

I_i: Ideal value on the presence of component i

As a result of this analysis based on the Fishbein method, three types of methodologies were found:

- *Ideal methodologies* (0% analyzed).
- *Comprehensive methodologies* (20% analyzed) (Lambin *et al.*, 2009)
- *Methodologies far from the ideal* (80% analyzed) (Ferrel and Hartline, 2012; Kerin *et al.*, 2014; Kotler and Keller, 2012; Stanton, Etzel, and Walker, 2007).

Although Kotler's methodology is the most comprehensive _it focuses on marketing evaluation, and has a more thorough structure_ it does not show the integration of social marketing responsibility dimensions. Only Lamblin's proposal shows MSR related to ethics and the environment. Regarding the results of global attitude, it can be said that all the dimensions have a low global attitude; therefore, these methodologies lack integration and evaluation of market social responsibility.

a. **METHODOLOGICAL PROPOSAL FOR MARKETING AUDIT, WITH A CSR APPROACH.**

Lastly, considering all the aspects evaluated, a proposal for marketing audit methodology is made with a social responsibility approach. It is an essential tool to control and improve the process in entities offering professional scientific-technical services. The objective of the proposal is to evaluate marketing processes to determine problems and take improvement actions. The proposal is,

Comprehensive: It covers all marketing activities, though more emphasis is made on conflicting spots; it integrates the dimensions of marketing social responsibility in all the stages.

Systematic: It is a continuous and orderly process of marketing activity review that allows for the detection of problems, and the implementation of improvement actions.

It is based on the conclusions of analysis of different control approaches, the study of marketing variables for services, and particularly for professional scientific-technical services, besides the analysis of marketing social responsibility dimensions. The structure established by Kotler and Keller (2012) was used as reference.

Premises for implementation:

1. Commitment of management to marketing audit. Ethical norms will be implemented to ensure control without abuse of power, information use fraud, and the capacities to deal with conflicting situations.
2. Ensuring competent and trained personnel to conduct audit.
3. Commitment of the top executives, auditors, and employees to marketing social responsibility.

4. Ensuring an integrated marketing command that allows for monitoring of the main process indicators, which can be used as starting points.

Principles

1. Integration: There must be a closed relationship among the various actors in the audit process (executives, auditors, employees, and interest groups).
2. Collaboration: Among all the actors taking part in the marketing audit process.
3. Measurement: Through marketing metrics and indicators of marketing social responsibility that will enable measuring marketing process performance.
4. Logical consistency: According to the structure, logical sequence, aspect interrelation, and coherence.
5. Flexibility: A potential for application to other organizations with not necessarily identical features to the ones selected within the scope of study, and for their capacity of incorporating updates and readjustments, based on internal and external requirements of the organization.
6. Transcendency: The decisions and actions derived from a procedure have a significant impact, not only inside the organization, but also in the surroundings.

STRUCTURE OF THE METHODOLOGY

Four steps were defined, each containing stages and indicators to evaluate the marketing process with a CSR approach. (Fig.2). It is a management tool that could be used by marketing specialists of professional service provider organizations, according to the type of service offered.

Phase I. Planning

It will permit organization of marketing audit process for professional scientific-technical services. A first step in this process stems from marketing process indicators, which must be part of a marketing-integrated command frame, as a strategic measuring and managing system that will contribute to decision-making, and be a starting point for audit and process control. The second step defines the elements in the audit plan (the objectives, resources, terms, responsible parties, etc).

CSR integration: Commitment by top executives to social responsibility matters; infrastructure should ensure resources, and ethical and moral behavior of all the

participants in the process. Moreover, it should enable transparent, sufficient, relevant, timely, and true information flow.

