Information Management and Business Review
Vol. 1, No. 2, pp. 88-96, Dec 2010

The Evolution of Relationship Marketing (RM) Towards Customer Relationship Management (CRM): A Step towards Company Sustainability

*Samsudin Wahab[1]; Juhary Ali[2]
[1]Faculty of Office Management and Technology
Universiti Teknologi MARA, Bandar Puncak Alam, Selangor
[2]City University College of Science & Technology
Petaling Jaya, Selangor
*samsudin10@yahoo.com

Abstract: This paper provides an overview of relationship marketing (RM) and how it evolves to customer relationship management (CRM). Since marketing continuum is the basic concept for relationship marketing it is apt that marketing continuum is explained first. The reviewed literature than discussed the evolution of marketing from the four P's principle towards more challenge structure combining environment factors and global market scenario ending with customer relationship management philosophy. This paper developed from the rational theories that are very relevant for the practitioners' who are alert to the environmental changes. This paper ends with more applicable of customer relationship management concepts that are most recent tools to be considered for company growth and sustainability in the millennium age.

Keywords: *Relationship marketing, customer relationship management*

1. Introduction

Customer relationship management (CRM) is replacing the traditional 'four Ps' of marketing - product, price, place, and promotion. Long-term relationships, formulation with customers are the key to stability in an increasingly dynamic market (Wu and Wu, 2005). However, forging long-term relationships between customers and service provider is the key to stability in an increasingly dynamic market. Electronic customer relationship management (e-CRM) emerges from the Internet and web technology to facilitate the implementation of CRM. It focuses on internet- or web-based interaction between customer and service provider (Chang et al., 2005). Customer Relationship Management (CRM) within businesses has increased dramatically over the last years, and will continue to do so in the future. The market of CRM products in all economic sectors increased rapidly to $125 billion by 2004, up from $34 billion in 2002 (Iconoclast, 2003). Studies in 2002 revealed that spending on CRM software by small and midsized businesses reached $651 million by 2006 and make up 19% of the entire CRM market, up from 10% in 2001(www.marketingfind.com). The relationship between customer and service provider will become more challenging and competitive. As a result, as the number of customers increase; service provider will have to focus more on their services and software to manage the critical relationships with their subscribers. Customer Relationship Management CRM has become the main strategy for companies' regardless of its size. A company's customer care strategy and its CRM software go hand in hand (Baumeister, 2002). The reason for this is that it costs up to five times more to acquire a new customer, than to get an existing customer to make a new purchase (Silverstein, 2000). According to Connolly and Yager (2001) the damage caused by a dissatisfy customer can be expanded exponentially. Dissatisfied customers are more likely to defect to competition and more likely to convince others to switch service provider. Nowadays, it is not surprise that customer relationship management is a significant issue for discussion in the academic and business arena. Therefore this paper explore the evolution of CRM from the root of marketing domain which change to organizational strategies those focus on the growth and sustainability of company. This paper highlights the evolution of marketing that change from transactional orientation towards relational orientation that brings CRM ad an important tool for organization growth and sustainability.

2. Literature Review

The Marketing Continuum - Transactional Focus and Relational Focus

There are two classifications of approach in marketing that is the traditional based approach on one hand and a strategic market-based approach on the other hand (Jackson, 1985). According to Jackson, traditional approach focuses more on transaction, competition, firm-induced, value to the firm, buyer passiveness, firms as focus control, firm as boundary, short-term focus and independent, while strategic market relationship focuses more on the partnership, collaboration, co-operation, value in partnership, buyer as active participant, firm as part of the process, boundary-less, long-term focus and dependence and network-led. The move from transactional orientation i.e. the so-called traditional marketing towards strategic market relationship was widely discussed in 1980s. Due to the changes in market strategies that move towards customer focus and value creation rather than product or services focus, a new paradigm of marketing are stress on buyer-seller relationship as another method in value creation for both parties. Thus, the scenario has led to the change from traditional to strategic relationship. Furthermore, Webster (1992) contended that the change from transaction marketing to strategic relationships demonstrates that there is a continuum from the one-off transaction to the vertically integrated organization at the other end of the spectrum (see Figure 1).

