

# **MARKETING MANAGEMENT AND STRATEGY**

## **WEEK 10 RELATIONSHIP MARKETING**

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**SPRING 2024**

## **WEEK 10**

### **RELATIONSHIP MARKETING**

#### **10.1 Introduction**

Welcome to week ten lecture! It is my pleasure to have you in this class. So far, we have covered marketing strategies that revolve around the theory of 4Ps of marketing (product, price place and promotion). As we draw near the end of this course, we want to focus on, yet a more recent theory of marketing called holistic marketing. This theory has four main components, relationship marketing, internal marketing, corporate social responsibility marketing and integrated marketing. Since integrated marketing has been covered widely through the 4Ps theory, we will cover the other three components in the remaining lectures. In this lesson we will focus on relationship marketing.

#### **10.2 Intended Learning Outcomes**

At the end of this lecture, you will be able to:

1. Define relationship marketing.
2. Discuss the scope of relationships marketing.
3. Describe theories of relationship marketing
4. Develop relationship marketing strategy.
5. Discuss drawback and challenges of relationship marketing.

#### **10.3 Quotes on relationship marketing**

1. “To build a long-term, successful enterprise, when you don’t close a sale, open a relationship.” Patricia Fripp
2. “Our job is to connect to people, to interact with them in a way that leaves them better than we found them, more able to get where they’d like to go.”Seth Godin
3. “Instead of using technology to automate processes, think about using technology to enhance human interaction.” Tony Zambito, lead authority in buyer personas.
4. “Marketing is no longer about the stuff you make, but about the stories you tell.”Seth Godi
5. “The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.” Peter Drucker, founder of Drucker Institute
6. “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” Maya Angelou
7. “Even when you are marketing to your entire audience or customer base, you are still simply speaking to a single human at any given time.”Ann Handley, head of content at MarketingProfs
8. “Build something 100 people love, not something 1 million people kind of like.” Brian Chesky, cofounder of Airbnb
9. Building relationships is a vital currency you cannot afford to run out of. Yvonne A Jones
10. After all, happy customers = Wealthy business!

11. "Integrity is important in building relationships. And is the foundation upon which many other qualities for success are built, such as respect, dignity and trust." – John C. Maxwell
12. "CRM is your GPS to a better route on your Business Development journey." — Bobby Darnell
13. "Yes, CRM is all about Customer Relationship Management ... but it is also about prospect relationships." — Bobby Darnell
14. "If people believe they share values with a company, they will stay loyal to the brand." – Howard Schultz
15. "One customer well taken care of could be more valuable than \$10,000 worth of advertising." – Jim Rohn
16. "The more you engage with customers, the clearer things become and the easier it is to determine what you should be doing." – John Russell
17. "What we really need is a mindset shift that will make us relevant to today's consumers, a mindset shift from telling to selling to building relationships." – Jim Stengel

#### **10.4 Definition of relationship marketing**

Relationship marketing is perhaps one of the greatest drivers of both consumer and industrial marketing. It is viewed as one of the greatest discoveries in marketing and core source of competitive advantage in business today. Small and large companies, virtual and brick and mortar companies, local and international firms are all engaged in relationship marketing in one way or the other. Retail stores as well as wholesale businesses are using all forms of marketing gimmicks to try to establish and maintain relationships with customers. Business enterprises and nonprofit organizations are engaged in relationship marketing with their customers, the government, shareholders and general public. What then is relationship marketing? We review several definitions of relationship marketing below:

1. Berry ( 1983, p. 25) states, "Relationship marketing is attracting, maintaining and-in multi-service organizations-enhancing customer relationships"
2. Berry and Para-suraman (1991, p. 133) propose that "relationship marketing concerns attracting, developing, and retaining customer relationships."
3. Jackson (1985, p. 2) refers to relationship marketing as "marketing oriented to-ward strong, lasting relationships with individual accounts."
4. Doyle and Roth (1992, p. 59) indicate that "the goal of relationship selling is to earn the position of preferred supplier by developing trust in key ac-counts over a period of time."
5. Morgan & Shelby (1994, p.22) state that "Relationship marketing refers to all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges."
6. Bruce de (1988) Relationship marketing is the process of attracting, maintaining, and enhancing relationships with key people.