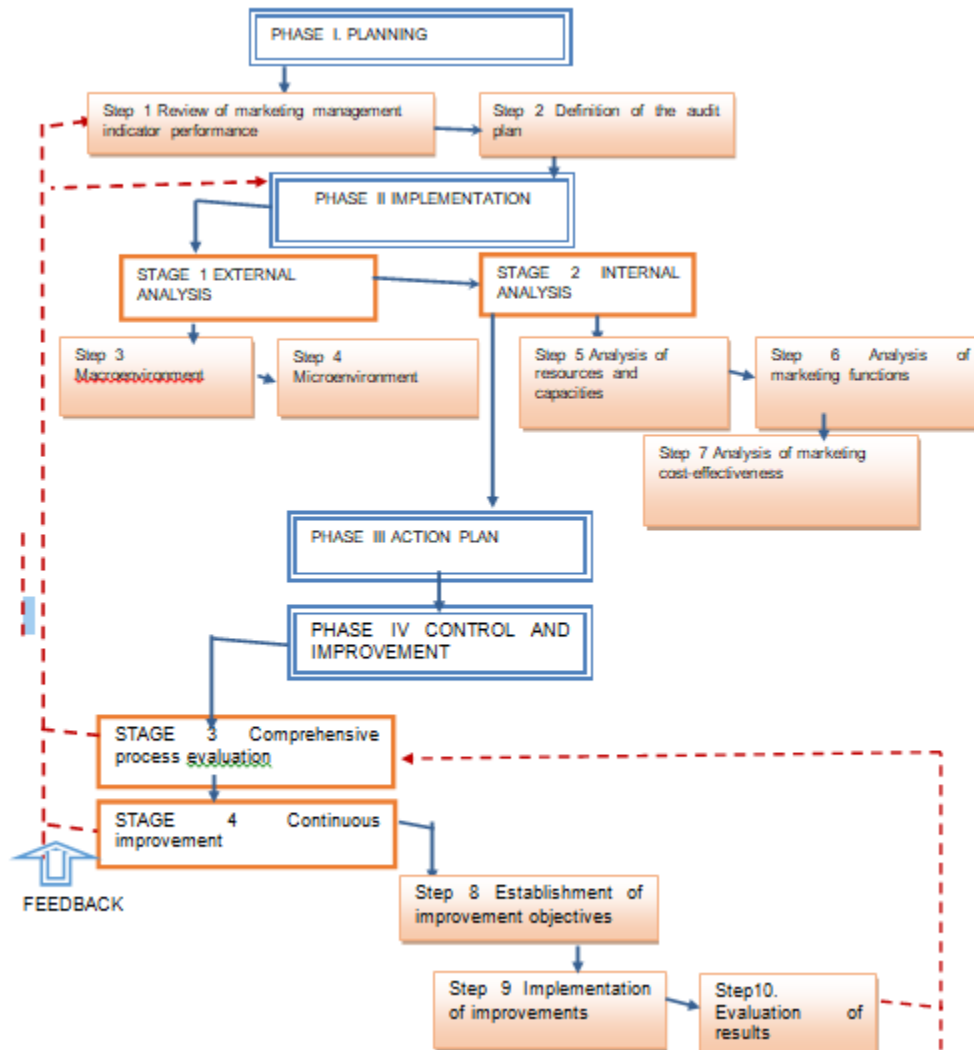


Fig. 2 Marketing audit methodology scheme

Source: Self-made

Phase II: Diagnostic

The objective of the diagnostic phase is to know the status of marketing activities, provide updated information based on efficiency, efficacy, and effectiveness, in relation to customer, interest groups, and society satisfaction, along with the economic results, and the impact of these activities on interest groups and society. It is divided in two stages: external analysis and internal analysis.

Stage 1 External diagnostic

It comprises two steps: macroenvironmental analysis and microenvironmental analysis. The analysis is based on document review, group work, customer evaluation matrix, supplier evaluation matrix, comparative analysis of competence in terms of price, technology, and quality and analysis of external impacts.

CSR integration: The organization's approach is integrated to external diagnostic, directing it to interest groups and society, with an evaluation of marketing social responsibility dimensions, such as identification of customers and interest groups, knowing their needs and expectations, evaluation of the impact of an organization on interest groups through the entire value chain.

Stage 2. Internal diagnostic

It consists of three steps: the first one deals with the analysis of resources and capacities to evaluate the capacity of the organization; that is the strengths and weaknesses, to make use of the surrounding opportunities and its competitive position. They are determined according to the work of experts in the organization. Among others, it evaluates technology, access to resources, infrastructure, reputation, service quality, planning, control, innovation capacity, information systems, etc.

