

CONTRIBUTION OF CRM PRACTICES IN CUSTOMER RETENTION IN INDIAN HEAVY INDUSTRY

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Abstract

CRM is actively practiced by various organizations in consumer goods industry & FMCG industry. But a very little work is done on CRM in heavy industry in general and in Indian Heavy Industry in specific to find out influence of CRM practices on their business & growth. This paper is an attempt to find out role played by CRM in customer retention in Indian Heavy Industry. Twelve organizations from this sector have been selected for the study. A detailed study was conducted for a mix of organizations picked from leading Public Sector Enterprises, best performers as well as poor performers, and private organizations. The study explains clearly that those firms, public or private, who practice CRM are better off in customer retention as compared to those who ignore the innovative practices of CRM in the firms. The present research work focuses on contribution of CRM practices for customer retention in the Indian heavy Industry.

Introduction

" The purpose of business is to create and keep a customer." - Peter Drucker

Indian Heavy Electrical Industry

Heavy Electrical Industry is an important manufacturing sector, catering to the need of energy sector & other industrial sectors. Major equipments like boilers, turbo generators, turbines, transformers, condensers, switch gears and relays and related accessories are manufactured by Heavy Electrical Equipment manufacturers. The performance of this Industry is closely linked to the power programme of the country. The Government of India has an ambitious mission of 'Power for All by 2012' and planned power capacity addition of 78,577 MW in the 11th five year plan (2007-12). There is a strong manufacturing base for the manufacture of Heavy Electrical equipments in the country. Manufacturers of Heavy Electrical equipment have absorbed latest technology available in the world up to a unit capacity of 660 MW and gearing up for adopting super-critical technology for unit size of 800 MW and above for thermal sets. Industry is augmenting its installed capacity to meet the ambitious 11th Plan target and future growth of installation of nuclear reactors in the country. Gas turbines upto 260 MW Unit capacity and Transmission and Distribution equipment up to higher voltage class of 765 KV are also being manufactured by Indian Industry.

This research work had been undertaken with intention of understanding the concept & philosophy of Customer Relationship Management , its significant growth and also to assess how firms in Indian Heavy Industry understand and apply the CRM strategy for developing their competitive edge. Also it was aimed to understand how these firms are using this competitive advantage derived from sound CRM practices for realizing their corporate goals and realize organizational vision and mission. To be more specific, the study has considered few selected organizations in Indian Heavy industry sector and examine how CRM strategy is followed for achieving their corporate success.

The present study focuses on the role of CRM in helping organizations in creating unique competitive advantage to fight with cut – throat competition in market place. The aim of the research study is to find out the customer relationship elements in the context of growth of the organizations. There are inherent company specific factors that help organizations to survive and grow. Therefore the main aim of the study is to find out how customer relationship management has supported the growth for the heavy industry in particular. The scope of the research will be limited to the organizations from the Indian Heavy industry segment . The study is trying find answer to the questions like what specific role CRM plays in enabling organizations to create an unique competitive advantage? Which are the customer relationship elements in the context of the growth of the organizations ? Which are the inherent company specific factors that help organizations to survive and grow further ? what role technology and process plays in ensuring customer satisfaction and lead to customer retention.

The present study is confined to major twelve organizations covered in Indian heavy industry. To achieve a real insight on the research topic, sufficient care has been take in selecting firms from Indian Heavy Industry. To achieve this goal, a specific selection criteria was adopted. Accordingly out of the 12 organizations, 4 are navratna PSUs performing extremely well and other 4 are non navratna PSUs which are not performing as good as navratna firms. Also to get the insight on how the private firms are performing, 4 leading organizations are selected form private sector . Since most of these organizations have multiple units / divisions, depending up on the resources, research activities are conducted and are confined to Bangalore, Vishakhapatnam, Surat etc. Limited literature available in the context of Indian heavy industry has been reviewed and used where ever possible during the current study to understand CRM practices followed by them. The research was conducted mainly in and around Bangalore and in few cases outside the city.