7. According to advanced dictionary of marketing (pp, 445), relationship marketing also called customer relationship marketing refers to marketing characterized by an emphasis on building a long-term customer relationship with selected customers.

We can conclude that Relationship marketing centers on all activities directed towards establishing, developing, and maintaining successful exchanges with customers and other constituents. Nurturing and managing relationships have emerged as an important strategic priority in most firms. This is due to two reasons: First loyal customers are far more profitable than customer who are price sensitive and perceive few differences among alternative offerings and secondly, a firm that is successful in developing strong relationships with customers secures important and durable advantages that are hard for competitors to understand copy or displace.

### **10.5 Significance of relationship marketing to a business**

Relationship marketing is crucial for businesses as it focuses on building and maintaining long-term relationships with customers. Here's why it's significant:

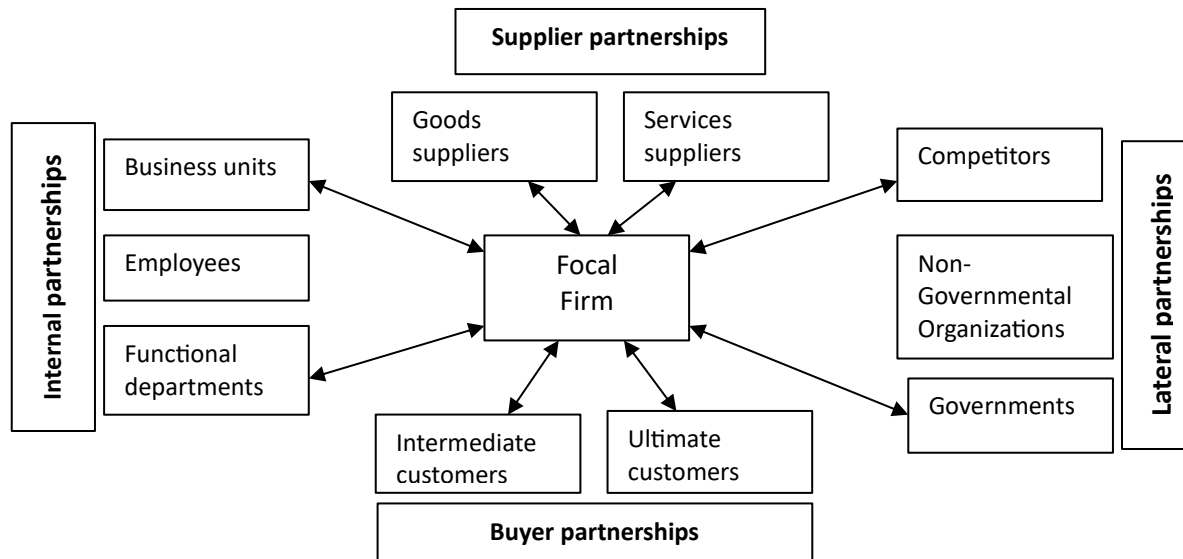
- **Customer Loyalty:** By nurturing relationships with customers, businesses can increase loyalty. When customers feel valued and understood, they are more likely to stick with a brand, even in the face of competition or price changes.
- **Repeat Business:** Satisfied customers are more likely to make repeat purchases. Relationship marketing aims to provide ongoing value and support to customers, encouraging them to come back for more.
- **Word-of-Mouth Marketing:** Happy customers become brand advocates. They're more likely to recommend the business to friends, family, and colleagues, leading to positive word-of-mouth marketing, which is incredibly powerful and cost-effective.
- **Reduced Marketing Costs:** Acquiring new customers can be expensive. Relationship marketing focuses on retaining existing customers, which can ultimately reduce marketing costs over time.
- **Better Feedback and Insights:** Building relationships allows businesses to gather valuable feedback directly from customers. This feedback can be used to improve products or services, tailor marketing efforts, and innovate to better meet customer needs.
- **Competitive Advantage:** Businesses that excel at relationship marketing often enjoy a competitive advantage. In industries where products or services are similar, strong customer relationships can be a key differentiator.
- **Long-Term Growth:** Sustainable growth often comes from repeat business and customer referrals. By investing in relationship marketing, businesses set themselves up for long-term success and growth.