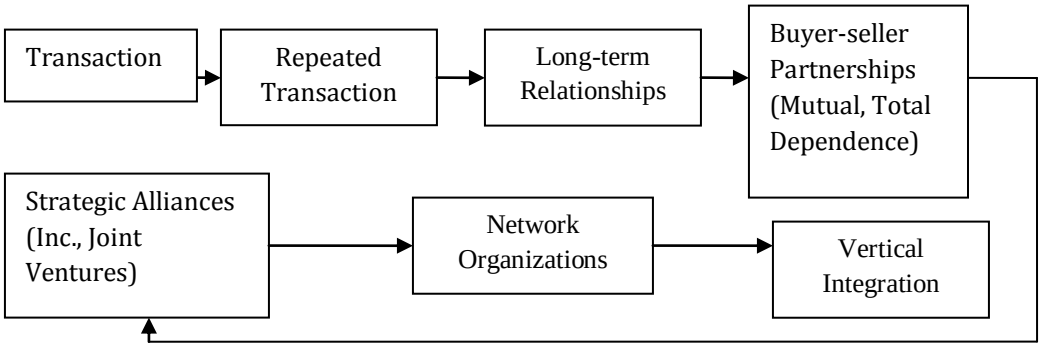


Figure 1. A classification of relationship types (Adapted from: Webster, 1992)

Marketing Continuum concept was first coined by Gronroos (1994, 1996) who argued that Marketing Continuum represents a line of marketing strategies with two ends: the left end of this continuum refers to transaction marketing orientation and the right end refers to Relationship Marketing (RM) orientation. Figure 2 below shows the marketing continuum.

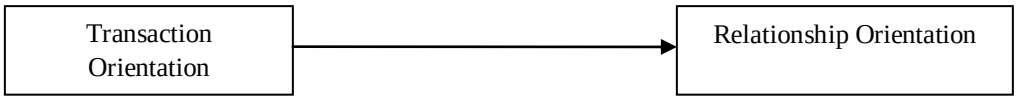


Figure 2. The Marketing Continuum (Adapted from: Gronroos, 1994; 1996)

Marketing Continuum represents a new paradigm shift in marketing focus, beginning with acquiring new customers and end with transaction (Storbacka et al., 1994), intended to replace the old scenario of marketing orientation, called as transactional marketing, as proposed by Kotler (1997). Transactional marketing is characterized as short-term, single, and discrete exchange at the beginning and ending with no duties between the parties prior or later in the formation of it. On the other hand, in this new paradigm, the focus has been on the orientation for relationship building between the two parties. As such, this new concept of marketing is referred to relationship marketing (Adamson, Chan, & Handford, 2003; Bansal, 2004; Berry, 2002; Priluck, 2003; Roslin & Melewar, 2004; Rowly, 2004; Singh, 2003). As the name suggests, the relational

approach is characterized as long-term, broad, and on-going relational exchange (Gronroos, 1994; 1996; Min & Mentzer, 2000; Rao & Perry, 2002; Roslin & Melewar, 2004; Sheth & Shah, 2003; Sheth, 2002; Sin et al., 2002; Singh, 2003; Storbacka et al., 1994; Tomer, 1998; Venkataramana & Somayajulu, 2002). It is argued that organizations could improve their long-run profitability by shifting from transaction-based marketing to relationship marketing because of the latter emphasis on retaining customers (Christopher et al., 1991; Cravens & Piercy, 1994; Ryals & Knox, 2001; Sheth & Shah, 2003; Storbacka et al., 1994; Styles & Ambler, 2003). This long run profitability can be achieved when the enterprise can lower their marketing costs due to loyal customers (Gruen, 1997; Kim & Cha, 2002; Palmer, 2002; Priluck, 2003; Rashid, 2003; Rowly, 2004; Tomer, 1998).

