Relationship marketing research (1994-2006)

An academic literature review and classification

Kallol Das

School of Management Technology,
International Institute of Information Technology, Pune, India

Abstract

Purpose – The purpose of this paper is to review the academic literature on relationship marketing (RM), conduct a content analysis of the same for the purpose of classification and provides a comprehensive bibliography.

Design/methodology/approach – A range of online databases were searched to review the literature on RM. Only, 209 papers had RM as the primary research topic. The full text of each paper was taken as the unit of analysis. The classification of all the units into mutually exclusive categories was done by two independent researchers.

Findings – The content analysis led to classification of literature into five mutually exclusive categories viz. objectives, defining constructs, instruments, industrial applications and issues. The contribution of research papers has been on the rise across the time frame and there has been a sharp rise in RM research publication in the recent years. The study revealed many other useful findings.

Research limitations/implications – The findings can be generalized only to the population of selected online databases for the given time period but not to the larger universe of RM literature. The study identifies various untapped areas for further research in terms of industry, country of study, research methods, type of study, etc.

Practical implications – The paper provides a roster of field projects accompanied by a comprehensive bibliography that will be useful to both academics and practitioners for studying existing research as well as for contemplating future research.

Originality/value – This is the only paper that provides a literature review and bibliography of RM literature for the period 1994-2006.

Keywords Relationship marketing, Customer relations, Information management, Literature

Paper type Literature review

Introduction

Relationship marketing (RM) aims to establish, maintain and enhance relationships with customers and other parties at a profit so that the objectives of the parties involved are met. This is done by a mutual exchange and fulfilment of promises (Gronroos, 1994). Harker (1999, p. 16), based on a content analysis of 117 different sources from RM literature, proposes that "an organization engaged in proactively creating, developing and maintaining committed, interactive and profitable exchanges with selected customers [partners] overtime is engaged in relationship marketing".

Further, plenty of research has been done in RM (Harker, 1999). This paper aims to take stock of the situation by reviewing the academic literature in the area of RM. This endeavour represents an attempt to better understand RM research. The study also

provides a classification of the literature as well as a comprehensive bibliography that will prove useful to researchers and practitioners alike. A comprehensive section on methodology used to conduct the classification is provided next followed by a discussion on the relation between RM and customer relationship management (CRM). The subsequent section dwells upon the research findings followed by conclusions and research implications. A roster of field projects is also appended at the end.

Methodology

This research paper presents a review of RM research published in academic research journals between 1994 and 2006. Further, the academic literature was subjected to content analysis for the purpose of classification.

Content analysis has been defined as a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (Weber, 1990). Another researcher, Holsti (1969, p. 14), provides a broad definition of content analysis as, "any technique for making inferences by objectively and systematically identifying specified characteristics of messages". According to GAO (1996, as cited in Stemler, 2001), content analysis enables researchers to sift through large volumes of data with relative ease in a systematic fashion. Content analysis can be a useful technique for allowing the researcher to discover and describe the focus of individual, group, institutional or social attention (Weber, 1990).

The specific research process used for content analysis follows the five key criteria suggested by Kassarjian and Robertson (1991) as well as Kolbe and Burnett (1991). The five criteria include: sampling, objectivity, reliability, systemization and quantification. In this paper, the communications population is specified as RM literature restricted to the five well-known online databases listed as follows:

(1) Blackwell Synergy.
(2) Emerald Fulltext.
(3) Oxford.
(4) SpringerLink.
(5) Taylor & Francis.

It may be noted that the practitioner publications and reports also contain a great deal of material on RM, but these were not selected for inclusion in this study as the current study specifically focuses on academic publication. Besides, conference papers, masters and doctoral dissertations, textbooks and unpublished working papers were also excluded, as both academicians and practitioners mostly use journals to collect information and disseminate new findings (Ngai, 2005). Thus, journals represent the highest level of research (Nord and Nord, 1995 as cited in Ngai, 2005).

The literature search was based on the keyword descriptor, "RM" for the selected databases and for the period ranging from year 1994 to 2006. The databases were queried for the keywords in the title, abstract and the keyword list. This search originally produced approximately 900 research papers. The full text of each research paper was further reviewed to eliminate those that were not actually related to RM. The review finally yielded 209 research papers related to RM and sourced from 56 journals. This sharp reduction in the final list of research papers can be explained by the fact that there were many papers which made a reference to RM but did not have

RM as the primary research topic. This final set of 209 research papers therefore represent the actual population of RM literature contributed by the selected databases for the defined time period. The current study is, therefore, a census study as each unit of the defined population will be reviewed. Therefore, the findings can be fully generalized to this defined population (Malhotra, 2004). However, the findings cannot be generalized to the larger universe of RM literature. Further, the online databases are witnessing a surge in research publications with respect to RM and, therefore, the findings will not hold valid in the times to come.

Content analysis typically uses smaller units of analysis such as paragraphs, sentences, words and so forth (Unerman, 2000). Nonetheless, entire articles can also be used as the unit of analysis in a content analysis (Stock, 1997). In the current study, the unit of analysis is the full text research paper.

The full text of each of the selected research papers was carefully studied by the researcher to identify the appropriate categorization. This process was repeated by another independent researcher. Based on mutual discussion, the two researchers decided to classify the entire literature on RM using an analytical model shown in Figure 1. Both the researchers felt that the entire literature can be very well classified using this model. This model is an expanded version of the model developed by Lindgreen (2001) to classify the various disciplines in RM. The present model, developed through mutual discussion and negotiation, would help in achieving objectivity.

As shown in Figure 1, the entire RM literature can be classified into the following five categories:

(1) objectives;

(2) defining constructs;

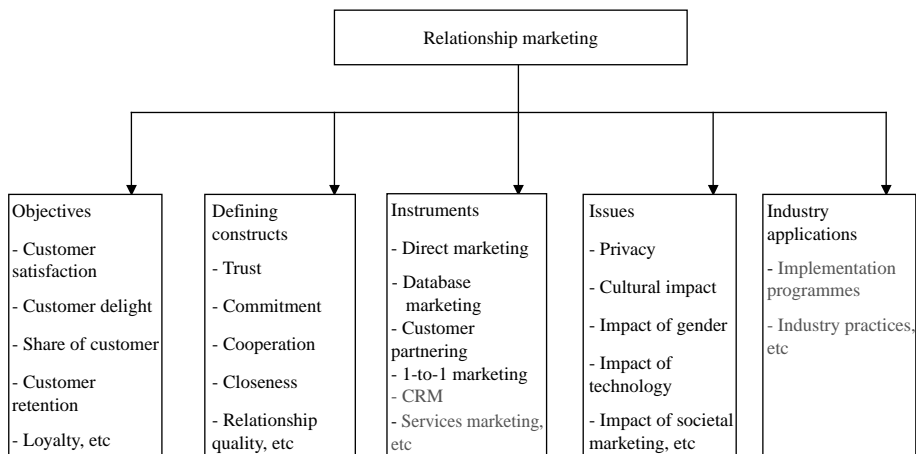(3) instruments;

(4) issues; and

(5) industry applications.

Figure 1.
Classification
of RM literature

Source: Adapted from Lindgreen (2001)

With regard to objectives, RM has been defined in terms of customer satisfaction, share of customer, customer retention, loyalty and so forth, all of which represent different objectives for going for relationship development. Regarding defining constructs, RM has been characterized in terms of related underlying constructs like trust, commitment, cooperation, closeness, relationship quality, etc. With regard to instruments, RM has been considered as direct marketing, database marketing, one-to-one marketing, CRM, loyalty marketing, partnering, etc. which represent various tools for building relationships.

In addition, there were a lot of research papers in the online databases pertaining to privacy, cultural impact, impact of gender, impact of technology, impact of societal marketing, etc. These were classified as issues as they represented topics which will be directly impacted by or having an impact on RM. Finally, there was another set of papers, which dwelt upon the various implementation programmes in different organizations or industries, practices in different industries/sectors, etc. They were put under the category of industry applications.

The model selected for classification of literature can be justified in light of the fact that RM literature has become a "melting pot" of various theories and schools of thought indicating a clear lack of common understanding (Harker, 1999). This ambiguity about what comes under RM (Lindgreen, 2001) is mainly because "contributors to the development of RM theory are extremely varied, both in terms of socio-political heritage and academic background" (Harker, 1999, p. 13).

Each researcher independently compiled a list of research papers falling under each category. There was a high degree of consistency between the two lists, with a correlation of 86.6 per cent. Holsti (1969) suggests an inter-judge agreement level of 85 per cent or more as the minimum requirement for categorical data to be considered acceptable. Kolbe and Burnett regard this as one of several types of reliability index. The disagreements between the two researchers were resolved by taking the services of a third researcher (Schibrowsky *et al.*, 2007).

According to Holsti, systemization means that the inclusion and exclusion of communications content or analysis categories is done according to consistently applied rules. Both the researchers had a common understanding of RM and ensured that they were unbiased while doing their categorization exercise. This hopefully precluded any biases that may otherwise enter the study. Finally, the results have been subject to further quantification.

Each of the 209 research papers were further categorized into the following three approximately equal time periods:

(1) *Period I*. Year 1994-1997 (four years).
(2) *Period II*. Year 1998-2001 (four years).
(3) *Period III*. Year 2002-2006 (five years).

RM and CRM
Any discussion on RM would be incomplete without referring to CRM. The study of literature reveals that there is still a lot of confusion as to how RM differs from CRM. Some of the researchers have used both the terms almost interchangeably (Sin *et al.*, 2005). However, there do exist significant differences between the two constructs. First, RM is relatively more strategic in nature, whereas CRM is more tactical in its approach

(Ryals and Payne, 2001). According to Ryals and Payne (2001), CRM is all about implementing RM using information technology (IT). Second, RM goes beyond the traditional customer-supplier dyad (Gummesson, 1994; Mitussis *et al.*, 2006) and encompasses building of relationships with the entire range of stakeholders (Hunt *et al.*, 2006; Payne *et al.*, 2000). On the other hand, CRM is more focussed on building relationships with profitable customers (Ryals and Payne, 2001; Sin *et al.*, 2005). Finally, RM is relatively more emotional and behavioural, focussing on concepts such as bonding, empathy, reciprocity and trust (Sin *et al.*, 2005; Yau *et al.*, 2000). While CRM is relatively more managerial *per se*, focussing on how management can make concerted efforts in attracting, maintaining and enhancing customer relationships (Sin *et al.*, 2005).

RM and CRM also have strong similarities: both strongly focus on individual buyer-seller relationships, accept that these relationships are longitudinal in nature, and that both parties benefit in the process (Sin *et al.*, 2005). From the discussion so far, CRM can be regarded as, to some extent, a subset of RM. This justifies the presence of CRM-related research papers in the current RM literature review.

Results
This section presents the results of the literature review exercise.

Classification of reviewed literature
First, Table I provides a comprehensive bibliography of research papers corresponding to the five earlier identified categories. This is a helpful resource for both academics and practitioners searching for RM papers in a specific area.

Distribution of research papers by category and period
Table II shows the distribution of the research papers by both category and period.

From Table II, we can infer that the majority of the research papers dwelt on defining constructs (29.67 per cent) for all the three periods combined. Further, the period-wise proportion of research work with respect to defining constructs has steadily declined over the three periods. Also, the proportion of research papers connected to objectives has also declined from a high of 16.67 per cent in the first period to 8.33 and 8.40 per cent in the second and third periods, respectively. Additionally, the proportion of research papers connected to instruments has been steady in the range of 20.00-20.61 per cent for the last two periods, respectively.

Table II also reveals that there has been significant research work on the various implications of RM captured by issues and representing 28.71 per cent of the total for the three periods combined. In fact, the period-wise proportion of research papers connected to issues has shot up from 11.11 per cent for the first period to 21.67 per cent for the second period and finally to 34.35 per cent in the last period. However, there has not been much research activity with regard to industry applications (amounting to 12.44 per cent for the three periods combined) indicating that RM research activity has largely concentrated on theory building.

Period-wise contribution of research papers
The period-wise contribution of research papers across the three different time periods is shown in Figure 2.