Overall, relationship marketing recognizes that customers are more than just transactions; they're individuals with needs, preferences, and emotions. By prioritizing these relationships, businesses can create mutually beneficial connections that drive success.

## 10.6 Scope of relationship marketing

The theory of relationship marketing as envisioned by Morgan & Hunt (1994) considers ten types of relationship which are further classified into supplier partnerships, internal partnerships, buyer partnerships and lateral partnerships figure 10.1.

**Figure 10.1 forms of relationship**



*Source: Adopted from Morgan & Hunt, 1994*

According to Hunt and Morgan (1994) ten discrete forms of relationship marketing have been identified. These include: (1) The partnering involved in relational exchanges between manufacturers and their goods' suppliers, (2) Relational exchanges involving service providers, as between advertising or marketing research agencies and their respective clients , (3) Strategic alliances between firms and their competitors, as in technology alliances , (4) Alliances between a firm and nonprofit organizations, as in public purpose partnerships , (5) Partnerships for joint research and development, as between firms and local, state, or national governments . (6) Long-term exchanges between firms and ultimate customers, as particularly recommended in the services marketing area, (7) Relational exchanges of working partner-ships, as in channels of distribution, (8) Exchanges involving functional departments, (9) Exchanges between a firm and its employees, as in internal marketing and (10) within-firm relational exchanges involving such business units as subsidiaries, divisions, or strategic business units. Simplified further this relationship can be described as follows.

1. **Supplier partnerships:** Supplier partnerships in business involve establishing collaborative and mutually beneficial relationships with suppliers. These partnerships go beyond simple transactions and aim to create long-term value for both parties. According to this model these partnerships requires the firm to work closely with goods and services suppliers.
2. **Internal partnerships:** refer to collaborative relationships formed between different departments, teams, or individuals within the same organization. These partnerships are

essential for fostering teamwork, improving communication, and achieving common goals they are significant in improving efficiency and productivity, cross-functional problem solving, innovation and creativity, professional development and employee engagement and morale among others. By breaking down silos and promoting teamwork, businesses can achieve greater efficiency, creativity, and resilience in achieving their objectives.

3. Buyer partnerships: Buyer partnerships, also known as buyer-supplier partnerships or customer-supplier partnerships, are collaborative relationships between buyers (customers) and sellers (suppliers) in a business context. These partnerships go beyond traditional buyer-supplier transactions and focus on creating long-term value for both parties. Success of this relationship requires: mutual trust and respect, shared goals and objectives, collaborative problem-solving and continuous improvement. Buyer partnerships are significant because they promote collaboration, trust, and mutual benefit between buyers and suppliers. By working together closely, both parties can achieve greater efficiency, innovation, and competitive advantage in the marketplace.
4. Lateral partnerships: refer to collaborative relationships formed between different entities or organizations that operate at a certain marketing ecosystem. In our model, we consider relationship with stakeholders such as government, NGOs and other businesses. Unlike traditional buyer-supplier relationships, lateral partnerships involve entities that are not directly in a customer-supplier relationship but share common interests or objectives. These partnerships focus on leveraging each other's strengths, resources, or capabilities to achieve mutual benefits, such as market expansion, innovation, or cost reduction. They are significant because they allow businesses to tap into new opportunities, mitigate risks, and enhance competitiveness through collaboration with peer organizations.