The literature suggests that RM as a concept began to emerge in the mid 1980s and over a relatively short period of time the application of RM became rapid (Callaghan & Shaw, 2001; Pheng, 1999; Rao & Perry, 2002). Since then, RM started to represent a new leading approach (Ehret, 2004; Gronroos, 1994; Rao & Perry, 2002) or a paradigm shift in marketing (Adamson et al., 2003; Gronroos, 1996; MacMillan, Money, Money, & Downing, 2004; Min & Mentzer, 2000; Webster, 1992; Williams, 1998) as it emphasizes valuable customer retention strategy (Bansal, 2004; Kim & Cha, 2002; Kumar et al., 2003; Pheng, 1999; Priluck, 2003; Rowly, 2004; Sheth, 2002). In other words, since 1980s, RM represents an emerging school of marketing thought, which offers an essential framework for understanding, explaining, and managing the relationships (Khalili, 2005, MacMillan et al., 2004; Rao & Perry, 2002). It represents an important phenomenon in the focus of marketing continuum from transactional approach to relational approach (Chaston & Mangles, 2003; Christopher et al., 1991; Roslin & Melewar, 2004). Specifically, the general focus of RM is to build long term relationships with customers (Bansal, 2004; Chaston & Mangles, 2003; Gronroos, 1994; 1996; Rao & Perry, 2002; Roslin & Melewar, 2004; Rowly, 2004; Sin et al., 2002; Tomer, 1998).

The changes in marketing focus have been dramatically shaped from decade to decade. In the early 1900s, the focus was on consumer marketing with companies having the ability to adapt their offerings to treat each customer as an individual (Zaayman, 2003). After world wars, companies tended to focus on product differentiation and then in 1950s the focus moved from production process and marketing efforts to acquisition strategies with new communication media. In the 1980s, direct marketing helped to differentiate products from the mass market, and service quality and satisfaction made marketing more focused. This phase was proceeded by the information era that personalized customers and focused on their retention. By the year 2000, communication mediums have changed, which enabled companies to know more about the customers, thus allowing them to target and customize their offering (van Eeden, 2000). Figure 3 describes diagrammatically the evolution.

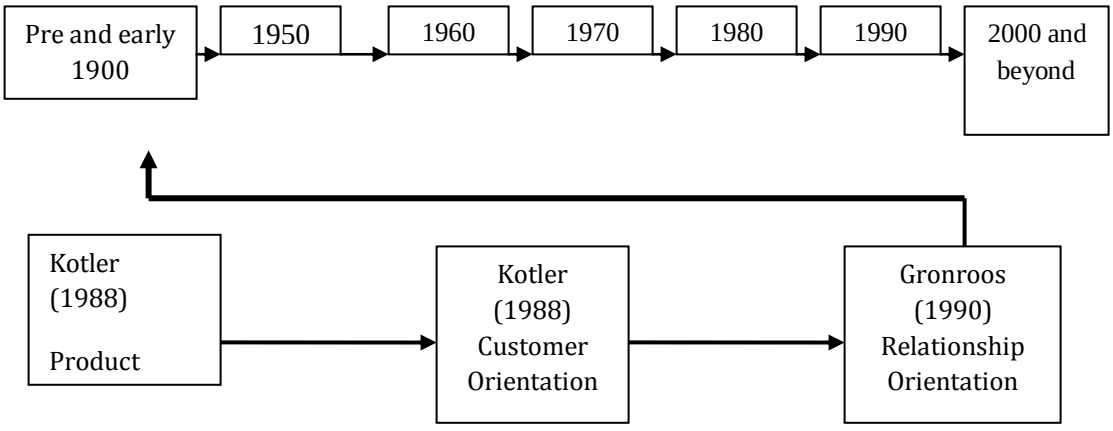


Figure 3. The evolution towards relationship marketing (Adapted from: Callaghan and Shaw, 2001)