Category	Bibliography
Objectives (objectives of RM)	Ahmad and Buttle (2001), Armstrong and Seng (2000), Behara *et al.* (2002), Bennett and Rundle-Thiele (2004), Clark (2002), Colgate *et al.* (1996), Dawes and Swailes (1999), Farquhar (2004), Gronroos (1997), Gummesson (1994), Kim *et al.* (2005), Lam and Buton (2006), Liljander and Roos (2002), Ndubisi and Wah (2005), Payne (1994), Rowley (2003), Stewart (1998), van Kenhove *et al.* (2003) and Zins (2001)
Defining constructs (underlying constructs of RM)	Adamson *et al.* (2003), Akerlund (2005), Barnes (2003), Barnes and Howlett (1998), Bennett and Barkensjo (2005), Bejou and Palmer (1998), Bejou and Palmer (1998), Blois (1996), Brown *et al.* (1996), Casielles *et al.* (2005), Ching *et al.* (2004), Durvasula *et al.* (2000), Eggert and Ulaga (2002), Emmelhainz and Kavan (1999), Fullerton (2005), Gremler *et al.* (2001), Gronroos (2004), Guenzi and Pelloni (2004), Gummesson (1994), Harker (1999), Harker (2004), Henry (1994), Herington *et al.* (2006), Hoekstra *et al.* (1999), Javalgi *et al.* (2006), Julian and Ramaseshan (1994), Kandampully and Duddy (1999), Kleinaltenkamp and Ehret (2006), Lindgreen (2001), Lin and Ding (2005), Marcus (1998), Ndubisi (2006), Nielson (1998), Payne and Holt (2001), Payne *et al.* (2000), Paulin *et al.* (2000), Pitta *et al.* (2004), Priluck (2003), Ravald and Gronroos (1996), Rich (2000), Rosen and Surprenant (1998), Ryals (2003), Selnes (1998), Schultz and Good (2000), Scullin *et al.* (2004), Shemwell *et al.* (1994), Sin *et al.* (2002), Ryals and Knox (2005), Starkey *et al.* (2002), Storbacka *et al.* (1994), Szmigin and Bourne (1998), Taylor and Hunter (2002), Tuominen and Kettunen (2003), Ulaga and Eggert (2006), Vazquez *et al.* (2005), Wang *et al.* (2004), Williams (1998), Wong and Sohal (2002), Wong and Sohal (2003), Wray *et al.* (1994) and Yau *et al.* (2000)
Instruments (tools of RM)	Bathie and Sarkar (2002), Baxter *et al.* (2003), Chattopadhyay (2001), Chen and Popovich (2003), Duffy (1998), Durkin and Howcroft (2003), Ferguson and Hlavinka (2006), Foster and Cadogan (2000), Galbreath and Rogers (1999), Geddie *et al.* (2005), Geissler (2001), Horne and Worthington (2002), Kapoulas *et al.* (2002), Kracklauer *et al.* (2001), Law *et al.* (2003), Lee-Kelley and Gilbert (2003), Legarreta and Miguel (2004), Light (2003), Lindgreen *et al.* (2000, 2004), Luck and Lancaster (2003), McIlroy and Barnett (2000), Milland (2003), Millman and Wilson (1995, 1996), Murphy *et al.* (2005), Murphy and Wang (2006), O'Leary *et al.* (2004), Park and Kim (2003), Peppers and Rogers (1995), Pheng (1999), Pitta (1998), Pitta *et al.* (2003), Romano and Jermestad (2003), Spencer (1999), Sigala (2006), Uncles *et al.* (2003), Verhoef and Langerak (2003), Wong (1998), Wu and Wu (2005), Xu and Walton (2005) and Zahay and Griffin (2004)
Issues (issues related to RM)	Ahn *et al.* (2003), Aijo (1996), Archer and Yuan (2000), Barnes *et al.* (2004), Becker *et al.* (2003), Bennett and Durkin (2002), Blois (1996), Bose (2002), Cann (1998), Corner and Hinton (2002), Crosby (2002), Curry and Kkolou (2004),

(*continued*)

Table I.
Classification of reviewed
literature

Category	Bibliography
	Day and Hubbard (2003), Evans (2003), Farquhar (2003), Fitchett and McDonagh (2000), Gebert *et al.* (2003), Gurau *et al.* (2003), Harness and Harness (2004), Harris and Marandi (2002), Harwood and Garry (2006), Helm *et al.* (2006), Hibbard *et al.* (2001), Hunt *et al.* (2006), Jain (2005), Javagi *et al.* (2005), Kamakura *et al.* (2005), Kates (2002), Kotorov (2003), Lavender (2004), Leverin and Liljander (2006), Li *et al.* (2002), Long *et al.* (1999), McCarthy and Fram (2000), Meyer and Kolbe (2005), Mitussis *et al.* (2006), Ngai (2005), Novicevic *et al.* (2006), O'Malley and Mitussis (2002), Palmer *et al.* (2005), Patterson and Smith (2001), Piercy (1998), Plakoyiannaki and Saren (2006), Pries and Stone (2004), Rao and Perry (2002), Rashid (2003), Robinson *et al.* (2005), Rowe and Barnes (1998), Rowley (2004), Sheth (2002), So and Speece (2000), Sin *et al.* (2005), Srirojanant and Thirkell (1998), Szmigin *et al.* (2005), Verhoef and Langerak (2002), Xu *et al.* (2002), Zeng (2003), Zineldin (1999), Zineldin (2000), and Zineldin (2005)
Industry applications (implementation of RM)	Abratt and Russel (1999), Ahmad and Buttle (2002a, b), Boedeker (1997), Bull (2003), Chaston and Baker (1998), Chang and Tseng (2005), Claycomb and Martin (2001), Colgate and Stewart (1998), Coviello and Brodie (2001), Cooper *et al.* (2005), Gilbert and Choi (2003), Horn *et al.* (2005), Izquierdo *et al.* (2005), Lin and Su (2003), Lindgreen (2004), Lindgreen and Antioco (2005), Lindgreen and Crawford (1999), Pels *et al.* (2004), Pheng and Gracia (2002), Ryals and Payne (2001), Seeman and O'Hara (2006), Singh (2003), Stefanou *et al.* (2003), Voss and Voss (1997) and Wagner (2005)

Table I.

Category	1994-1997	1998-2001	2002-2006	Total
Objectives	3 (16.67)	5 (8.33)	11 (8.40)	19 (9.09)
Defining constructs	8 (44.44)	23 (38.33)	31 (23.66)	62 (29.67)
Instruments	3 (16.67)	12 (20.00)	27 (20.61)	42 (20.10)
Issues	2 (11.11)	13 (21.67)	45 (34.35)	60 (28.71)
Industry applications	2 (11.11)	7 (11.67)	17 (12.98)	26 (12.44)
Total	18 (100.00)	60 (100.00)	131 (100.00)	209 (100.00)

Note: Values in parentheses are in percentage

Table II.
Distribution of research papers by category and period

As seen in the figure, of the 209 research papers that were published, a meager 8.61 per cent research papers were published in the period 1994-1997. Moving on to the next period viz. 1998-2001, a sizeable 28.71 per cent were published in this period. The third period saw the publication of a massive 62.68 per cent papers. This indicates that research in the area of RM has been on the rise and has sharply increased in the recent times.
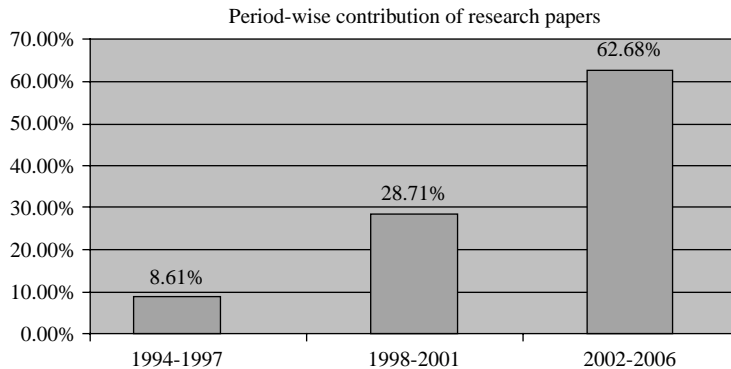
Period-wise contribution of research papers

Figure 2.
Period-wise contribution
of research papers

Period-wise contribution of journals
Out of the 56 journals that featured the 209 research papers, only 17.86 per cent of the journals were represented in the period 1994-1997. This improved to a healthy 39.29 per cent in the next period (1998-2001) and further increased to an overwhelming 87.50 per cent in the last period (2002-2006). See Figure 3 for a graphical presentation.

From the above analysis, we can infer that research activity in the area of RM has rapidly increased over the years. More importantly, significant research activity took place in the last five years, proving that this field has gained the attention of businesses and institutions.

Distribution of research papers by journal and period
Table III shows the distribution of research papers by journal and period. The journals that contributed ten or more (out of a total of 209) research papers include *International Journal of Bank Marketing* (20), *Marketing Intelligence & Planning* (20), *European Journal of Marketing* (18), *International Journal of Service Industry Management* (14), *Journal of Business & Industrial Marketing* (14), *Journal of Services Marketing* (12), *Journal of Consumer Marketing* (10) and *Journal of Strategic Marketing* (10). Going through Table III, we can infer the following:
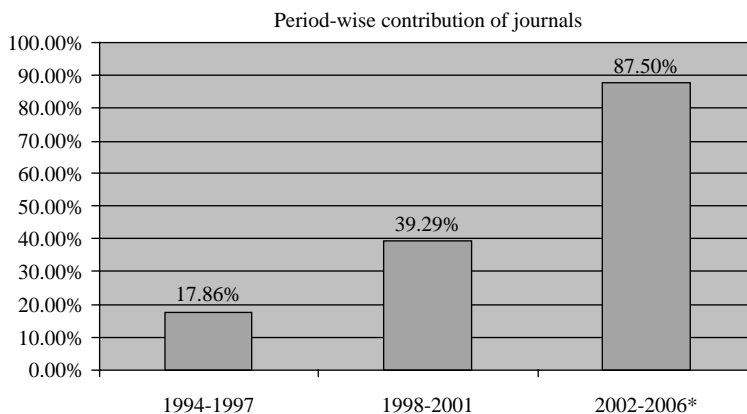
Period-wise contribution of journals

Figure 3.
Period-wise contribution
of journals

S. No.	Name of journal	1994-1997	1998-2001	2002-2006	Total
1	*Asia Pacific Journal of Marketing and Logistics*	–	–	1	1
2	*Behaviour & Information Technology*	–	–	2	2
3	*British Food Journal*	–	–	1	1
4	*British Journal of Management*	–	1		1
5	*BT Technology Journal*	–	–	2	2
6	*Business Process Management Journal*	–	–	6	6
7	*Business Strategy Review*	–	1	3	4
8	*Campus-Wide Information Systems*	–	–	1	1
9	*Construction Management and Economics*	–	–	1	1
10	*Decision Sciences*	–	–	1	1
11	*European Business Review*	–	–	1	1
12	*European Journal of Marketing*	3	5	10	18
13	*Expert Systems*	–	–	1	1
14	*Handbook of Business Strategy*	–	–	1	1
15	*IMA Journal of Management Mathematics*	–	–	1	1
16	*Industrial Management & Data Systems*	–	–	5	5
17	*Information Management & Computer Security*	–	–	1	1
18	*Information Systems and e-Business Management*	–	–	1	1
19	*Information Technology and Management*	–	–	2	2
20	*International Review of Retail, Distribution & Consumer Research*	–	–	2	2
21	*International Journal of Bank Marketing*	1	9	10	20
22	*International Journal of Contemporary Hospitality Management*	–	–	2	2
23	*International Journal of Educational Management*	–	–	1	1
24	*International Journal of Retail & Distribution Management*	1	1	–	2
25	*International Journal of Service Industry Management*	4	4	6	14
26	*International Marketing Review*	–	1	1	2
28	*Journal of Business & Industrial Marketing*	–	6	8	14
29	*Journal of Business Ethics*	–	–	1	1
30	*Journal of Change Management*	–	–	1	1
31	*Journal of Consumer Marketing*	–	5	5	10
32	*Journal of European Industrial Training*	–	1	–	1
33	*Journal of Intellectual Capital*	–	–	1	1
34	*Journal of Knowledge Management*	–	–	1	1
35	*Journal of Management History*	–	–	1	1
36	*Journal of Management Studies*	–	1	–	1
37	*Journal of Market Focused Management*	–	4	1	5
38	*Journal of Marketing Communications*	–	–	1	1
39	*Journal of Marketing Practice: Applied Marketing Science*	2	1	–	3
40	*Journal of Services Marketing*	2	3	7	12
41	*Journal of Small Business Management*	–	–	1	1
42	*Journal of Strategic Marketing*	1	4	5	10
43	*Library Management*	–	–	1	1
44	*Management Decision*	1	1	–	2

Table III.
Distribution of research
papers by journal
and period

S. No.	Name of journal	1994-1997	1998-2001	2002-2006	Total
45	*Managerial Auditing Journal*	–	1	2	3
46	*Managing Leisure*	–	–	1	1
47	*Managing Service Quality*	2	1	6	9
48	*Marketing Intelligence & Planning*	1	7	12	20
49	*Marketing Letters*	–	–	1	1
50	*Qualitative Market Research: An International Journal*	–	1	2	3
51	*Supply Chain Management: An International Journal*	–	–	1	1
52	*The Journal of Enterprise Information Management*	–	–	1	1
53	*The Service Industries Journal*	–	–	2	2
54	*The TQM Magazine*	–	1	2	3
55	*Total Quality Management*	–	–	3	3
56	*TQM & Business Excellence*	–	–	1	1
	Total research papers	18	60	131	209

Table III.