In the second step, specific service marketing functions, such as service, people, processes, communication, distribution (place and time), price, physical surrounding, productivity, and quality, are evaluated. The third step involves the analysis of marketing cost-effectiveness.

Throughout the phase, several different methods and techniques are used to process the entire information, such as document review and external information sources, team work, evaluation matrix of internal impacts, analysis of competitive information, life cycle, interviews, and BCG matrix analysis. Then, a final report is made, containing the main weaknesses and threats to the organization.

MSR integration: The marketing social responsibility dimensions defined in Table 2 are integrated to internal diagnostic.

Phase III. Plan of actions

The objective of this phase is to design actions that address the problems detected in the diagnostic (Phase III). Coordination mechanisms among different function areas should be consolidated, and people in charge of ensuring fulfilling should be appointed.

CSR integration: It addresses the design of actions that include costs and benefits to interest groups and society, and the reflection of their impact on the latter.

Phase IV. Control and continuous improvement

Stage 3: Comprehensive process evaluation

Table 2. MSR integration to the audit tool suggested

ASPECTS	Dimensions of marketing social responsibility
<p>Analysis of the surrounding conditions</p> <p>Identification of customers and interest groups (IG).</p> <p>Evaluation of relations and impacts on customers, interest groups (IG), and the society.</p> <p>Establishment of cooperation alliances with IG to develop relations of respect in the value chain.</p>	<p>Relations with interest groups (IG)</p>
<p>Market planning, strategies, and market objectives</p> <p>Clearly stated mission and vision, objectives, and strategies, in terms of addressing society and sustainable development.</p> <p>Addition of principles, standards, and values that will guide the behavior of individuals and groups to make ethical and marketing responsible decisions.</p> <p>Strategies directed to the creation of an organizational culture that promotes necessary values and conducts effectively and efficiently, in order to create higher value for customers and interest groups, and society, in general.</p>	<p>Social and ethical responsibility in marketing management.</p>
<p>Marketing organization.</p> <p>Implementation of the holistic approach based on development, design, and execution of marketing programs, processes, and activities that acknowledge their amplitude and interdependencies.</p> <p>Level of relationships and communications among different areas of marketing organization (services, R + D, logistic, economy, and hiring).</p> <p>Evaluation of the organization levels to hire, train, and motivate the staff in relation to customers and shareholders.</p>	<p>Social and ethical responsibility in marketing management.</p>
<p>Marketing information system</p> <p>Marketing information system that will allow for identification of opportunities, weaknesses, and threats to develop better offers and planning implementation, and provide relevant, updated, objective, transparent, and true information.</p> <p>That being the center of marketing research in market development associated to</p>	<p>Policies of communications and information.</p> <p>Relationships among interest groups (IG).</p>

<p>current and potential customers, distributors, competition, suppliers, and other interest groups.</p> <p>Ethical norms on the use and handling of information, data integrity, and access to information. Respect of intellectual property and copyright.</p>	
<p>System of control, marketing cost-effectiveness</p> <p>Control of results that include formal performance standards (sales, marketing metrics, marketing audits, etc.), and social controls of organizational values and standards and conducts of work groups.</p> <p>Indicators to monitor the impacts caused by their activities in the community and its surrounding.</p>	Social and ethical responsibility in marketing management.
<p>Development of new services, innovation</p> <p>Development of a system to provide new services focused on the satisfaction of customers and that of interest groups.</p>	Social and ethical responsibility in marketing management.
<p>Services</p> <p>Mechanisms for proper design of services, which include social criteria, in order to create awareness on the impacts that the outcome might cause.</p> <p>Set policies to launch or withdraw products-services with a negative impact on interest groups.</p> <p>Access level to services with permanent information of their requirements.</p> <p>Evaluation of customer fidelity, and recognition of interest groups, depending on the supply of excellent services.</p>	Service excellence
<p>Price</p> <p>Evaluation of the level of customer satisfaction in relation to services</p> <p>Fair prices (adapted to customer affordability)</p>	Service excellence
<p>Communication</p> <p>Formal communication policy in concert with its values and principles, covering all the communication material, internally and externally.</p> <p>Presence of a commercial communications policy in the code of ethics and/or value statement.</p> <p>Performance of the organization in keeping with the legislation, to protect consumers.</p> <p>Creation of awareness on the role of the organization to form values and behaviors in society, acting in such way that communication enables the creation of positive values in favor of sustainable development.</p> <p>Communication with all interest groups, based on ethics, responsibility, transparency, and capacity of dialog, without discrimination, respecting vulnerable groups.</p>	<p>Policies of communications and information.</p> <p>Service excellence</p>
<p>Distribution (place-time)</p> <p>Conditions of buildings and offices to offer quality services</p> <p>Standards and procedures for service hiring processes (requests, billing, payment, etc.)</p>	<p>Social and ethical responsibility in marketing management.</p> <p>Service excellence</p>