### **10.7 The Process of Relationship Development**

The process of relationship development has been defined as consisting of eight distinct stages (Stone and Woodcock,1995).

- i. Recruitment: in this stage the marketer identifies the clients he would want to develop relationship with. Not all clients are directly profitable and therefore the marketer must ensure he segments the market and chooses the specific clients to develop relationship with.
- ii. Welcoming: in this stage the marketer welcomes the potential client and makes his intent of wanting to develop a relation with the customer clear. At this point the client has also to decide whether he would want to be in a deeper relationship with the institution.
- iii. Getting acquainted: it is in this stage that the marketer seeks to know the goals, aspirations, needs and wants of his client. They will agree on how the institution will support the client in meeting his objectives and also the price client will pay for these services. Both parties want to develop a mutually relationship where all players benefit a lot.
- iv. Account Management: this is the stage of running the accounts where the client does his side of the contract and likewise the marketer. Both parties are working to ensure the relationship works and incase of any difference they try to resolve the problem. The

willingness of parties to remain in the relationship is what makes the contract hold or get dismissed.

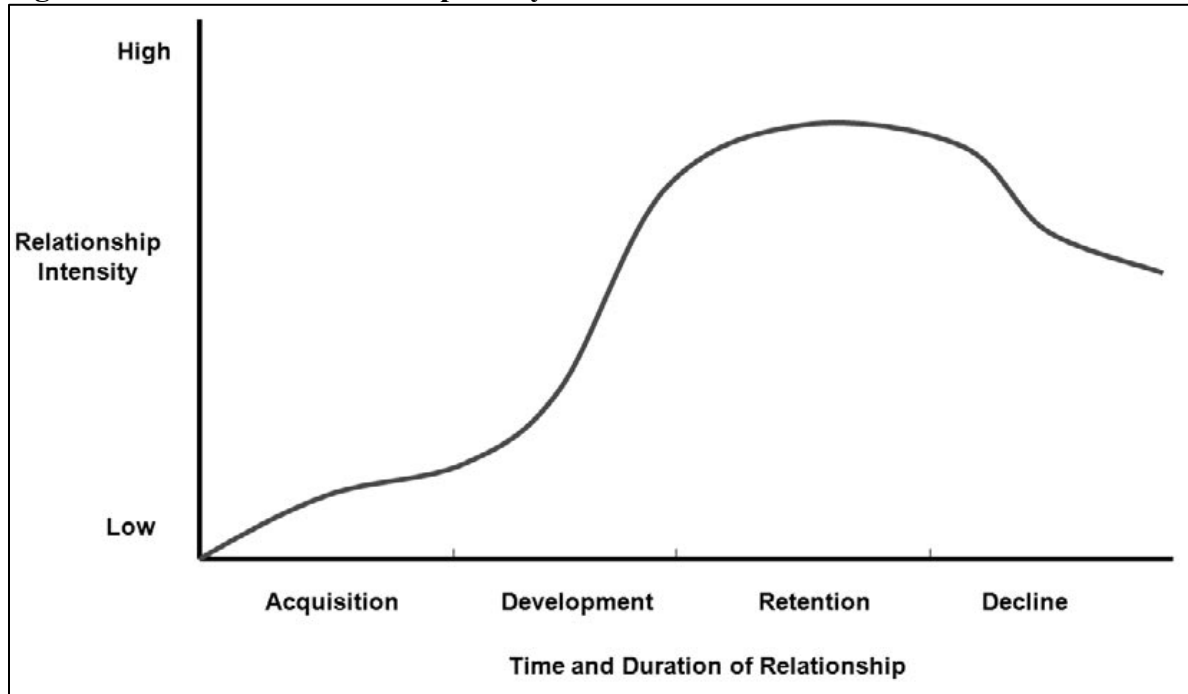
- v. Intensive Care: this occurs when the parties have a very serious difference that has the potential to cripple or even terminate the relationship. The marketer must do everything to try and salvage the relationship unless the demands made by the client are not possible within the institution or contravenes the law.
- vi. Potential divorce: occurs when the differences between the parties cannot be resolved. The parties negotiate terms of ending the relationship. Though still hopeful that the relationship can be salvaged both parties regret that they have come to this level and are seeking ways of reuniting.
- vii. Divorce: this stage is arrived at when the parties have to part ways. Divorce is painful but sometimes is the only solution especially when one party is not willing to give up some of its demands. Divorce must be done in such a way that there is room for coming back together and continue the business.
- viii. Win back: this is the final stage where the marketer tries to win back the lost customer. As they say in politics, there are no permanent enemies in business, and all must work to ensure they meet their interest.