- The services sector has shown keen interest in RM with just three of the exclusive services related journals (*International Journal of Bank Marketing*, *International Journal of Service Industry Management* and *Journal of Services Marketing*) accounting for 22.01 per cent of the total research papers. If we also consider other related journals like the *Managing Service Quality* (nine papers), *The Service Industries Journal* (two papers), *International Review of Retail, Distribution & Consumer Research* (two papers), *International Journal of Contemporary Hospitality Management* (two papers), *International Journal of Educational Management* (one paper), *International Journal of Retail & Distribution Management* (two papers), *Managing Leisure* (one paper) and *Library Management* (one paper), then the contribution of exclusive services related journals increases to an impressive 31.58 per cent. Also, the 11 exclusive services related journals out of the 56 journals carrying RM literature represent 19.64 per cent of the total.

- There is a dedicated journal for marketing of banking services (*International Journal of Bank Marketing*) which has a modest share of 15.63 per cent in the total contribution of research papers by the exclusive services related journals. This journal had contributed papers across the three periods, proving that research activity had been ongoing in the area of banking services. In fact, amongst the different journals focussing exclusively on service sectors, the journal on banking services contributed highest number of papers.

Interestingly, the portfolio of 56 journals comprised 13 journals (23.21 per cent) in the area of IT and all of them excepting one started contributing only in the third period. These set of journals contributed 25 research papers representing a significant 11.96 per cent of the total collection. These journals are: *Behaviour & Information Technology*, *BT Technology Journal*, *Business Process Management Journal*, *Campus Wide Information Systems*, *Decision Sciences*, *Expert Systems*, *Industrial Management & Data Systems*, *Information Management & Computer Security*, *Information Systems*

and e-Business Management, *Information Technology and Management*, *Internet Research: Electronic Networking Applications and Policy*, *Journal of Knowledge Management* and *The Journal of Enterprise Information Management*:

- In the context of business-to-business markets, four journals could be identified, namely, *Journal of Business & Industrial Marketing*, *Journal of European Industrial Training*, *Journal of Small Business Management* and *Supply Chain Management: An International Journal*, which together contributed 8.13 per cent to the total collection of research papers. This indicates that there has been RM research in the area of business markets, but in relatively lesser proportion.

Distribution of research papers by type and period

The distribution of research papers by type (conceptual versus empirical) and period is graphically shown by Figure 4.

As seen in the figure, the proportion of conceptual and empirical research papers is equal in the first time period. Then after, there has been a significant fall in the proportion of conceptual papers with its proportion reducing to 33.33 and 35.88 per cent, respectively, for the second and third time periods, respectively. This indicates that a sizeable chunk of RM papers was focussed on theory building. However, the decrease in proportion of conceptual papers over time indicates increasing need for empirical support felt amongst the researchers of the subject.

Distribution of empirical research papers by industry and period

The analysis of the research papers by industry reveals that a significant 22 (16.54 per cent) out of the 133 empirical papers were not specific to any industry. The remaining papers were spread over 29 industries as shown in Table IV. As can be seen from the table, the industries that received significant coverage (more than 3 per cent coverage) included financial services (36.80 per cent), retailing (10.40 per cent), manufacturing (7.20 per cent), hotels (4.80 per cent), IT (4.80 per cent), food services (4.00 per cent) and engineering (3.20 per cent). This reveals that RM research has involved services as well as goods and business-to-business segment, though the concentration is clearly biased towards services (Table IV).

Further, 37.93 per cent of the 29 industries were represented in the first period followed by 55.17 per cent in the second period and a massive 89.66 per cent in the
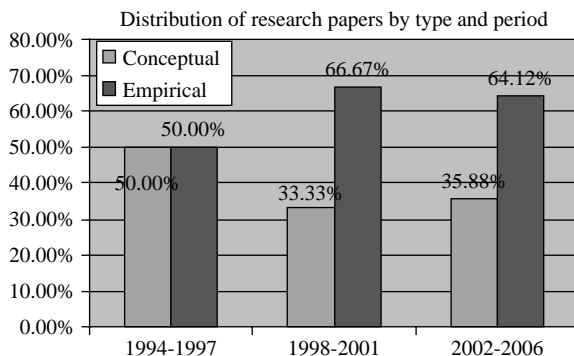

Figure 4.
Distribution of research
papers by type and period

Industry	1994-1997	1998-2001	2002-2006	Total	Contribution (%)
Advertising	0	0	1	1	0.80
Airline	0	2	1	3	2.40
Automobile	0	1	2	3	2.40
Auto repair services	1	0	1	2	1.60
Charity	0	0	2	2	1.60
Construction	0	0	1	1	0.80
Consultancy	0	1	1	2	1.60
Consumer goods	0	1	2	3	2.40
Education	0	0	1	1	0.80
Engineering	1	0	3	4	3.20
Financial services	3	13	30	46	36.80
Fitness	0	1	1	2	1.60
Food services	0	3	2	5	4.00
Hairdressing	1	1	0	2	1.60
Healthcare	1	1	1	3	2.40
Hotels	1	1	4	6	4.80
Information technology	0	1	5	6	4.80
Library	0	0	1	1	0.80
Lubricants	0	0	1	1	0.80
Manufacturing	1	4	4	9	7.20
Ocean shipping	0	1	0	1	0.80
Office equipment	1	1	1	3	2.40
Online gaming	0	0	1	1	0.80
Publishing	0	0	1	1	0.80
Retailing	2	1	10	13	10.40
Telecommunications	0	0	1	1	0.80
Theatre	1	0	0	1	0.80
Trading	1	0	1	2	1.60
Travel	0	1	1	2	1.60
Total	14	34	80	128	102.40
Industry coverage (%)	37.93	55.17	89.66		

Table IV.
Distribution of empirical
research papers by
industry and period

last period. This indicates that, over the years, acceptability of RM across industries is increasing resulting in increased research activity across industries. There were several research papers that were spread over two or more industries and hence, the number of industries covered exceeds the number of industry-specific research papers.

Distribution of empirical research papers by country and period
The research papers were also analyzed by country of study which reveals that a significant number of papers (15.79 per cent) were not country specific. The remaining research studies were spread over 25 countries as shown in Table V.

Many studies were cross-country research works and, therefore, the number of countries covered exceeds the number of research papers that were country-specific. As shown in the table, in the first year, 20 per cent of the 25 countries were represented followed by 44 per cent representation in the second year and 84 per cent in the third year. This finding suggests that, over the years, the importance of RM is increasing and, therefore, the research in this subject is spreading across countries.

Country	1994-1997	1998-2001	2002-2006	Total	Contribution (%)
Argentina	0	0	1	1	0.82
Australia	1	0	6	7	5.74
Belgium	0	0	1	1	0.82
Canada	0	2	1	3	2.46
China	0	3	6	9	7.38
Denmark	0	2	1	3	2.46
Finland	1	0	4	5	4.10
France	0	1	1	2	1.64
Germany	0	0	3	3	2.46
Greece	0	0	1	1	0.82
Ireland	1	0	0	1	0.82
Italy	0	0	1	1	0.82
South Korea	0	0	2	2	1.64
Malaysia	0	0	3	3	2.46
New Zealand	0	5	3	8	6.56
Norway	1	0	0	1	0.82
Russia	0	0	1	1	0.82
Singapore	0	2	1	3	2.46
South Africa	0	1	0	1	0.82
Spain	0	0	4	4	3.28
Sweden	0	1	2	3	2.46
Taiwan	0	0	4	4	3.28
Thailand	0	1	0	1	0.82
UK	0	5	22	27	22.13
USA	5	12	10	27	22.13
Total	9	35	78	122	100.00
Country coverage (%)	20.00	44.00	84.00		

Table V.
Distribution of empirical research papers by country and period

The countries which have witnessed significant research activity (more than 3 per cent coverage) in the area of RM include the UK (22.13 per cent), the USA (22.13 per cent), China (7.38 per cent), New Zealand (6.56 per cent), Australia (5.74 per cent), Finland (4.10 per cent) and Taiwan (3.28 per cent).

Distribution of empirical papers by research method and period
The empirical research papers were also analyzed in terms of research method employed and the findings are presented in Table VI.

As seen in the table, a majority of the empirical papers, across the three time periods, employed survey research method. The use of qualitative research method for gaining better insight has been increasing starting from 11.11 per cent in the first period to a significant 20.24 per cent in the third period. Case study research, which can be a combination of quantitative and qualitative data, was also modestly used to explore different phenomena in varying contexts. However, the use of panel research, action research, experimental research and secondary data research was limited across the three periods. The entire variety of research methods was fully exploited only in the third period as more and more researchers took interest in the subject of RM. Please note that many research papers used a combination of different research methods. However, for the sake of simplification, the papers were classified on the basis of the dominant research method employed.

Distribution of survey research papers by sampling method and period

The survey research papers, totalling 77 in number, were further analyzed in terms of sampling method used and the findings are shown in Table VII.

As shown in the table, the relative proportion of survey research studies using non-probability sampling has been higher for the first and third time periods. Such kinds of studies are usually exploratory in nature and are more suitable for theory building (Malhotra, 2004).

Conclusions and research implications

This study identified 209 research papers published in select online databases between 1994 and 2006. The current research can be considered as a census study, for reasons explained earlier, and therefore the findings can be fully generalized to the population. However, the findings cannot be generalized to the larger universe of RM literature for obvious reasons.

The majority of the research papers are in the three closely related categories viz. objectives, defining constructs and instruments which together constitute 58.86 per cent for the first period to 52.67 per cent for the third. Also, there has been significant growth in research work associated with various implications of RM captured by issues. However, there has not been much research activity with regard to industry applications implying that the RM research activity so far has concentrated relatively more on theory building. Thus, there is need for more research in the area of industry applications.

The contribution of research papers across the entire time frame has been increasing with a sharp rise in the last period starting from year 2002 to 2006. The coverage of RM across the journals has also shot up in the same period. Further, the relative contribution of exclusive services related journals was the highest distantly followed by IT journals and journals on business-to-business markets. Within services,

Research method	1994-1997 Nos	%	1998-2001 Nos	%	2002-2006 Nos	%	Total Nos	%	
Survey research	5	55.56	27	67.50	45	53.57	77	57.89	
Panel research	0	0.00	1	2.50	1	1.19	2	1.50	
Action research	0	0.00	0	0.00	2	2.38	2	1.50	
Case study	2	22.22	5	12.50	15	17.86	22	16.54	**Table VI.**
Qualitative research	1	11.11	6	15.00	17	20.24	24	18.05	Distribution of empirical
Experimental research	1	11.11	1	2.50	1	1.19	3	2.26	research papers by
Secondary data research	0	0.00	0	0.00	3	3.57	3	2.26	research method
Total	9	100.00	40	100.00	84	100.00	133	100.00	and period

Sampling method	1994-1997 Nos	%	1998-2001 Nos	%	2002-2006 Nos	%	Total Nos	%	
Probability sampling	2	40.00	15	55.56	18	40.00	35	45.45	**Table VII.**
Non-probability sampling	3	60.00	12	44.44	25	55.56	40	51.95	Distribution of survey
Census	0	0.00	0	0.00	2	4.44	2	2.60	research papers by
Total	5	100.00	27	100.00	45	100.00	77	100.00	sampling method and period

the relative contribution of the exclusive journal on banking was the highest. All the IT-related journals, excepting one, contributed only in the last period showing the relatively recent emergence of IT in RM. With increasing popularity of RM, it is suggested that more and more journals representing the various untapped/less-researched industries/sectors encourage research in this area by inviting and publishing research papers on RM.