Review of Literature

The complex nature of research demands a thorough, sophisticated reviews. A thorough, sophisticated literature review is the foundation and inspiration for substantial, useful research. In this chapter researcher has attempted to study and examine the available research studies, some of the company data and industry reports which has provided a basis for the proposed study. This chapter on literature review explains the need for the proposed work and appraises the informational gaps in secondary data sources. The review of literature enables one in developing sound understanding of the various studies that have been carried out in related areas of CRM with different perspectives. It clarifies the thinking and orientation towards concepts related to CRM and its important elements that influence business buying processes. The literature review undertaken tells that there are lot of scholarly written literature n is available on Customer relationship management . the almost all focus and discuss various aspects of CRM in the context of consumer products and the firms engaged in manufacturing those products. There is a vacuum in the research area of CRM elements – Process, People, Technology and Customer. Also little information has been found on the role played by CRM components in achieving corporate objective of success and overall growth in the Indian heavy industry sector.

The literature is divided in following major categories.

- Literature with regard the role of CRM in general.
- Literature related to CRM Practices
- Literature related to elements of CRM.

- Literature regarding CRM – Processes
- Literature pertaining to contribution of relationship and employees.
- Literature with regard to role of CRM in developing competitive advantage.

Summery and Highlights of the Literature Review

Jesús García de Madariaga(2004) in his paper surveys the marketing executives of the top companies in Spain with more than 100 million Euros on net sales and reports the status of Customer Relationship Management (CRM) solutions in their companies. The results are compared with the U.S.A. status reported by a previous study developed by InformationWeek Research in 2000 with a sample based on Fortune 500.

Morgan W. Geddie, Mary F. Geddie and Agnes L. DeFranco (2005) has explained on building the bond or relationship before the transaction in such a way that the company and customer become one cooperative unit. Relationship marketing deals with the transaction first and builds the relationship later. Relationship marketers could benefit from incorporating the principles of the firm their strategies and tactics.

Soe-Tsy Yuan, Wei-Lun Chang, (2001), talked about hierarchically segment data sources into clusters, automatically label the features of the clusters, discover the characteristics of normal, defected and possibly defected clusters of customers, and provide clues for gaining customer retention.

Mary Wardley (2008), in his white paper discussed the benefits to organizations of deploying vertical CRM applications. Companies are demanding reductions in operating costs and improvements in the way they do business. Many of these savings can come from improved information systems that support real-time business decision making.

Annette Reichold, Lutz Kolbe, Walter Brenner (2007) discussed an object-oriented analysis method for customer relationship management information systems (The approach starts from the identification of prospect customers and their desired behaviors under preferable execution environments, and ends with the specification of system—internal objects/entities that collaborate to satisfy these behaviors and environments.)

Rajshkhar (Raj) G. Javalgi, Charles L. Martin, Robert B. Young (2006) described key implications revolve around the notion that in today's hyper-competitive markets service firms must be market-oriented in order to be competitive, and that market research plays a critical role in generating the needed data on which a market orientation can be developed and implemented, which, in turn, can enhance the practice of CRM.

Aliyu Olayemi Abdullateef, Dr Sany Sanuri Mohd Mokhtar, Professor Rushami Zien Yusoff (2011), A model that can explain the impact of technology based CRM on inbound call center performance.

Calin Gurau (2003), The paper presents a predictive method to establish the optimum level of e-service quality, taking into consideration company's capabilities. customers' satisfaction, customers' profitability, the competitive conditions of the market, and

Satish Jayachandran, Subhash Sharma, Peter Kaufman, Pushkala Raman (2004) , The Role of Relational Information Processes and Technology Use in Customer Relationship Management.

Pushkala Raman, C. Michael Wittmann, and Nancy A. Rauseo (2006), talked about leveraging CRM for sales: the role of organizational Capabilities in successful CRM implementation.