### **10.8 Customer Relationship Cycle.**

The development of customer relationships can be expressed through a cycle (Fill & McKee, 2011). The customer relationship cycle has four main stages that include acquisition, development, retention and decline as presented in figure 5.1. Customer relationships go through a variety of phases that are dynamic in nature and structure and which can be described using the life cycle concept. Just as with product life cycle, different strategies can be applied to different phases to observe the different customers' requirements as a relationship evolves. At an aggregate level, customer relationships can be broken down into four different phases namely customer acquisition, development, retention and decline. The customer relationship lifecycle is represented in Figure 5.1 and each phase is briefly discussed

- 1. Customer acquisition:** At this phase, there are three main events that occur. First, is a buyer-seller search for a suitable pairing. Second, is a period of initiation during which both organizations seek out information about the other before any transaction occurs where the phase duration partly depends on the strategic importance and complexity of the products as well as the nature of the introduction. For instance, if introduction is by an established and trusted organization, the duration will be shortened. Third, is the socialization period during which the buyer and seller start to familiarize themselves with each other and gradually begin to reveal more information about themselves. At this point, the seller is able to collect payment, delivery and handling information about the buyer and be able to prepare customized outputs while the buyer is able to review the seller's products and to experience the seller's service quality.

**Figure 5.1 Customer relationship life cycle**



Source: adopted from Fill, C., & McKee, S. (2011).

2. **Customer development:** During this phase, the seller encourages the buyer to try other products, increase the volume of purchases, engage with other added value services and to vary delivery times and quantities. The buyer will agree according to specific needs and increase the level of the drive to become more involved with the supplier. It is during this phase that the buyer is able to determine whether it is worth or not to develop deeper relationships with the seller.
3. **Customer retention:** Greater involvement in relationships results in greater levels of trust and commitment between the partners and allows for increased cross-buying and product experimentation, joint projects and product development. How long this phase lasts will depend on whether both the buyer and seller are able to meet their individual and joint goals. It is important to note that the very essence of relationship marketing is for organizations to identify a portfolio of organizations with whom they wish to develop a range of relationships. Therefore, the means of measuring levels of retention as well as determining when resources are moved from acquisition to retention and back become critical.
4. **Customer decline:** This period is concerned with the demise of the relationship in which case termination may occur suddenly as a result of a serious problem or episode between the parties. The more likely process in this phase is the buying organization deciding to reduce their reliance on the seller and either notifies them formally or begins to reduce the frequency and duration of contact and moves the business to other, competitive organizations.

## 10.9 Creating Customer Relationship Management Strategy.

Creating a customer relationship management strategy will involve a series of steps that include:

1. **Acquiring the right customers:** This requires the marketer to identify the most valuable customers and calculate the share of their purchases (wallet) for their goods and services. The marketer should further analyze customer revenue and cost data to identify current and future high-value customers, leading the marketer to target marketing communications to high-value customers.
2. **Crafting the right value proposition:** The marketer must determine the products or services the customers need today and will need tomorrow and assess the products or services that their competitors offer today and tomorrow. This makes the marketer identify new products or services that should be offering as assisted by data from customer transactions. The marketer might as well create new distribution channels and pricing models.
3. **Instituting the best processes:** This will require the marketer to research the best way to deliver the products or services to customers, determine the service capabilities that must be developed and the technology investments that are required to implement customer strategy, process transactions faster, provide better information to customers and contact employees as well as manage logistics and the supply chain more efficiently.
4. **Motivating employees:** The marketer must identify the tools the employees need to foster customer relationships. They should earn employee loyalty by investing in training and development and constructing appropriate career paths for employees. They should also align employee incentives and performance measures and distribute customer knowledge to employees throughout the organization.
5. **Learning to retain customers:** This is the final stage that requires the marketer to understand why customers defect and how to win them back. The marketer must also identify the strategies their competitors are using to win your high-value customers. Tracking customer defection and retention and service satisfaction levels are crucial in this process.