The proportion of conceptual and empirical research papers is equal in the first time period. Then after, there has been a significant fall in the proportion of conceptual papers for both the remaining time periods. This indicates that a sizeable chunk of RM papers was focussed on theory building in the first time period. However, the decrease in proportion of conceptual papers over time indicates increasing need for empirical support felt amongst the researchers of the subject.

Further, RM research has involved services as well as goods and business-to-business segment, though the concentration is clearly biased towards services. This implies the need for doing extensive research work with respect to various untapped industries/sectors. Also, research has been largely concentrated in countries like the UK, the USA and China. In fact, there are too many countries which have not witnessed any significant RM research activity. Therefore, studies should also be done in the context of these countries to further test the external validity of the various conceptual or implementation models.

Further study of the empirical papers reveals that the entire variety of research methods was fully exploited only in the third period as more and more researchers took interest in the subject of RM.

At the end, we can definitely state that RM has attracted significant research interest. Going by the past trend, it can be expected that research in this area will further increase in the future. A roster of field projects is provided in the Appendix. This along with the comprehensive bibliography may help academics and practitioners for studying existing research as well as for contemplating future research.

References

Abratt, R. and Russel, J. (1999), "Relationship marketing in private banking in South Africa", *International Journal of Bank Marketing*, Vol. 17 No. 1, pp. 5-19.

Adamson, I., Chan, K.-M. and Handford, D. (2003), "Relationship marketing: customer commitment and trust as a strategy for the smaller Hong Kong corporate banking", *International Journal of Bank Marketing*, Vol. 21 Nos 6/7, pp. 347-58.

Ahmad, R. and Buttle, F. (2001), "Customer retention: a potentially potent marketing management strategy", *Journal of Strategic Marketing*, Vol. 9, pp. 29-45.

Ahmad, R. and Buttle, F. (2002a), "Customer retention management: a reflection of theory and practice", *Marketing Intelligence & Planning*, Vol. 20 No. 3, pp. 149-61.

Ahmad, R. and Buttle, F. (2002b), "Retaining telephone banking customers at Frontier Bank", *International Journal of Bank Marketing*, Vol. 20 No. 1, pp. 5-16.

Ahn, J., Kim, S. and Han, K. (2003), "On the design concepts for CRM system", *Industrial Management & Data Systems*, Vol. 103 No. 5, pp. 324-31.

Aijo, T. (1996), "The theoretical and philosophical underpinnings of relationship marketing: environmental factors behind the changing marketing paradigm", *European Journal of Marketing*, Vol. 30 No. 2, pp. 8-18.

Akerlund, H. (2005), "Fading customer relationships in professional services", *Managing Service Quality*, Vol. 15 No. 2, pp. 156-71.

Archer, N. and Yuan, Y. (2000), "Managing business-to-business relationships throughout the e-commerce procurement life cycle", *Internet Research: Electronic Networking Applications and Policy*, Vol. 10 No. 5, pp. 385-95.

Armstrong, R. and Seng, T. (2000), "Corporate-customer satisfaction in the banking industry of Singapore", *International Journal of Bank Marketing*, Vol. 18 No. 3, pp. 97-111.

Barnes, B., Fox, M. and Morris, D. (2004), "Exploring the linkage between internal marketing, RM and service quality: a case study of a consulting organization", *Total Quality Management*, Vol. 15 Nos 5/6, pp. 593-601.

Barnes, J. (2003), "Establishing meaningful customer relationships: why some companies and brands mean more to their customers", *Managing Service Quality*, Vol. 13 No. 3, pp. 178-86.

Barnes, J. and Howlett, D. (1998), "Predictors of equity in relationships between financial services providers and retail customers", *International Journal of Bank Marketing*, Vol. 16 No. 1, pp. 15-23.

Bathie, D. and Sarkar, J. (2002), "Total quality marketing (TQMk) – a symbiosis", *Managerial Auditing Journal*, Vol. 17 No. 5, pp. 241-4.

Baxter, N., Collings, D. and Adjali, I. (2003), "Agent-based modelling – intelligent CRM", *BT Technology Journal*, Vol. 21 No. 2, pp. 126-32.

Becker, J., Dreiling, A., Holten, R. and Ribbert, M. (2003), "Specifying information systems for business process integration – a management perspective", *Information Systems and e-Business Management*, Vol. 1, pp. 231-63.

Behara, R., Fontenot, G. and Gresham, A. (2002), "Customer process approach to building loyalty", *Total Quality Management*, Vol. 13 No. 5, pp. 603-11.

Bejou, D. and Palmer, A. (1998), "Service failure and loyalty: an exploratory empirical study of airline customers", *Journal of Services Marketing*, Vol. 12 No. 1, pp. 7-22.

Bennett, H. and Durkin, M. (2002), "Developing relationship-led cultures – a case study in retail banking", *International Journal of Bank Marketing*, Vol. 20 No. 5, pp. 200-11.

Bennett, R. and Barkensjo, A. (2005), "Relationship quality, relationship marketing, and client perceptions of the levels of service quality of charitable organizations", *International Journal of Service Industry Management*, Vol. 16 No. 1, pp. 81-106.

Bennett, R. and Rundle-Thiele, S. (2004), "Customer satisfaction should not be the only goal", *Journal of Services Marketing*, Vol. 18 No. 7, pp. 514-23.

Blois, K. (1996), "Relationship marketing in organizational markets – assessing its costs and benefits", *Journal of Strategic Marketing*, Vol. 4, pp. 181-91.

Boedeker, M. (1997), "Relationship marketing and regular customer cards: daily product retailing in Finland", *Marketing Intelligence & Planning*, Vol. 15 No. 6, pp. 249-57.

Bose, R. (2002), "Customer relationship management: key components for IT success", *Industrial Management & Data Systems*, Vol. 102 No. 2, pp. 89-97.

Brown, S., Cowles, D. and Tuten, T. (1996), "Service recovery: its value and limitations as a retail strategy", *International Journal of Service Industry Management*, Vol. 7 No. 5, pp. 32-46.

Bull, C. (2003), "Strategic issues in customer relationship management (CRM) implementation", *Business Process Management Journal*, Vol. 9 No. 5, pp. 592-602.

Cann, C. (1998), "Eight steps to building a business-to-business relationship", *Journal of Business & Industrial Marketing*, Vol. 13 Nos 4/5, pp. 393-405.

Casielles, R., Alvarez, L. and Martin, A. (2005), "Trust as a key factor in successful relationships between consumers and retail service providers", *The Service Industries Journal*, Vol. 25 No. 1, pp. 83-101.

Chang, A. and Tseng, C. (2005), "Building customer capital through relationship marketing activities", *Journal of Intellectual Capital*, Vol. 6 No. 2, pp. 253-66.

Chaston, I. and Baker, S. (1998), "Relationship influencers: determination of affect in the provision of advisory services to SME sector firms", *Journal of European Industrial Training*, Vol. 22 No. 6, pp. 249-56.

Chattopadhyay, S. (2001), "Relationship marketing in an enterprise resource planning environment", *Marketing Intelligence & Planning*, Vol. 19 No. 2, pp. 136-9.

Chen, I. and Popovich, K. (2003), "Understanding customer relationship management (CRM): people, process and technology", *Business Process Management Journal*, Vol. 9 No. 5, pp. 672-88.

Ching, W.-K., Ng, M. and Wong, K.-K. (2004), "Hidden Markov models and their applications to CRM", *IMA Journal of Management Mathematics*, Vol. 15, pp. 13-24.

Clark, M. (2002), "The relationship between employees' perceptions of organizational climate and customer retention rates in a major UK retail bank", *Journal of Strategic Marketing*, Vol. 10, pp. 93-113.

Claycomb, C. and Martin, C. (2001), "Building customer relationships: an inventory of service providers' objectives and practices", *Marketing Intelligence & Planning*, Vol. 19 No. 6, pp. 385-99.

Colgate, M. and Stewart, K. (1998), "The challenge of relationships in services – a New Zealand study", *International Journal of Service Industry Management*, Vol. 9 No. 5, pp. 454-68.

Colgate, M., Stewart, K. and Kinsella, R. (1996), "Customer defection: a study of the student market in Ireland", *International Journal of Bank Marketing*, Vol. 14 No. 3, pp. 23-9.

Cooper, M., Upton, N. and Seaman, S. (2005), "Customer relationship management: a comparative analysis of family and nonfamily business practices", *Journal of Small Business Management*, Vol. 43 No. 3, pp. 242-56.

Corner, I. and Hinton, M. (2002), "Customer relationship management systems: implementation risks and relationship dynamics", *Qualitative Marketing Research: An International Journal*, Vol. 5 No. 4, pp. 239-51.

Coviello, N. and Brodie, R. (2001), "Contemporary marketing practices fo consumer and business-to-business firms: how different are they?", *Journal of Business & Industrial Marketing*, Vol. 16 No. 5, pp. 382-400.

Crosby, L.A. (2002), "Exploding some myths about customer relationship management", *Managing Service Quality*, Vol. 12 No. 5, pp. 271-7.

Curry, A. and Kkolou, E. (2004), "Evaluating CRM to contribute to TQM improvement – a cross-case comparison", *The TQM Magazine*, Vol. 16 No. 5, pp. 314-24.

Dawes, J. and Swailes, S. (1999), "Retention sans frontiers: issues for financial service providers", *International Journal of Bank Marketing*, Vol. 17 No. 1, pp. 36-43.

Day, G. and Hubbard, K. (2003), "Customer relationships go digital", *Business Strategy Review*, Vol. 14 No. 1, pp. 17-26.

Duffy, D. (1998), "Customer loyalty strategies", *Journal of Consumer Marketing*, Vol. 15 No. 5, pp. 435-48.

Durkin, M. and Howcroft, B. (2003), "Relationship marketing in the banking sector: the impact of new technologies", *Marketing Intelligence & Planning*, Vol. 21 No. 1, pp. 61-71.

Durvasula, S., Lysonski, S. and Mehta, S. (2000), "Business-to-business marketing: service recovery and customer satisfaction issues with ocean shipping lines", *European Journal of Marketing*, Vol. 34 Nos 3/4, pp. 433-52.

Eggert, A. and Ulaga, W. (2002), "Customer perceived value: a substitute for satisfaction in business markets?", *Journal of Business & Industrial Marketing*, Vol. 17 Nos 2/3, pp. 107-18.

Emmelhainz, M. and Kavan, C. (1999), "Using information as a basis for segmentation and relationship marketing: a longitudinal case study of a leading financial services firm", *Journal of Market Focused Management*, Vol. 4, pp. 161-71.

Evans, M. (2003), "The relational oxymoron and personalisation pragmatism", *Journal of Consumer Marketing*, Vol. 20 No. 7, pp. 665-85.

Farquhar, J. (2003), "Retaining customers in traditional retail financial services: interviewing 'les responsables'", *International Review of Retail, Distribution & Consumer Research*, Vol. 13 No. 4, pp. 393-404.

Farquhar, J. (2004), "Customer retention in retail financial services: an employee perspective", *International Journal of Bank Marketing*, Vol. 22 No. 2, pp. 86-99.

Ferguson, R. and Hlavinka, K. (2006), "Loyalty trends 2006: three evolutionary trends to transform your loyalty strategy", *Journal of Consumer Marketing*, Vol. 23 No. 5, pp. 292-9.

Fitchett, J. and McDonagh, P. (2000), "A citizen's critique of relationship marketing in risk society", *Journal of Strategic Marketing*, Vol. 8, pp. 209-22.

Foster, B. and Cadogan, J. (2000), "Relationship selling and customer loyalty: an empirical investigation", *Marketing Intelligence & Planning*, Vol. 18 No. 4, pp. 185-99.

Fullerton, G. (2005), "How commitment both enables and undermines marketing relationships", *European Journal of Marketing*, Vol. 39 Nos 11/12, pp. 1372-88.

Galbreath, J. and Rogers, T. (1999), "Customer relationship leadership (CRL): a leadership and motivation model for the twenty-first century business", *The TQM Magazine*, Vol. 11 No. 3, pp. 161-71.

Gebert, H., Geib, M. and Kolbe, L. (2003), "Knowledge-enabled CRM integrating CRM and KM concepts", *Journal of Knowledge Management*, Vol. 7 No. 5, pp. 107-23.