Research Gap

There exist a huge gap at present and the same offered an excellent opportunity for undertaking this study. This will be of pioneering study in nature. The entire study has been carried out from two perspectives. One from the corporate perspective - how the philosophy of CRM is conceived and understood by them. Second from the people (internal as well as external customers) perspective - how do they perceive CRM practices followed by their suppliers. This becomes one of the deciding factors in the buyers' decision making process. During this study on CRM as a competitive advantage are confines to a twelve organizations selected from Indian Heavy Industry. The researcher has selected these twelve firms from Public as well as from private sectors to get a comprehensive insight. The primary focus areas of the study include the study of Evolution, Growth & Development of CRM in Indian Heavy Industry, to learn and understand the CRM-Process that has contributed in the integrated growth of the Organization, and to examine contribution of Relationship Elements that give Competitive Edge to the organization.

This exercise of literature review has helped researcher to indentify and narrow down the research area which will be of pioneering research since first time a study is being undertaken specifically for the firms covered under Indian heavy industry.

Research Design

The study was carried out using both primary and secondary source of information extensively. Primary data has been collected through observations, and administrating structured questionnaires to the respondents from a well defined and carefully selected firms. Secondary data was collected from previous similar studies, official statistics, Government reports, Web information and from historical information available. The secondary information was also collected from relevant business journals, magazines, newspapers and internet.

Sample Size : A sample size of 12 organizations comprising of 10 respondents each was used.

Number of Respondents : 12 organization x 10 respondents per organization = total of 120 respondents .

Sampling Technique : The technique for sample selection was selective one and the selection of respondents was convenient . The breakup of 12 organization as sample is 8 PSUs Organizations - 4 Navratna PSUs & 4 non- Navratna and 4 Pvt Organizations.

While considering respondents, care has been taken to ensure various managerial ranks are taken care for all organizations are selected. Also focus is given for Marketing Department while selecting these respondents. The questionnaire was customized to meet the requirement of the research objective. Most of the questions were closed ended while a few were open ended.

Techniques and Tools for Data Analysis : SPSS was used for the analysis to bring out the findings. The techniques used were ranging from simple percentage analysis, cross tabulation, Pearson's,

Kendall’s and Spearman’s correlation, linear regression and ably supported with a few pie diagrams and bar charts.

Research Hypothesis

Ho1 : There is no significant association between CRM practices and customer retention.

Ha1 : There is a significant association between CRM practices and customer retention.

12 top companies considered for the study include Navratna and Maharatna companies (Indian Government Owned) BHEL, ONGC, BEML, SAIL, HMT, NTPC and the privately owned companies which include L&T, ABB, Bosch, Yokogawa, CCI.

For these companies an intensive study was conducted and following data has been extracted :

1. Quantitative inputs

a. Importance given by each of the companies to the 4 main elements of CRM

- i. Process**
- ii. People**
- iii. Technology**
- iv. Customer**

b. Retained customers in each company.

2. Qualitative inputs

a. CRM improvement measures taken by the company.

b. Suggestions that need to be undertaken by the companies for improvement of customer satisfaction levels.

The profiles of individuals who were interviewed across the 12 companies can be found in the next few table / diagrams given below:

The profiles of individuals who were interviewed across the 12 companies can be found below

1.Designation

ORGANIZATIONS DESIGNATION	BHEL	NTPC	ONGC	SAIL	BEML	BHPV	HMT	CCI	L&T	YOKOGAWA INDIA LTD	ABB	MICO BOSCH	TOTAL
MANAGER		1	1	2	4	2		3	3	3	6	3	28
SR MANAGER	1	4	3	2	2	5		4		3		3	27
DGM	1	2		2	2	1	4	1	1	2		1	17
SR DGM	3	2	1	1			5					1	13
AGM	4	1	2	1	1		1	1	3	1		2	17
SR AGM				1		1							2
OTHERS	1		3	1	1	1		1	3	1	4		16
TOTAL	10	10	10	10	10	10	10	10	10	10	10	10	120