## 10.10 Application of Technology in Customer Relationship Management.

The impact of technology in customer relationship management is profound. In general, the use of ICT in business relationships has seen development in automation, standardization and improved communications, greater efficiencies, and increased quantities of targeted information to identified clients. However, the use of technology has destroyed some relationships as well as create opportunities for others. The internet, therefore, should be used in certain purchasing situations according to the significance of different types of purchase items so that some strategically orientated purchases may be maintained through strong relationships between partnerships and alliances Skjott-Larsen et al. (2003).

Customer relationship management applications were initially designed for supplier organizations to enable them to manage their end-user customers. The aim of CRM systems is to provide all

employees who interact with customers, either directly or indirectly, access to real-time customer information. CRM applications typically consist of call management, lead management, customer record, sales support, and payment systems. Ideally, CRM systems should be incorporated as part of an overall strategic approach (Wightman, 2000). Rapp et al. (2010) note that durable customer relationships are best maintained using a “combination of customer-centric technology, human, and business resources along with a relationship-focused strategy”.

To sum up, the success of using information technology to improve customer relationship management (CRM), the following are the factors upon which it depends (Avlonitis and Panagopoulos, 2005; Beuhrer et al., 2005):

1. CRM perceived usefulness: If the salespeople believe that the system will help them perform better, and will be helpful to their customers, they will adopt it.
2. Setting of accurate expectations regarding system usage: Provided the system performs as it was expected to, salespeople will be happy with it but if unreasonably high expectations were raised, they will tend to reject it.
3. Salesperson innovativeness toward new technological tools: If individual salespeople are already computer-literate, they will naturally be less likely to find the new technology stressful or difficult to use.
4. CRM perceived ease of use: As with any new product, ease of use will make it easier to adapt, but if salespeople believe that the new system is over-complex, they will avoid using it wherever possible.
5. Supervisor encouragement and support: As always, the sales manager has a strong role in supporting salespeople through changes in working practices.

### **10.11 Drawbacks of Relationship Marketing**

Though relationship marketing is hailed for its contribution to increasing business performance, there are also demerits to this business strategy.

- New customers negligence: First there is danger of an institution ignoring new customers and focusing only on the old ones. This may deny the businesses numerical growth in terms of customers.
- Instant gratification customer: The second drawback is the understanding that most customers today are not focused on long term gratifications. Many of them are not concerned about long term relationship, and this makes it difficult to effectively utilize this theory. Based on this understanding that not all customers want to develop relationship, marketers have an uphill task to determine whom to develop relationship with and the ones not to.
- Time constrains: Relationship takes time and resources to build, and this may not be easy especially with new and small businesses. It also emerges that sometimes customers and businesses form very close relationship which may not work very well for the business.
- Value proposition change: Sometimes there is need to change value proposition and the relationship marketing may not augur vey well as customers may not appreciate change in

some instances. It becomes even harder to apply relationship marketing when there is need for cultural change.