Geddie, M., DeFranco, A. and Geddie, M. (2005), "A comparison of relationship marketing and Guanxi: its implications for the hospitality industry", *International Journal of Contemporary Hospitality Management*, Vol. 17 No. 7, pp. 614-32.

Geissler, G. (2001), "Building customer relationships online: the web site designers' perspective", *Journal of Consumer Marketing*, Vol. 18 No. 6, pp. 488-502.

Gilbert, D. and Choi, K. (2003), "Relationship marketing practice in relation to different bank ownerships: a study of banks in Hong Kong", *International Journal of Bank Marketing*, Vol. 21 No. 3, pp. 137-46.

Gremler, D., Gwinner, K. and Brown, S. (2001), "Generating positive word-of-mouth communication through customer-employee relationships", *International Journal of Service Industry Management*, Vol. 12 No. 1, pp. 44-59.

Gronroos, C. (1994), "From marketing mix to relationship marketing – toward a paradigm shift in marketing", *Management Decision*, Vol. 32 No. 2, pp. 4-20.

Gronroos, C. (1997), "From marketing mix to relationship marketing – toward a paradigm shift in marketing", *Management Decision*, Vol. 35 No. 4, pp. 322-39.

Gronroos, C. (2004), "The relationship marketing process: communication, interaction, dialogue, value", *Journal of Business & Industrial Marketing*, Vol. 19 No. 2, pp. 99-113.

Guenzi, P. and Pelloni, O. (2004), "The impact of interpersonal relationships on customer satisfaction and loyalty to the service provider", *International Journal of Serivce Industry Management*, Vol. 15 No. 4, pp. 365-84.

Gummesson, E. (1994), "Making relationship marketing operational", *International Journal of Service Industry Management*, Vol. 5 No. 5, pp. 5-20.

Gurau, C., Ranchhod, A. and Hackney, R. (2003), "Customer-centric strategic planning: integrating CRM in online business systems", *Information Technology and Management*, Vol. 4, pp. 199-214.

Harker, M. (1999), "Relationship marketing defined? An examination of current relationship marketing definitions", *Marketing Intelligence & Planning*, Vol. 17 No. 1, pp. 13-20.

Harker, M. (2004), "Lenses and mirrors: the customer perspective on part-time marketers", *Marketing Intelligence & Planning*, Vol. 22 No. 6, pp. 663-72.

Harness, D. and Harness, T. (2004), "The new customer relationship management tool – product elimination?", *The Service Industries Journal*, Vol. 24 No. 2, pp. 67-80.

Harris, J. and Marandi, E. (2002), "The gendered dynamics of relationship marketing: an initial discussion of the health and fitness industry", *Managing Leisure*, Vol. 7, pp. 194-200.

Harwood, T. and Garry, T. (2006), "Relationship marketing: why bother?", *Handbook of Business Strategy*, Vol. 7 No. 1, pp. 107-11.

Helm, S., Rolfes, L. and Gunter, B. (2006), "Suppliers' willingness to end unprofitable customer relationships", *European Journal of Marketing*, Vol. 40 Nos 3/4, pp. 366-83.

Henry, J. (1994), "The service employee's pivotal role in organizational success", *Journal of Services Marketing*, Vol. 8 No. 4, pp. 25-35.

Herington, C., Johnson, L. and Scott, D. (2006), "Internal relationships", *European Business Review*, Vol. 18 No. 5, pp. 364-81.

Hibbard, J., Brunel, F., Dant, R. and Iacobucci, D. (2001), "Does relationship marketing age well?", *Business Strategy Review*, Vol. 12 No. 4, pp. 29-35.

Hoekstra, J., Leeflang, P. and Wittink, D. (1999), "The customer concept: the basis for a new marketing paradigm", *Journal of Market Focused Management*, Vol. 4, pp. 43-76.

Holsti, O.R. (1969), *Content Analysis for the Social Sciences and Humanities*, Addison-Wesley, Reader, MA.

Horn, D., Feinberg, R. and Salvendy, G. (2005), "Determinant elements of customer relationship management in e-business", *Behaviour & Information Technology*, Vol. 24 No. 2, pp. 101-9.

Horne, S. and Worthington, S. (2002), "The relationship rhombus: a quadratic relationship", *Journal of Market Focused Management*, Vol. 5, pp. 27-134.

Hunt, S., Arnett, D. and Madhavaram, S. (2006), "The explanatory foundations of relationship marketing theory", *Journal of Business & Industrial Marketing*, Vol. 21 No. 2, pp. 72-87.

Izquierdo, C., Cillan, J. and Gutierrez, S. (2005), "The impact of customer relationship marketing on the firm performance: a Spanish case", *Journal of Services Marketing*, Vol. 19 No. 4, pp. 234-44.

Jain, S. (2005), "CRM shifts the paradigm", *Journal of Strategic Marketing*, Vol. 13 No. 4, pp. 275-91.

Javalgi, R., Martin, C. and Young, R. (2006), "Marketing research, market orientation and customer relationship management: a framework and implications for service providers", *Journal of Services Marketing*, Vol. 20 No. 1, pp. 12-23.

Javalgi, R., Radulovich, L., Pendleton, G. and Scherer, R. (2005), "Sustainable competitive advantage of internet firms", *International Marketing Review*, Vol. 22 No. 6, pp. 658-72.

Julian, C. and Ramaseshan, B. (1994), "The role of customer-contact personnel in the marketing of a retail bank's services", *International Journal of Retail & Distribution Management*, Vol. 22 No. 5, pp. 29-34.

Kamakura, W., Mela, C., Ansari, A., Bodapati, A., Fader, P., Iyengar, R., Naik, P., Neslin, S., Sun, B., Verhoef, P.C., Wedel, M. and Wilcox, R. (2005), "Choice models and CRM", *Marketing Letters*, Vol. 16 Nos 3/4, pp. 279-91.

Kandampully, J. and Duddy, R. (1999), "Relationship marketing: a concept beyond the primary relationship", *Marketing Intelligence & Planning*, Vol. 17 No. 7, pp. 315-23.

Kapoulas, A., Murphy, W. and Ellis, N. (2002), "Say hello, wave goodbye: missed opportunities for electronic relationship marketing within the financial services sector?", *International Journal of Bank Marketing*, Vol. 20 No. 7, pp. 302-10.

Kassarjian, H.H. and Robertson, T.S. (1991), *Consumer Research*, Vol. 4, Prentice-Hall, Englewood Cliffs, NJ.

Kates, S. (2002), "AIDS and community-based organizations: the marketing of therapeutic discourse", *European Journal of Marketing*, Vol. 36 Nos 5/6, pp. 621-41.

Kim, Y., Song, H. and Kim, S. (2005), "Strategies for preventing defection based on the mean time to defection and their implementations on a self-organizing map", *Expert Systems*, Vol. 22 No. 5, pp. 265-78.

Kleinaltenkamp, M. and Ehret, M. (2006), "The value added by specific investments: a framework for managing relationships in the context of value networks", *Journal of Business & Industrial Marketing*, Vol. 21 No. 2, pp. 65-71.

Kolbe, R.H. and Burnett, M.S. (1991), "Content-analysis research: an examination of applications with directives for improving research reliability and objectivity", *Journal of Consumer Research*, Vol. 18, pp. 243-50.

Kotorov, R. (2003), "Customer relationship management: strategic lessons and future directions", *Business Process Management Journal*, Vol. 9 No. 5, pp. 566-71.

Kracklauer, A., Passenheim, O. and Seifert, D. (2001), "Mutual customer approach: how industry and trade are executing collaborative CRM", *International Journal of Retail & Distribution Management*, Vol. 29 No. 12, pp. 515-9.

Lam, R. and Buton, S. (2006), "SME banking loyalty (and disloyalty): a qualitative study in Hong Kong", *International Journal of Bank Marketing*, Vol. 24 No. 1, pp. 37-52.

Lavender, M. (2004), "Maximsing customer relationships and minimising business risk", *International Journal of Bank Marketing*, Vol. 22 No. 4, pp. 291-6.

Law, M., Lau, T. and Wong, Y. (2003), "From CRM to customer-managed relationship: unraveling the paradox with a co-creative perspective", *Marketing Intelligence & Planning*, Vol. 21 No. 1, pp. 51-60.

Lee-Kelley, L. and Gilbert, D. (2003), "How e-CRM can enhance customer loyalty", *Marketing Intelligence & Planning*, Vol. 21 No. 4, pp. 239-48.

Legarreta, J. and Miguel, C. (2004), "Collaborative relationship bundling: a new angle on services marketing", *International Journal of Service Industry Management*, Vol. 15 No. 3, pp. 264-83.

Leverin, A. and Liljander, V. (2006), "Does relationship marketing improve customer relationship satisfaction and loyalty?", *International Journal of Bank Marketing*, Vol. 24 No. 4, pp. 232-51.

Li, J., Fok, W., Fok, L. and Hartman, S. (2002), "The impact of QM maturity upon the extent and effectivenss of CRM systems", *Supply Chain Management: An International Journal*, Vol. 7 No. 4, pp. 212-24.

Light, B. (2003), "CRM packaged software: a study of organisational experiences", *Business Process Management Journal*, Vol. 9 No. 5, pp. 603-16.

Liljander, V. and Roos, I. (2002), "Customer-relationship levels – from spurious to true relationships", *Journal of Services Marketing*, Vol. 16 No. 7, pp. 593-614.

Lin, C. and Ding, C. (2005), "Opening the black box", *International Journal of Service Industry Management*, Vol. 16 No. 1, pp. 55-80.

Lin, Y. and Su, H.-Y. (2003), "Strategic analysis of CRM – a field study on hotel enterprises", *TQM & Business Excellence*, Vol. 14 No. 6, pp. 715-31.

Lindgreen, A. (2001), "A framework for studying relationship marketing dyads", *Qualitative Market Research: An International Journal*, Vol. 4 No. 2, pp. 75-87, 88.

Lindgreen, A. (2004), "The design, implementation and monitoring of a CRM programme: a case study", *Marketing Intelligence & Planning*, Vol. 22 No. 2, pp. 160-86.

Lindgreen, A. and Antioco, M. (2005), "Customer relationship management: the case of a European bank", *Marketing Intelligence & Planning*, Vol. 23 No. 2, pp. 136-54.

Lindgreen, A. and Crawford, I. (1999), "Implementing, monitoring and measuring a programme of relationship marketing", *Marketing Intelligence & Planning*, Vol. 17 No. 5, pp. 231-9.

Lindgreen, A., Palmer, R. and Vanhamme, J. (2004), "Contemporary marketing practie: theoretical propositions and practical implications", *Marketing Intelligence & Planning*, Vol. 22 No. 6, pp. 673-92.

Lindgreen, A., Davis, R., Brodie, R. and Buchanan-Oliver, M. (2000), "Pluralism in contemporary marketing practices", *International Journal of Bank Marketing*, Vol. 18 No. 6, pp. 294-308.

Long, G., Hogg, M., Hartley, M. and Angold, S. (1999), "Relationship marketing and privacy: exploring the thresholds", *Journal of Marketing Practice: Applied Marketing Science*, Vol. 5 No. 1, pp. 4-20.

Luck, D. and Lancaster, G. (2003), "E-CRM: customer relationship marketing in the hotel industry", *Managerial Auditing Journal*, Vol. 18 No. 3, pp. 213-31.

McCarthy, M. and Fram, E. (2000), "An exploratory investigation of customer penalties: assessment of efficacy, consequences, and fairness perceptions", *Journal of Services Marketing*, Vol. 14 No. 6, pp. 479-501.

McIlroy, A. and Barnett, S. (2000), "Building customer relationships: do discount cards work?", *Managing Service Quality*, Vol. 10 No. 6, pp. 347-55.

Malhotra, N.K. (2004), *Marketing Research: An Applied Orientation*, 4th ed., Pearson Education, New Delhi.

Marcus, C. (1998), "A practical yet meaningful approach to customer segmentation", *Journal of Consumer Marketing*, Vol. 15 No. 5, pp. 494-504.

Meyer, M. and Kolbe, L. (2005), "Integration of CRM: status quo and implications for research and practice", *Journal of Strategic Marketing*, Vol. 13 No. 3, pp. 175-98.

Milland, N. (2003), "A million segments of one – how personal should CRM get?", *BT Technology Journal*, Vol. 21 No. 1, pp. 114-20.

Millman, A.F. and Wilson, K. (1995), "From key account selling to key account management", *Journal of Marketing Practice*, Vol. 1 No. 1, pp. 8-21.