2.Functional area

ORGANIZATIONS FUNCTIONAL AREA	BHEL	NTPC	ONGC	SAIL	BEML	BHPV	HMT	CCI	L&T	YOKOGAWA INDIA LTD	ABB	MICO BOSCH	TOTAL
SALES & MARKETING	10.2	7.35	6.6	7.3	6.75	2	4.3	5.4	0.3	5.6	5.3	8.6	69.7
H R	12.8		0.9	0.6	0.6	5		1.8	11	2.7		1	36.4
FINANCE	-					12.8	1.6	0.2	1	0.05		0.8	16.45
OTHERS	-	3.25	4.2	3	2.9	12	1.6	0.8	6.7	2.4	5	1.8	43.65
AVERAGE	23	10.6	11.7	10.9	10.25	31.8	7.5	8.2	19	10.75	10.3	12.2	166.2

3. Years of experience

ORGANIZATIONS FUNCTIONAL AREA	BHEL	NTPC	ONGC	SAIL	BEML	BHPV	HMT	CCI	L&T	YOKOGAWA INDIA LTD	ABB	MICO BOSCH	TOTAL
SALES & MARKETING	4	9	8	9	8	1	7	9		9		9	73
H R	-		-			2		1	6	1	9		19
FINANCE	-		-			5	3				1	1	10
OTHERS	6	1	2	1	2	2			4				18
TOTAL	10	10	10	10	10		10	10	10	10	10	10	120

The answers were consolidated and analysis was carried out under Research Objective:

1.To apprise the CRM – Process that has contributed in the integrated growth of the Organization.

Growth & Development of CRM in Indian Heavy Industry.

Research objective was split into 2 parts to check whether CRM and Customer retention are related for Indian Heavy Industry and development of CRM practices over a period of time.

For this Retained customers data along with the CRM practices that are being followed by companies was used in order to realize the relationship between the two and also to check if there exists any relation between the two.

CRM and Customer Retention are related for Indian Heavy Industry

To begin with it was required to analyze whether CRM in Heavy industries has a relation with the customer retention as there has been very little prior work regarding the same. In order to do so a correlation analysis was run between CRM result values obtain through a comprehensive survey conducted across the top 11 firms in the Indian Heavy Industry and the customer retention values in these firms.

Two sets of data used were **1. Customer retention** and **2. CRM result**

Data set 1 Calculation:

The customer retention data has been accumulated by using both publically available data (such as firm’s Annual Report) and in-depth interviews with employees in these firms. Subsequently, the retained customer values of the 11 firms over the period of 5 years from 2006-07 to the year 2010-11 since BHPV has been taken over by BHEL was summarized.

The Year On Year (YOY) growth value has been calculated based on Cumulated Annual Growth Rate method (CAGR) and every value in the YOY column is based on the below formula

$$CAGR (YOY) = [(RC_{2011}/RC_{2007})^{1/n} - 1]*100$$

CAGR – Cumulated Annual Growth Rate

YOY - Year on Year growth

RC₂₀₁₁ - Retained customers in 2011

RC₂₀₀₇ - Retained customers in 2007

n - Number of years

Below table gives us the summary details about retained customers in the 11 firms:

	Retained customers (YOY in %)		
	2011	2007	Percentage
BHEL	26401.66	11435.00	23.3%
L & T	24230.55	9890.85	25.1%
NTPC	27608.35	16408.65	13.9%
ONGC	29919.24	25735.58	3.8%
ABB	2655.26	1848.76	9.5%
BOSCH	2502.39	1474.48	14.1%
BEML	840.78	785.64	1.7%
YOKOGAWA	181.02	99.44	16.2%
SAIL	14146.88	11916.78	4.4%
CCI	71.90	40.96	15.1%
HMT	60.26	69.93	-3.7%