- Too many demands : some customers who develop relationship may raise too many demands which the business may not be able to meet, and this may affect relationship therein.
- Resource Intensive: Building and maintaining strong relationships with customers requires significant time, effort, and resources. This can strain a company's budget and manpower, particularly for smaller businesses with limited resources.
- Dependency on Individual Relationships: Relationship marketing often relies on individual connections between employees and customers. If key employees leave the company or relationships sour, it can disrupt the continuity of customer relationships and impact business performance.
- Potential for Over personalization: While personalization is a key aspect of relationship marketing, there's a risk of over personalization. Businesses may inadvertently intrude on customers' privacy or make them feel uncomfortable by crossing boundaries in their attempts to build rapport.
- Difficulty Scaling: Relationship marketing strategies can be challenging to scale, especially as businesses grow and acquire more customers. Maintaining personalized interactions becomes increasingly difficult as the customer base expands, potentially leading to inconsistencies in service quality.
- Customer Turnover: Despite efforts to build strong relationships, customers may still defect to competitors for various reasons, such as changes in their needs or preferences, competitive pricing, or dissatisfaction with the product or service. This turnover can undermine the effectiveness of relationship marketing efforts.
- Measurement and ROI: Unlike traditional marketing strategies that focus on metrics like sales or leads, measuring the return on investment (ROI) of relationship marketing initiatives can be challenging. It's often difficult to quantify the impact of intangible factors such as brand loyalty or customer satisfaction.

Despite these drawbacks, relationship marketing remains a valuable strategy for businesses looking to foster long-term customer loyalty, enhance brand reputation, and drive sustainable growth. However, it's essential for businesses to carefully balance the benefits and challenges of relationship marketing and tailor their strategies to align with their specific goals and resources.

## **10. 12 Review Questions**

1. How does Patricia Fripp's quote, "To build a long-term, successful enterprise, when you don't close a sale, open a relationship," emphasize the importance of relationship-building in business growth? Provide examples from your own experience where cultivating relationships led to long-term success.

2. Seth Godin suggests that our job is to connect with people in a way that leaves them better off. How can businesses apply this principle to their marketing strategies to not only attract customers but also create lasting value for them? Share specific tactics or examples of businesses that have successfully implemented this approach.
3. Tony Zambito advocates using technology to enhance human interaction rather than just automate processes. How can businesses strike a balance between leveraging technology and maintaining a human touch in their customer interactions? Provide insights into how your organization utilizes technology to enhance customer relationships while preserving the personal touch.
4. How does relationship marketing contribute to the long-term success of both small and large companies, across various sectors such as retail, wholesale, virtual, and brick-and-mortar businesses? Provide examples to illustrate the importance of relationship marketing in different business contexts.
5. Discuss the significance of buyer partnerships in relationship marketing, emphasizing the mutual benefits for both buyers (customers) and sellers (suppliers). Using relevant examples, explain how fostering collaborative relationships between buyers and suppliers can lead to enhanced customer loyalty, repeat business, and competitive advantage in the marketplace.
6. Describe the eight stages of relationship development as outlined by Stone and Woodcock (1995). Provide an example from a institution's perspective illustrating how each stage is applied in practice.
7. Explain the concept of the customer relationship life cycle. Using real-world examples, discuss how businesses can effectively navigate each stage of the cycle to foster long-term relationships with their customers.
8. Discuss the role of technology in customer relationship management (CRM). Highlight the benefits and challenges associated with CRM applications, and provide examples of how businesses have successfully integrated technology to enhance their customer relationships.
9. Analyze the drawbacks of relationship marketing. Select two drawbacks and propose strategies businesses can implement to mitigate these challenges while still leveraging the benefits of relationship marketing.
10. Evaluate the factors influencing the success of using information technology to improve customer relationship management (CRM).

### **Self-test**

1. What is the primary focus of relationship marketing?
  - a) Maximizing short-term profits
  - b) Building and maintaining long-term relationships with customers
  - c) Implementing aggressive marketing tactics
  - d) Expanding market share rapidly
2. According to Berry and Parasuraman (1991), what are the key elements of relationship marketing?