Millman, T. and Wilson, K. (1996), "Developing key account management competencies", *Journal of Marketing Practice: Applied Marketing Science*, Vol. 2 No. 2, pp. 7-22.

Mitussis, D., O'Malley, L. and Patterson, M. (2006), "Mapping the re-engagement of CRM with relationship marketing", *European Journal of Marketing*, Vol. 40 Nos 5/6, pp. 572-89.

Murphy, B. and Wang, R. (2006), "An evaluation of stakeholder relationship marketing in China", *Asia Pacific Journal of Marketing and Logistics*, Vol. 18 No. 1, pp. 7-18.

Murphy, B., Maguiness, P., Pescott, C., Wislang, S., Ma, J. and Wang, R. (2005), "Stakeholder perceptions presage holistic stakeholder relationship marketing performance", *European Journal of Marketing*, Vol. 39 Nos 9/10, pp. 1049-59.

Ndubisi, N. (2006), "Effect of gender on customer loyalty: a relationship marketing approach", *Marketing Intelligence & Planning*, Vol. 24 No. 1, pp. 48-61.

Ndubisi, N. and Wah, C. (2005), "Factorial and discriminant analyses of the underpinnings of relationship marketing and customer satisfaction", *International Journal of Bank Marketing*, Vol. 23 No. 7, pp. 542-57.

Ngai, E.W. (2005), "Customer relationship management research (1992-2002): an academic literature review and classification", *Marketing Intelligence & Planning*, Vol. 23 No. 6, pp. 582-605.

Nielson, C. (1998), "An empirical examination of the role of 'closeness' in industrial buyer-seller relationships", *European Journal of Marketing*, Vol. 32 Nos 5/6, pp. 441-63.

Novicevic, M., Sloan, H., Duke, A., Holmes, E. and Breland, J. (2006), "Customer relationship management: Barnard's foundations", *Journal of Management History*, Vol. 12 No. 3, pp. 306-18.

O'Leary, C., Rao, S. and Perry, C. (2004), "Improving customer relationship management through database/internet marketing", *European Journal of Marketing*, Vol. 38 Nos 3/4, pp. 338-54.

O'Malley, L. and Mitussis, D. (2002), "Relationships and technology: strategic implications", *Journal of Strategic Marketing*, Vol. 10, pp. 225-38.

Palmer, R., Lindgreen, A. and Vanhamme, J. (2005), "Relationship marketing: schools of thought and future research directions", *Marketing Intelligence & Planning*, Vol. 23 No. 3, pp. 313-30.

Park, C. and Kim, Y. (2003), "A framework of dynamic CRM: linking marketing with information strategy", *Business Process Management Journal*, Vol. 9 No. 5, pp. 652-71.

Patterson, P. and Smith, T. (2001), "Relationship benefits in service industries: a replication in a Southeast Asian context", *Journal of Services Marketing*, Vol. 15 No. 6, pp. 425-43.

Paulin, M., Ferguson, R. and Payaud, M. (2000), "Business effectiveness and professional service personnel: relational or transactional managers?", *European Journal of Marketing*, Vol. 34 Nos 3/4, pp. 453-72.

Payne, A. (1994), "Relationship marketing – making the customer count", *Managing Service Quality*, Vol. 4 No. 6, pp. 29-31.

Payne, A. and Holt, S. (2001), "Diagnosing customer value: integrating the value process and relationship marketing", *British Journal of Management*, Vol. 12, pp. 159-82.

Payne, A., Holt, S. and Frow, P. (2000), "Integrating employee, customer and shareholder value through an enterprise performance model: an opportunity for financial services", *International Journal of Bank Marketing*, Vol. 18 No. 6, pp. 258-73.

Pels, J., Brodie, R. and Johnston, W. (2004), "Benchmarking business-to-business marketing practices in emerging and developed economies: Argentina compared to the USA and New Zealand", *Journal of Business & Industrial Marketing*, Vol. 19 No. 6, pp. 386-96.

Peppers, D. and Rogers, M. (1995), "A new marketing paradigm: share of customer, not market share", *Managing Service Quality*, Vol. 5 No. 3, pp. 48-51.

Pheng, L. (1999), "The extension of construction partnering for relationship marketing", *Marketing Intelligence & Planning*, Vol. 17 No. 3, pp. 155-62.

Pheng, L. and Gracia, T. (2002), "Relationship marketing: a survey of QS firms in Singapore", *Construction Management and Economics*, Vol. 20, pp. 707-21.

Piercy, N. (1998), "Barriers to implementing relationship marketing: analyzing the internal market-place", *Journal of Strategic Marketing*, Vol. 6, pp. 209-22.

Pitta, D. (1998), "Marketing one-to-one and its dependence on knowledge discovery in databases", *Journal of Consumer Marketing*, Vol. 15 No. 5, pp. 468-80.

Pitta, D., Franzak, F. and Laric, M. (2003), "Privacy and one-to-one marketing: resolving the conflict", *Journal of Consumer Marketing*, Vol. 20 No. 7, pp. 616-28.

Pitta, D., Franzak, F. and Little, M. (2004), "Maintaining positive returns in the value and supply chain: applying tomorrow's marketing skills", *Journal of Consumer Marketing*, Vol. 21 No. 7, pp. 510-9.

Plakoyiannaki, E. and Saren, M. (2006), "Time and the customer relationship management process: conceptual and methodological insights", *Journal of Business & Industrial Marketing*, Vol. 21 No. 4, pp. 218-30.

Pries, C. and Stone, M. (2004), "Managing CRM implementation with consultants – CRM or change management?", *Journal of Change Management*, Vol. 4 No. 4, pp. 351-70.

Priluck, R. (2003), "Relationship marketing can mitigate product and service failures", *Journal of Services Marketing*, Vol. 17 No. 1, pp. 37-52.

Rao, S. and Perry, C. (2002), "Thinking about relationship marketing: where are we now?", *Journal of Business & Industrial Marketing*, Vol. 17 No. 7, pp. 598-614.

Rashid, T. (2003), "Relationship marketing: case studies of personal experiences of eating out", *British Food Journal*, Vol. 105 No. 10, pp. 742-50.

Ravald, A. and Gronroos, C. (1996), "The value concept and relationship marketing", *European Journal of Marketing*, Vol. 30 No. 2, pp. 19-30.

Rich, M. (2000), "The direction of marketing relationships", *Journal of Business & Industrial Marketing*, Vol. 15 Nos 2/3, pp. 170-91.

Robinson, C., Abbott, J. and Shoemaker, S. (2005), "Recreating cheers: an analysis of RM as an effective marketing technique for quick-service restaurants", *International Journal of Contemporary Hospitality Management*, Vol. 17 No. 7, pp. 590-9.

Romano, N. and Jermestad, J. (2003), "Electronic commerce customer relationship management: a research agenda", *Information Technology and Management*, Vol. 4, pp. 233-58.

Rosen, D. and Surprenant, C. (1998), "Evaluating relationships: are satisfaction and quality enough?", *International Journal of Service Industry Management*, Vol. 9 No. 2, pp. 103-25.

Rowe, W. and Barnes, J. (1998), "Relationship marketing and sustained competitve advantage", *Journal of Market Focused Management*, Vol. 2, pp. 281-97.

Rowley, J. (2003), "Retention: rhetoric or realistic agendas for the future of higher education", *International Journal of Educational Management*, Vol. 17 No. 6, pp. 248-53.

Rowley, J. (2004), "Partnering paradigms? Knowledge management and relationship marketing", *Industrial Management & Data Systems*, Vol. 104 No. 2, pp. 149-57.

Ryals, L. (2003), "Making customes pay: measuring and managing customer risk and returns", *Journal of Strategic Marketing*, Vol. 11 No. 3, pp. 165-75.

Ryals, L. and Knox, S. (2005), "Measuring risk-adjusted customer lifetime value and its impact on relationship marketing strategies and shareholder value", *European Journal of Marketing*, Vol. 39 Nos 5/6, pp. 456-72.

Ryals, L. and Payne, A. (2001), "CRM in financial services: towards information enabled relationship marketing", *Journal of Strategic Marketing*, Vol. 9, pp. 3-27.

Schibrowsky, J.A., Peltier, J.W. and Nill, A. (2007), "The state of internet marketing research", *European Journal of Marketing*, Vol. 41 Nos 7/8, pp. 722-33.

Schultz, R. and Good, D. (2000), "Impact of the consideration of future sales consequences and customer-oriented selling on long-term buyer-seller relationships", *Journal of Business & Industrial Marketing*, Vol. 15 No. 4, pp. 200-15.

Scullin, S., Fjermestad, J. and Romano, N. (2004), "E-relationship marketing: changes in traditional marketing as an outcome of e-CRM", *The Journal of Enterprise Information Management*, Vol. 17 No. 6, pp. 410-5.

Seeman, E. and O'Hara, M. (2006), "Customer relationship management in higher education", *Campus-Wide Information Systems*, Vol. 23 No. 1, pp. 24-34.

Selnes, F. (1998), "Antecedents and consequences of trust and satisfaction in buyer-seller relationships", *European Journal of Marketing*, Vol. 32 Nos 3/4, pp. 305-22.

Shemwell, D., Cronin, J. and Bullard, W. (1994), "Relational exchange in services: an empirical investigation of ongoing customer service-provider relationships", *International Journal of Service Industry Management*, Vol. 5 No. 3, pp. 57-68.

Sheth, J. (2002), "The future of relationship marketing", *Journal of Services Marketing*, Vol. 16 No. 7, pp. 590-2.

Sigala, M. (2006), "Culture: the software of e-customer relationship management", *Journal of Marketing Communications*, Vol. 12 No. 3, pp. 203-23.

Sin, L., Tse, A. and Yim, F. (2005), "CRM: conceptualization and scale development", *European Journal of Marketing*, Vol. 39 Nos 11/12, pp. 1264-90.

Sin, L., Tse, A., Yau, O., Lee, J. and Chow, R. (2002), "The effect of relationship marketing orientation on business performance in a service-oriented economy", *Journal of Services Marketing*, Vol. 16 No. 7, pp. 657-76.

Singh, R. (2003), "Developing relationship marketing with customers: a Scandinavian perspective", *Library Management*, Vol. 24 Nos 1/2, pp. 34-43.

So, S. and Speece, M. (2000), "Perceptions of relationship marketing among account managers of commercial banks in a Chinese environment", *International Journal of Bank Marketing*, Vol. 18 No. 7, pp. 315-27.

Spencer, R. (1999), "Key accounts: effectively managing strategic complexity", *Journal of Business & Industrial Marketing*, Vol. 14 No. 4, pp. 291-310.

Srirojanant, S. and Thirkell, P. (1998), "Relationship marketing and its synergy with web-based technologies", *Journal of Market Focused Management*, Vol. 3, pp. 23-46.

Starkey, M., Williams, D. and Stone, M. (2002), "The state of customer management performance in Malaysia", *Marketing Intelligence & Planning*, Vol. 20 No. 6, pp. 378-85.

Stefanou, C., Sarmaniotis, C. and Stafyla, A. (2003), "CRM and customer-centric knowledge management: an empirical research", *Business Process Management Journal*, Vol. 9 No. 5, pp. 617-34.

Stemler, S. (2001), "An overview of content analysis", *Practical Assessment, Research and Evaluation*, Vol. 7 No. 17, avaialble at: http://PAREonline.net/getvn.asp?v=7&n=17 (accessed 6 May 2007).

Stewart, K. (1998), "An exploration of customer exit in retail banking", *International Journal of Bank Marketing*, Vol. 16 No. 1, pp. 6-14.

Stock, J.R. (1997), "Applying theories from other disciplines to logistics", *International Journal of Physical Distribution & Logistics Management*, Vol. 27 Nos 9/10, pp. 515-39.

Storbacka, K., Strandvik, T. and Gronroos, C. (1994), "Managing customer relationships for profit: the dynamics of relationship quality", *International Journal of Service Industry Management*, Vol. 5 No. 5, pp. 21-38.

Szmigin, I. and Bourne, H. (1998), "Consumer equity in relationship marketing", *Journal of Consumer Marketing*, Vol. 15 No. 6, pp. 544-57.

Szmigin, I., Canning, L. and Reppel, A. (2005), "Online community: enhancing the relationship marketing concept through customer bonding", *International Journal of Service Industry Management*, Vol. 16 No. 5, pp. 480-96.

Taylor, S. and Hunter, G. (2002), "The impact of loyalty with e-CRM software and e-services", *International Journal of Service Industry Management*, Vol. 13 No. 5, pp. 452-74.