Table1: Retained customers data

Data set 2 Calculation

Element	Number of questions	Total points	Normalization	Final scaled score out of
Process	14	70	100/70	100
People	9	45	100/45	100
Technology	7	35	100/35	100
Customer	11	55	100/55	100
Overall CRM score	Average of the final scaled score of the 4 elements			

Table 2: Normalization Method Followed

This set of the data has been the main basis of all the analysis that follows from this point on since all analysis requires have a quantitative know how about the CRM initiatives taken up the all the firms. This data has been obtained by using an extensive questionnaire asked to 10 employees (Mid to Top management level) in each of the companies. It included an intensive one on one session with the people. They were asked to rate the company’s CRM initiatives based on a 5 point scale. These results have been tabulated and summed up as below.

The CRM initiatives have been split to 4 main CRM elements namely,

1. Process, 2. People, 3. Technology and 4. Customer

The questionnaire had varied number of questions under each head. Hence a comparative study was considered which would be beneficial to have a normalized score for the use in the analysis. Normalization across various process elements was done based on the following method

$$\text{Normalized score} = \text{Actual Score} / (\text{Total number of questions} * 5) * 100$$

	Process	People	Customer	Technology	CRM score
BHEL	79.25	78.44	85.45	87.33	82.62
L & T	80.14	78.89	85.82	78.67	80.88
NTPC	63.86	67.11	70.55	78.67	70.05
ONGC	62.36	67.78	67.09	80.00	69.31
ABB	63.46	67.33	70.00	76.00	69.20
BOSCH	63.46	66.22	67.09	77.33	68.53
BEML	58.46	62.22	65.45	84.00	67.54
YOKOGAWA	62.64	64.44	66.18	68.00	65.32
SAIL	51.50	64.00	62.36	76.67	63.63
CCI	56.29	65.33	60.00	50.00	57.90
HMT	52.71	62.89	61.82	42.67	55.02

Table 3: Various CRM scores calculated using questionnaire results

The above method has been followed keeping in mind the following advantages

1. Each of the elements gave equal final scaled scores making it easy for researcher to compare within each company the focus that company is having with respect to each CRM element.
2.
 - a. For example: Based on the table above one can see that BHEL has a heavier focus towards the technology and scores very heavily on that element when compared to L&T which seems to give a stronger focus on customer when compared to each of its elements

	Process	People	Customer	Technology	CRM score
BHEL	79.25	78.44	85.45	87.33	82.62
L & T	80.14	78.89	85.82	78.67	80.88

3. Comparing companies based on their overall CRM scores gives researcher an idea about CRM Focus that each company has in their operations
For example: Based on above table one can clearly say that the companies above seem to have a heavy focus on initiatives when compared to the lower companies in the list
4. Gives researcher quantitative alias to use these numbers in place of exact CRM practices followed by the company

After completing the above normalization it was needed to understand the how - whether CRM scores of various elements are related to the retained customer growth percentage or not. In order for to do so ,weighted average method and correlation analysis are used. Several iterations were carried out to know the right weights that need to be used.

Below are the weights which had the best results when it comes to correlation analysis.

	CRM score1	CRM score 2	CRM score 3	CRM score 4
Process	3	1	4	4
People	2	1	1	1
Customer	4	1	2	1
Technology	1	1	3	4

Table4: Different weights used to calculate the CRM scores

Based on these CRM weightages the overall CRM scores for the 11 companies was calculated.

	CRM score1	CRM score 2	CRM score 3	CRM score 4
BHEL	82.38	82.62	82.84	83.02
L & T	82.01	80.88	80.71	79.99
NTPC	68.66	70.05	69.96	70.78
ONGC	67.1	69.31	69.14	70.43
ABB	68.11	69.2	68.92	69.52

BOSCH	66.85	68.53	68.63	69.65
BEML	64.57	67.54	67.9	69.75
YOKOGAWA	64.95	65.32	65.14	65.32
SAIL	60.86	63.63	62.47	63.9
CCI	58.95	57.9	56.05	55.05
HMT	57.39	55.02	52.54	50.62

Table 5: Weighted scores for each of the 11 companies

The 2 data sets as discussed before have been used in order to go in for various kinds of correlation analysis to see which would be appropriate weights that need to be used to calculate the overall CRM score.