Essential requirements of services, such as hours, facilities, etc.	
<p>People</p> <p>Development of proper management policies for internal public, which favor employee integration and motivation in a company's project, making them a productive valuable force, capable of contributing to the strategic line of the organization.</p> <p>Engagement in strategic decisions. Training to accomplish effective worker engagement in decision-making. Atmosphere of trust and safety.</p> <p>Improvement programs and continuous training with a view of upgrading professional competences to create higher levels of skills, expertise, specialization, and/or education and knowledge of related laws, in the employees.</p> <p>Development of cooperation relations among workers through an ethical culture of collaboration (sharing knowledge based on trust and socialization)</p>	<p>Internal public</p> <p>Service excellence</p>
<p>Processes</p> <p>Process approach, integration to achieve credibility and reputation, making them respond quicker to changes in the environment.</p> <p>Definition of flaws in service processes and redesign, considering the problems observed to affect reputation and satisfaction levels in interest groups.</p>	<p>Social and ethical responsibility in marketing management.</p> <p>Service excellence</p>

Source: Self-made.

Marketing process control of professional services is done through the marketing integrated command cadre. This person must be consistent in terms of goals, strategies, and programs of the organization, and accomplish reciprocal support, relying on a system of indicators for evaluation of all marketing functions.

The components of the marketing integrated command cadre are learning, organizational development, finances, internal processes, and customers, to which service marketing variables and aspects of marketing social responsibility are integrated. Each of them defines performance strategies, measures to fulfill strategies, objectives, and indicators.

Stage 4: Continuous improvement

Continuous improvement comprises three steps, depending on the identification of opportunities for improvement in Phase II, and the search for solutions in Phase III, improvement objectives are set in step 8, the implementation of improvements in step 9, and evaluation of results in step 10. The evaluation of results complies with integrated evaluation in Stage 3, and the action plan in Phase III.

CONCLUSIONS

Marketing audits are tools that contribute to the control of marketing activities, in order to identify opportunities and problems, besides recommending an action plan to improve effectiveness and efficiency in the organization.

Today, several proposals have been made, whose main limitation is the absence of an accurate methodology. The main tools making the basis of methodological development are mostly centered on the design of questionnaires, and measurement of certain indicators. They define what must be done, but not how. Secondly, they are directed to evaluation and control of marketing activities for organization of goods producing organizations, which are very limited for services, and focused on measuring the results, not on process performance, thus restricting timely identification of weaknesses, and they fail to integrate evaluation of social responsibility.

A methodological proposal for marketing audit of professional scientific-technical services was design, whose premises include commitment to CSR. Additionally, the phases for its implementation were set, in which MSR dimensions are integrated throughout the research, looking at service excellence, communications and information policy, internal public, relationships with interest groups, and ethics and social responsibility in marketing management.

The specification of dimensions integrated to evaluation and marketing process control will ensure improvements in organizational performance, along with increased reputation, satisfaction, and customer fidelity.

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Conflicts of interest

The authors declare that this manuscript is original, and it has not been submitted to another journal. The authors are responsible for the contents of this article, adding that it contains no plagiarism, conflicts of interest or conflicts of ethics.

Author contribution statement

Odalís Ibet Moreno Oliva: Development of the methodology and analysis of CSR dimensions

Rosario León Robaina: Theoretical background and systematic bibliographic review

Graciela Castellanos Pallerols: Redaction of conclusions and review of the manuscript