Tuominen, P. and Kettunen, U. (2003), "To fade or not to fade? That is the question in customer relationships, too", *Managing Service Quality*, Vol. 13 No. 2, pp. 112-23.

Ulaga, W. and Eggert, A. (2006), "Relationship value and relationship quality", *European Journal of Marketing*, Vol. 40 Nos 3/4, pp. 311-27.

Uncles, M., Dowling, G. and Hammond, K. (2003), "Customer loyalty and customer loyalty programs", *Journal of Consumer Marketing*, Vol. 20 No. 4, pp. 294-316.

Unerman, J. (2000), "Methodological issues – reflections on quantification in corporate social reporting content analysis", *Accounting, Auditing & Accountability Journal*, Vol. 13 No. 5, pp. 667-81.

van Kenhove, P., de Wulf, K. and Steenhaut, S. (2003), "The relationship between consumers' unethical behavior and customer loyalty in a retail environment", *Journal of Business Ethics*, Vol. 44, pp. 261-78.

Vazquez, R., Iglesias, V. and Alvarez-Gonzalez, L. (2005), "Distribution channel relationships: the conditions and strategic outcomes of cooperation and between manufacturer and distributor", *International Review of Retail, Distribution & Consumer Research*, Vol. 15 No. 2, pp. 125-50.

Verhoef, P. and Langerak, F. (2002), "Eleven misconceptions about CRM", *Business Strategy Review*, Vol. 13 No. 14, pp. 70-6.

Verhoef, P. and Langerak, F. (2003), "Strategically embedding CRM", *Business Strategy Review*, Vol. 14 No. 4, pp. 73-80.

Voss, G. and Voss, Z. (1997), "Implementing a relationship marketing program: a case study and managerial implications", *Journal of Services Marketing*, Vol. 11 No. 4, pp. 278-98.

Wagner, R. (2005), "Contemporary marketing practices in Russia", *European Journal of Marketing*, Vol. 39 Nos 1/2, pp. 199-215.

Wang, Y., Lo, H., Chi, R. and Yang, Y. (2004), "An integrated framework for customer value and CRM performance: a customer-based perspective from China", *Managing Service Quality*, Vol. 14 Nos 2/3, pp. 169-82.

Weber, R.P. (1990), *Basic Content Analysis*, 2nd ed., Sage, Newbury Park, CA.

Williams, M. (1998), "The influence of salespersons' customer orientation on buyer-seller relationship development", *Journal of Business & Industrial Marketing*, Vol. 13 No. 3, pp. 271-87.

Wong, A. and Sohal, A. (2002), "Customers' perspectives on service quality and relationship quality in retail encounters", *Managing Service Quality*, Vol. 12 No. 6, pp. 424-33.

Wong, A. and Sohal, A. (2003), "A critical incident approach to the examination of CRM in a retail chain: an exploratory study", *Qualitative Market Research: An International Journal*, Vol. 6 No. 4, pp. 248-62.

Wong, Y. (1998), "Key to key account management: relationship model", *International Marketing Review*, Vol. 15 No. 3, pp. 215-31.

Wray, B., Palmer, A. and Bejou, D. (1994), "Using neural network analysis to evaluate buyer-seller relationships", *European Journal of Marketing*, Vol. 28 No. 10, pp. 32-48.

Wu, I.-L. and Wu, K.-W. (2005), "A hybrid technology acceptance approach for exploring e-CRM adoptions in organizations", *Behaviour & Information Technology*, Vol. 24 No. 4, pp. 303-16.

Xu, M. and Walton, J. (2005), "Gaining customer knowledge through analytical CRM", *Industrial Management & Data Systems*, Vol. 105 No. 7, pp. 955-71.

Xu, Y., Yen, D., Lin, B. and Chou, D. (2002), "Adopting customer relationship management technology", *Industrial Management & Data Systems*, Vol. 102 No. 8, pp. 442-52.

Yau, O., McFetridge, P., Chow, R., Lee, J., Sin, L. and Tze, A. (2000), "Is relationship marketing for everyone?", *European Journal of Marketing*, Vol. 34 Nos 9/10, pp. 1111-27.

Zahay, D. and Griffin, A. (2004), "Customer learning processes, strategy selection, and performance in B2B service firms", *Decision Sciences*, Vol. 35 No. 2, pp. 169-203.

Zeng, Y.W. (2003), "Customer relationship management (CRM) in business-to-business (B2B) e-commerce", *Information Management & Computer Security*, Vol. 11 No. 1, pp. 39-44.

Zineldin, M. (1999), "Exploring the common ground of total relationship management (TRM) and total quality management (TQM)", *Management Decision*, Vol. 37 No. 9, pp. 719-30.

Zineldin, M. (2000), "Total relationship management (TRM) and total quality management (TQM)", *Managerial Auditing Journal*, Vol. 15 Nos 1/2, pp. 20-8.

Zineldin, M. (2005), "Quality and customer relationship management (CRM) as competitive strategy in the Swedish banking industry", *The TQM Magazine*, Vol. 17 No. 4, pp. 329-44.

Zins, A. (2001), "Relative attitudes and commitment in customer loyalty models: some experiences in the commercial airline industry", *International Journal of Service Industry Management*, Vol. 12 No. 3, pp. 269-94.

Appendix
(The Appendix Table follows overleaf.)

About the author
Kallol Das has received BE (Mechanical) from Regional Engineering College, Surat, India. Besides this, he did his MBA (Marketing) and PhD from the Department of Business and Industrial Management, Veer Narmad South Gujarat University, Surat. He has around three years of industry experience having worked in multinationals like Gulf Oil and Caltex. He also has worked for three years in consulting firms specializing in Brand Management and CRM. He also has been teaching post graduate management students for the last five years. He is currently serving as an Assistant Professor at the School of Management Technology, International Institute of Information Technology, Pune, India. Kallol Das can be contacted at: kallold@isquareit.ac.in; getkdas@gmail.com

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Abratt and Russel (1999)	Private banking	South Africa	118	High net-worth consumers	Non-probability	Mail survey	Survey research	Mann Whitney *U* test; factor analysis
Adamson *et al.* (2003)	Corporate banking	China	133	Companies	Prob.	Mail survey	Survey research	Regression, Pearson correlation
Ahmad and Buttle (2002a)	Banking	UK			NA	Interviews, observ., documents	Case study	Use of narratives
Ahmad and Buttle (2002b)	Retailing, banking, manufacturing, office equipment	UK			NA	Interviews, observ., documents	Case study	Use of narratives
Åkerlund (2005)	Banking	Not specific	42	Consumers, financial advisors	Non-prob.	Depth interviews	Qualitative research	Use of model
Armstrong and Seng (2000)	Banking	Singapore	206	Company executives	Non-prob.	Mail survey	Survey research	SEM
Barnes and Howlett (1998)	Financial services	Canada	400	Consumers	Prob.	Telephone survey	Survey research	Factor analysis
Barnes *et al.* (2004)	Consultancy	UK	93	Employees	Non-prob.	Internet survey	Survey research	Percentage
Behara *et al.* (2002)	Power-tools	USA	433	End-users	Non-prob.	Mail survey	Survey research	Factor, regression analysis

(continued)

Table AI.
Roster of field projects

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Bejou and Palmer (1998)	Airline	USA	214	Consumers	Non-prob.	Personal interview	Survey research	Content analysis, χ^2, Cross-tabulation
Bejou and Palmer (1998)	Financial services	USA	568	Citizens	Prob.	Telephone survey	Survey research	Factor, regression analysis
Bennett and Barkensjo (2005)	Charitable organizations	UK	100	University students and employees, Train commuters	Non-prob.	Mail survey, personal interview	Survey research	Partial least square method, regression analysis
Bennett and Durkin (2002)	Banking	UK	70	Bank employees	Prob.	Mail survey	Survey research	Factor analysis
Bennett and Rundle-Thiele (2004)	Directory advertising	Australia	267	Purchasing managers	Prob.	Mail survey	Survey research	SEM
Boedeker (1997)	Retailing	Finland			NA	Not available	Case study	Use of narratives
Brown et al. (1996)	Retailing	USA	424	Student-consumers	Non-prob.	Scenarios, projective technique	Experiment	ANOVA, t-test
Bull (2003)	Manufacturing	UK			NA	Interviews, observ., documents	Case study	Use of narratives
Casielles et al. (2005)	Travel	Spain	663	Consumers	Non-prob.	Personal interview	Survey research	SEM
Chang and Tseng (2005)	Multi-level companies	Taiwan	306	Consumers/dealers	Non-prob.	Mail survey	Survey research	SEM
Chaston and Baker (1998)	Consultancy	UK	300	Small firms	Prob.	Mail survey	Survey research	Discriminant analysis

(continued)

Table AI.

Table AI.

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Chang and Tseng (2005)	Nursing homes	Taiwan	93	Managers/nurse supervisors	Non-prob.	Mail survey	Survey research	Mean, percentage, t-test
Clark (2002)	Retail banking	UK			NA	Interviews, documents, archives	Case study	Within-case, cross-case analysis
Claycomb and Martin (2001)	Not specific	USA	205	Marketing managers	Non-prob.	Mail survey	Survey research	Mean, standard deviation
Colgate and Stewart (1998)	Retail banking	New Zealand	600	Consumers	Prob.	Telephone survey	Survey research	Percentage, Pearson's correlation
Colgate et al. (1996)	Banking	Ireland	922	Student-consumers	Prob.	Mail survey	Survey research	Percentage, Mean
Cooper et al. (2005)	Not specific	USA	452	Business executives	Non-prob.	Internet survey	Survey research	Chi-square analysis
Corner and Hinton (2002)	Not specific	Not specific			NA	Interviews, observ., documents	Case study	Use of narratives
Coviello and Brodie (2001)	Not specific	Canada, New Zealand	279	Managers	Non-prob.	Take-home assignment	Survey research	Regression analysis, MANOVA
Curry and Kkolou (2004)	Retailing, financial services	UK			NA	Interviews, observ., documents	Case study	Cross-case analysis
Dawes and Swailes (1999)	Financial services	UK	Not available	Bank managers	Non-prob.	Depth interviews	Qualitative research	Use of narratives
Day and Hubbard (2003)	Not specific	Not specific	352	Senior managers	Non-prob.	Internet survey	Survey research	Mean, Percentage
Duffy (1998)	Not specific	USA			NA	NA	Case study	Use of narratives

(continued)

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Durkin and Howcroft (2003)	Banking	UK, USA, Sweden	15	Senior managers	Non-prob.	Depth interviews	Qualitative research	Themes and patterns
Durvasula et al. (2000)	Ocean shipping	Singapore	221	Shipping managers	Prob.	Mail survey	Survey research	Mean, percentage, t-test
Eggert and Ulaga (2002)	Manufacturing	Germany	301	Purchasing managers	Prob.	Mail survey	Survey research	χ^2 analysis
Emmelhainz and Kavan (1999)	Financial services	Not specific			NA	Interviews, FGs, observ.	Case study	Use of narratives
Farquhar (2003)	Financial services	UK	4	Managers	Non-prob.	Depth interviews	Qualitative research	Themes and patterns
Farquhar (2004)	Financial services	UK	216	Employees	Prob.	Mail survey	Survey research	Mean, mean Whitney U test
Ferguson and Hlavinka (2006)	Retailing	UK			NA	Interviews, documents	Case study	Use of narratives
Foster and Cadogan (2000)	Office equipment	New Zealand	101	Business buyers	Prob.	Mail survey	Survey research	Multiple regression analysis
Fullerton (2005)	Banking, telecom, retailing	Canada	634	Consumers	Non-prob.	Personal interview	Survey research	SEM
Gebert et al. (2003)	Financial services	Not specific		Web site designers	NA	Interviews, observ., documents	Action research	Use of narratives
Geddie et al. (2005)	Hospitality	Not specific	77	RM literature	Non-prob.	Literature review	Qualitative research	Frequency count
Geissler (2001)	Not specific	Not specific	50	Web site designers	Non-prob.	Depth interviews	Qualitative research	Use of narratives
Gilbert and Choi (2003)	Banking	China	90	Managers	Prob.	Mail survey	Survey research	Mean, ANOVA

(continued)

Table AI.

Table AI.