Based on the above the correlation coefficients for various tests have been conducted results have been tabulated below:

		CRM score 1	CRM score 2	CRM score 3	CRM score 4
Pearsons	Co-efficient	0.764	0.706	0.693	0.645
	Significance	0.006	0.015	0.018	0.032
Kendall's	Co-efficient	0.418	0.345	0.345	0.309
	Significance	0.073	0.139	0.139	0.186
Spearman's	Co-efficient	0.573	0.491	0.491	0.436
	Significance	0.066	0.125	0.125	0.18
Summary		High +ve correlated	Medium +ve correlation	Medium +ve correlation	Medium +ve correlation

Table 6: Correlation analysis results

Clearly from the above table the following conclusions are arrived at:

- Retained customers and CRM initiatives are positively correlated for Indian Heavy Industry**
- Out of all the various weight-ages that have been used **customer has to be given highest weight-age** when calculating the overall CRM score.
- Technology** appears to get the least weight-age as seen from the table
- The weights finalized are given below

	Process	People	Customer	Technology
CRM score1	3	2	4	1

Hypothesis Testing

Ho: There is no significant association between CRM practices and customer retention.

Ha: There is a significant association between CRM practices and customer retention.

Here it was analyzed that whether CRM practices employed by the companies have any impact on the customer retention that the company achieves.

Data used:

1. Retained customer data (Table 1)
2. CRM practices data (Table 3)

Test used:

T- Test was employed to check this hypothesis since the sample size is less than 30. Also It cannot be assumed that this data set is Normally distributed and hence, other tests cannot used.

Degrees of Freedom:

We are working with 11 companies hence degrees of freedom in this case is
 $df = n - 1 = 11 - 1 = 10$

$$df = 10$$

Here there is a two tailed test since either ways there can be error
 Thus critical value of t statistic is given by (for 90% confidence interval)

$$t_{\alpha=.05} = 2.228$$

Result of the analysis is given as below:

	<i>t Stat</i>	<i>P-value</i>
CRM score	2.990898	0.015179

$$2.998 > 2.228$$

$$T_{\text{actual}} > t_{\alpha \text{ critical}}$$

This also gives a significance level 3.4% ($2 * .0152 = .034 = 3.4\%$)⁴

Thus it is concluded that the null hypothesis with 96% confidence interval is rejected and the alternate hypothesis H_{a1} is accepted which says
 “There is a significant association between CRM practices and customer retention”. In Indian Heavy Industry.

Research Findings and Discussion

This research work has brought following interesting points.

1. The manufacturing firms in Indian Heavy Industry are actively applying CRM practices in retaining their existing customers.
2. Firms are focusing on one or more elements of CRM namely People, Process, Technology and Customers for effective implementation of CRM practices.
3. Different firms concentrate on different elements depending up their corporate goals and mission.
4. Research indicates that firms give Highest weightage to Customers, next comes Processes and then third element is People. Technology gets least weightage. It is because of the fact that all firms are having the latest technology for their manufacturing and other operations.

From the above table the following conclusions are arrived at :

5. **Retained customers and CRM initiatives are positively correlated for Indian Heavy Industry.** Out of all the various weight-ages that have been used **customer has to be given highest weight-age** when calculating the overall CRM score. **Technology** appears to get the least weight-age.

⁴ Multiplied by 2 since it’s a 2 tailed test

	Process	People	Customer	Technology
CRM score1	3	2	4	1

Limitations

The two limitations of the study were - 1. Authenticity of the response given by the respondents. 2. The correctness of the available data.

Scope for further Research: Since very little work is done on CRM practices followed by Indian Heavy Industry, there is a wide scope for the researchers to work on

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