- a) Attracting and maintaining customer relationships
- b) Enhancing shareholder value
- c) Maximizing quarterly profits
- d) Increasing market share through aggressive advertising

3. Which of the following statements best describes the significance of relationship marketing to businesses?

- a) It focuses solely on acquiring new customers.
- b) It aims to reduce customer loyalty.
- c) It emphasizes building and maintaining long-term relationships with customers.
- d) It relies on short-term profits for sustainability.

4. What is the importance of buyer partnerships in relationship marketing?

- a) They promote one-sided transactions.
- b) They focus solely on maximizing profits for sellers.
- c) They foster collaboration, trust, and mutual benefit between buyers and sellers.
- d) They prioritize aggressive marketing tactics over customer satisfaction.

5. Which type of partnership involves collaborative relationships formed between different departments within the same organization?

- a) Supplier partnerships
- b) Internal partnerships
- c) Buyer partnerships
- d) Lateral partnerships

6. What are the benefits of fostering internal partnerships within an organization?

- a) Increased competition between departments
- b) Decreased efficiency and productivity
- c) Improved communication and teamwork
- d) Limited professional development opportunities

7. What distinguishes lateral partnerships from traditional buyer-supplier relationships?

- a) They focus solely on short-term gains.
- b) They involve entities that are not directly in a customer-supplier relationship.
- c) They prioritize individual interests over mutual benefits.
- d) They rely heavily on aggressive marketing tactics.

8. What is the primary focus of the "Welcoming" stage in relationship development according to Stone and Woodcock (1995)?

- A) Identifying profitable clients
- B) Establishing mutual goals and aspirations
- C) Making the marketer's intent clear to the potential client
- D) Running accounts and resolving differences

9. In the customer relationship life cycle, what is the emphasis during the "Customer Development" phase?

- A) Building trust and commitment
  - B) Encouraging cross-buying and product experimentation
  - C) Identifying high-value customers
  - D) Reducing reliance on the seller
10. What is a key function of CRM applications?
- A) Tracking customer defection
  - B) Identifying new distribution channels
  - C) Encouraging employee loyalty
  - D) Providing real-time customer information
11. What factor influences salespeople's perception of CRM system usage according to Avlonitis and Panagopoulos (2005)?
- A) Employee loyalty
  - B) Customer satisfaction levels
  - C) Supervisor encouragement and support
  - D) Salesperson innovativeness toward new technological tools
12. Which drawback of relationship marketing is characterized by the risk of intruding on customers' privacy?
- A) New customers negligence
  - B) Instant gratification customer
  - C) Potential for over personalization
  - D) Dependency on individual relationships
13. What is the main goal of crafting the right value proposition in creating a customer relationship management strategy?
- A) Identifying high-value customers
  - B) Increasing sales support
  - C) Determining customer needs and competitor offerings
  - D) Instituting efficient processes
14. During which stage of relationship development do parties negotiate terms of ending the relationship?
- A) Potential divorce
  - B) Intensive care
  - C) Divorce
  - D) Win back
15. What does Tony Zambito advocate regarding the use of technology in customer interactions?
- A) Full automation of customer processes
  - B) Leveraging technology to replace human interaction
  - C) Striking a balance between technology and human touch
  - D) Minimizing the use of technology in customer relations

## Marketing Management Project

### Part 9

#### *Task*

1. Determine the extent to which the firm you are studying is applying relationship marketing strategy.
2. Recommend any changes required to improve relationships within and without the firm

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#### *Answers to self-test evaluations*

1. Building and maintaining long-term relationships with customers
2. Attracting and maintaining customer relationships

3. It emphasizes building and maintaining long-term relationships with customers.
4. They foster collaboration, trust, and mutual benefit between buyers and sellers.
5. Internal partnerships
6. Improved communication and teamwork
7. They involve entities that are not directly in a customer-supplier relationship.
8. Making the marketer's intent clear to the potential client
9. Encouraging cross-buying and product experimentation
10. Providing real-time customer information
11. Supervisor encouragement and support
12. Potential for over personalization
13. Determining customer needs and competitor offerings
14. Divorce
15. Striking a balance between technology and human touch