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Gremler et al. (2001)	Banking, dental services	USA	1,671	Consumers	Prob.	Mail survey	Survey research	Regression, χ^2 analysis
Guenzi and Pelloni (2004)	Fitness centre	Italy	253	Consumers	Prob.	Mail survey	Survey research	Correlation, regression analysis
Harker (2004)	Retailing	UK	Not available	Shoppers	Non-prob.	FGs	Qualitative research	Use of narratives
Harker (1999)	Not specific	Not specific	117	RM literature	Non-prob.	Literature review	Qualitative research	Content analysis
Harness and Harness (2004)	Financial services	UK	56	Companies	Census	Mail survey	Survey research	Percentage
Helm et al. (2006)	Engineering	Germany	184	Sales managers	Non-prob.	Mail survey	Survey research	Mean, Percentage, Cluster analysis
Henry (1994)	Copier	USA	11	Field engineers, service head	Non-prob.	Interviews, observ.	Qualitative research	Themes and patterns
Herington et al. (2006)	NA	NA	15	Practitioner literature	Non-prob.	Literature review	Qualitative research	Use of narratives
Hibbard et al. (2001)	Automobile	USA	699	Dealers	Prob.	Mail survey	Survey research	Simple linear/multiple regression analysis
Horn et al. (2005)	Not specific	USA	200	Consumer contact executives	Non-prob.	Internet survey	Survey research	Factor analysis, Regression analysis
Izquierdo et al. (2005)	Auto repair services	Spain	87	Director/manager	Prob.	Mail survey	Survey research	SEM, ANOVA
Julian and Ramaseshan (1994)	Retail banking	Australia	234	Employees	Non-prob.	Mail survey	Survey research	Percentage

(*continued*)

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Kapoulas et al. (2002)	Financial services	UK			NA	Interviews, observ., documents	Case study	Use of narratives
Kates (2002)	Charitable organizations	Australia	20	Friends/relatives of AIDS victims	Non-prob.	Depth interviews	Qualitative research	Themes and patterns
Kim et al. (2005)	Online gaming	South Korea		Secondary data	NA	NA	Secondary data research	Markov process
Lam and Buton (2006)	Banking	China	32	Senior SME executives	Non-prob.	Depth interviews	Qualitative research	Content analysis
Lee-Kelley and Gilbert (2003)	Retailing	UK	1,093	IBM employees	Prob.	Internet survey	Survey research	Pearson's correlation
Legarreta and Miguel (2004)	Banking	Spain			NA	Interviews, observ., documents	Case study	Use of narratives
Leverin and Liljander (2006)	Banking	Finland	319	Consumers	Prob.	Mail survey	Survey research	t-test, regression analysis
Li et al. (2002)	Service sectors	USA	110	Managers	Non-prob.	Mail survey	Survey research	Factor analysis, Pearson correlation
Light (2003)	Consumer goods, engineering, professional services	UK			NA	Interviews, observ., documents	Case study	Use of narratives
Liljander and Roos (2002)	Automobile	Finland	34	Consumers	Non-prob.	Depth interviews	Qualitative research	Themes and patterns
Lin and Ding (2005)	Internet service provider	Taiwan	339	Consumers	Prob.	Mail survey	Survey research	SEM
Lin and Su (2003)	Hotel	Taiwan	19	Four star and above hotels	Census	Mail survey	Survey research	Percentage

(*continued*)

Table AI.

Table AI.

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Lindgreen (2004)	Publishing	Denmark			NA	Interviews, observ., documents	Case study	Use of narratives
Lindgreen and Antioco (2005)	Banking	European Country			NA	Interviews, observ., documents	Case study	Use of narratives
Lindgreen and Crawford (1999)	Food services	Denmark			NA	Interviews, observ., documents	Case study	Use of narratives
Lindgreen et al. (2000)	Dairy, retailing	Denmark, New Zealand			NA	Interviews, observ., documents	Case study	Use of narratives
Lindgreen (2001)	Food services	European Country			NA	Interviews, observ., documents	Case study	Within/cross-case analysis
Long et al. (1999)	Not specific	UK	35	Consumers	Non-prob.	Mail survey	Survey research	Mean
Luck and Lancaster (2003)	Hotel	UK	17	Hotels promoting web site	Non-prob.	Internet survey	Survey research	Percentage, χ^2, Mann-Whitney U test
Marcus (1998)	Retailing	USA		Secondary data	NA	NA	Secondary data research	Consumer value matrix
McCarthy and Fram (2000)	Not specific	USA	714	Consumers	Non-prob.	Consumer panel	Panel research	ANOVA, MANOVA
McIlroy and Barnett (2000)	Hotel	New Zealand	186	Consumers	Prob.	Mail survey	Survey research	Percentage
Meyer and Kolbe (2005)	Not specific	Not specific	89	Marketing and sales heads	Non-prob.	Internet survey, document review	Survey research	Frequency count, Percentage

(*continued*)

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Millman and Wilson (1996)	Hotel, packaging, hand and power tools	Not specific			NA	Not available	Case study	Use of narratives
Murphy et al. (2005)	Not specific	New Zealand, Australia		Secondary data	NA	NA	Secondary data research	Correlation analysis
Ndubisi (2006)	Banking	Malaysia	220	Consumers	Prob.	Mail survey	Survey research	Multiple regression analysis
Ndubisi and Wah (2005)	Banking	Malaysia	220	Consumers	Non-prob.	Personal interview	Survey research	Factor analysis, discriminant analysis
Ngai (2005)	NA	NA	205	CRM literature	Non-prob.	Literature review	Qualitative research	Content analysis
Nielson (1998)	Manufacturing	USA	163	Managers	Non-prob.	Mail survey	Survey research	Factor analysis
OLeary et al. (2004)	Information technology	Australia			NA	FGs, interviews, observ.	Action research	Use of narratives
Park and Kim (2003)	Dairy	South Korea			NA	Interviews, observ., documents	Case study	Use of narratives
Patterson and Smith (2001)	Hairdressing, fitness, financial services, travel, auto repair	Thailand	155	Consumers	Non-prob.	Take-home assignment	Survey research	Factor, regression analysis, mean
Paulin et al. (2000)	Banking	France	100	Executives	Prob.	Mail survey	Survey research	Multiple regression analysis, t-test, mean
Pels et al. (2004)	Not specific	Argentina, USA, New Zealand	284	Manager-students	Non-prob.	Take-home assignment	Survey research	Cluster analysis, Pearson's correlation
Pheng and Gracia (2002)	Construction	Singapore	22	Quantity surveying firms	Prob.	Mail survey	Survey research	Mean

(*continued*)

Table AI.

Table AI.

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Pries and Stone (2004)	Financial services	UK, France, Germany	Not available	Consultants	Non-prob.	Depth interviews	Qualitative research	Use of narratives
Priluck (2003)	Not specific	Not specific	185	University students	Prob.	NA	Experiment	Mean, standard deviation, ANOVA
Rao and Perry (2002)	Not specific	Not specific	12	RM literature	Non-prob.	Literature review	Qualitative research	Content analysis
Rashid (2003)	Food services	UK	3	Restaurants	Non-prob.	Participant-observ.	Qualitative research	Use of narratives
Rosen and Surprenant (1998)	Industrial goods, consumer electronics	USA	161	Users/buyers	Non-prob.	Mail survey	Survey research	Factor analysis, t-Test
Ryals and Knox (2005)	Financial services	UK		Secondary data	NA	NA	Secondary data research	Customer lifetime value, economic value
Ryals and Payne (2001)	Financial services	UK	11	Companies	Non-prob.	Depth interviews	Qualitative research	Use of narratives
Schultz and Good (2000)	Manufacturing	USA	247	Salespeople	Non-prob.	Mail survey	Survey research	Regression analysis
Seeman and O'Hara (2006)	Higher education	USA			NA	NA	Case study	Use of narratives
Selnes (1998)	Food services	Norway	177	Business buyers	Prob.	Telephone survey	Survey research	Factor analysis, χ^2
Shemwell et al. (1994)	Hairdressing, healthcare, auto repair	USA	87	Consumers	Non-prob.	Personal interview	Survey research	Regression, ANOVA
Sigala (2006)	Retailing	Countries of Asia and Europe	459	Students	Non-prob.	Mail survey	Survey research	Factor analysis, Multiple regression analysis

(continued)

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Sin et al. (2002)	Service sectors	China	279	Marketing directors/managers	Prob.	Mail survey	Survey research	multiple regression analysis
Sin et al. (2005)	Financial services	China	641	Business executives	Prob.	Mail survey	Survey research	Factor analysis, χ^2, correlation
Singh (2003)	Library	Finland	Not available	Librarians	Non-prob.	Depth interviews	Qualitative research	Use of narratives
So and Speece (2000)	Banking	China	42	Account managers	Non-prob.	Mail survey	Survey research	Factor analysis, Levene's test
Spencer (1999)	Information technology	Sweden			NA	Depth interviews	Qualitative research	Use of narratives
Srirojanant and Thirkell (1998)	Business firms	New Zealand	146	Business executives	Prob.	Mail survey	Survey research	Spearman's rank correlation, Pearson's correlation, ANOVA
Starkey et al. (2002)	Financial services, lube, automobile	Malaysia	34	Senior executives	Non-prob.	Mail survey	Survey research	Mean, Standard deviation
Stefanou et al. (2003)	Not specific	Greece	162	Large companies (revenue-based)	Non-prob.	Mail survey	Survey research	Percenrtage, Factor analysis
Stewart (1998)	Retail banking	UK	50	Consumers	Non-prob.	Depth interviews	Qualitative research	Content analysis
Taylor and Hunter (2002)	e-CRM	USA	283	e-CRM buyers	Non-prob.	Internet survey	Survey research	SEM
Tuominen and Kettunen (2003)	Airline	Finland	96	Members of loyalty programme	Non-prob.	Mail survey	Survey research	Factor, Discriminant analysis
Ulaga and Eggert (2006)	Manufacturing	USA	400	Purchasing managers	Prob.	Mail survey	Survey research	Partial least square method, Regression analysis

(*continued*)

Table AI.

Table AI.

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Van Kenhove et al. (2003)	Retailing	Belgium	359	Shoppers	Non-prob.	Consumer panel	Panel research	MANCOVA, correlation analysis
Vazquez et al. (2005)	Food and beverages	Spain	391	Managers	Non-prob.	Mail survey	Survey research	SEM
Verhoef and Langerak (2003)	Insurance, banking, holiday resort	European Countries			NA	NA	Case study	Use of narratives
Voss and Voss (1997)	Theatre	USA	477	Consumers	Non-prob.	Mail survey	Survey research	Cluster analysis
Wagner (2005)	Not specific	Russia	72	Senior executives	Non-prob.	Personal interview	Survey research	Cluster analysis, percentage
Wang et al. (2004)	Securities	China	320	Consumers	Prob.	Mail survey	Survey research	SEM, Pearson's correlation analysis
Williams (1998)	Not specific	USA	58	Buyers	Non-prob.	Mail survey	Survey research	Correlation, regression analysis
Wong (1998)	Import/export	China	272	Executives	Prob.	Take-home assignment	Survey research	Factor, Pearson correlation analysis
Wong and Sohal (2002)	Retailing	Australia	1,261	Shoppers	Non-prob.	Personal interview	Survey research	Regression, χ^2, Pearson's correlation
Wong and Sohal (2003)	Retailing	Australia	18	Shoppers	Non-prob.	FGs	Qualitative research	Themes and patterns
Wray et al. (1994)	Financial services	USA	564	Consumers	Prob.	Telephone survey	Survey research	ANOVA, rank tranformation
Wu and Wu (2005)	Manufacturing, services, banking	Common-wealth Countries	190	CIOs/system users	Non-prob.	Mail survey	Survey research	SEM
Xu and Walton (2005)	Information technology	UK	20	CRM systems	Non-prob.	Review of software	Qualitative research	Mean, percentage

(continued)

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Yau et al. (2000)	Not specific	China	573	Marketing directors/managers	Prob.	Mail survey	Survey research	Factor analysis, regression analysis
Zahay and Griffin (2004)	Software, insurance	USA	209	Managers	Non-prob.	Depth interviews	Qualitative research	Cluster analysis, Pearson's correlation, χ^2 analysis
Zineldin (2005)	Banking	Sweden	149	Consumers	Prob.	Mail survey	Survey research	Mean, factor analysis
Zins (2001)	Airline	European Country	1,033	Consumers	Prob.	Mail survey	Survey research	Regression analysis, t-Test

Notes: NA, not applicable; FG, focus group; SEM, structural equation modelling

Table AI.

www.manaraa.com