The relationship philosophy begins with contact management, whereby companies provide contact channels to allow two way communications. Sales Force Automation (SFA) evolved out of contact management and includes activities such as opportunity and account management (CRM Community, 2002). Customer Relationship Management is the next evolution of thought and it has evolved out of SFA (Zaayman, 2003). Sales people were not the only people interacting with customers and the technology was extended to the entire company, including field service groups, the marketing organization, the billing department and help desk (Brunjes & Roderick, 2002). The eras of marketing development show the interest of relationship toward their customers not only for selling purposes. At this stage marketing organizations' focus and directions is on relationship marketing. CRM is an attractive IT and IS areas for research because of its relative novelty and exploding growth (Ngai, 2003). Previously, the focuses of CRM are on the three major functional areas such as marketing, sales and service support (Kincaid, 2003; West, 2001; Xu et al., 2002). However, CRM was born from relationship marketing, and is simply the practical application of long standing relationship marketing principles that have existed since the dawn of business itself (Gummesson, 2004). Therefore, the present study chooses CRM from the concept of marketing since the aim is to satisfy, retain, and create word of mouth and loyal customer towards the brands.

Conceptual Definitions of Customer Relationship Management (CRM)

Many authors agree that there is no unified definition of CRM. The term has been defined in different ways, with no clear consensus, but there are two approaches to define CRM i.e. from the perspective of management and information technology approach. When the focus of CRM is on management approach, some authors refer CRM as an integrated approach to identifying, acquiring, and retaining customer (Ellatif, 2008). CRM on information technology approach is referred as the tools or system design to support the relationship strategies activities such as identifying, acquiring, and retaining customer (Chen and Popovich, 2003). According to Parvatiyar and Sheth (2001), customer relationship management is a comprehensive strategy and process of acquiring, retaining, and collaborating with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization, to achieve greater efficiencies and effectiveness in delivering customer value.

However, the Gartner group has defined it a step further. They describe CRM as an IT approach where CRM is an IT-enabled business strategy, the outcomes of which are to optimize profitability, revenue and customer satisfaction by organizing around customer segments, fostering customer-satisfying behaviors and implementing customer-centric processes. In comparison with the previous definition, CRM is not postulated as a process but instead as business strategy that uses IT. The intention that organizations have in mind for CRM is made explicit: on the one hand, the goal is to increase revenue and profit, on the other, it is to improve customer satisfaction (Peelen, 2005). Brunjes and Roderick (2002) provide another definition of CRM which focuses more on value creation. They consider CRM as ongoing process of identifying and creating new value with individual customers, and then sharing the benefits from this value over a lifetime. It involves the understanding and focused management of ongoing collaboration between an organization and its selected customers for mutual value creation and then sharing this value through interdependence and organizational alignment. Oaks (2003) provides support by adding that CRM is the infrastructure that enables the explanation of and increase in customer value and the collection of means with which to motivate customers to remain loyal and to purchase again.

Even though there seems to be lack of consensus of what constitutes CRM, most researchers and practitioners agree that CRM is a business strategy that applies the technology to tie together all aspects of a company's business to build long-term customer relationship and customer loyalty. In other words, CRM is said to be effective when it is able to achieve some intended goals. In this context, Kim et al. (2004) define CRM performance as the amount of improvement that retailers achieve in customer relationship strength, sales effectiveness, and marketing efficiency after implementing CRM technology. Their definition is more focused on the activities to establish the relationship for the purposes of organization profit and not for the purposes of customer benefit. Finally, by combining the previous definitions, the researcher defines CRM as a comprehensive business and marketing strategy that integrates people, process, technology and all business

activities for attracting and retaining customers to reduce costs and increase profitability that end with customer decision to be loyal to the services.

CRM helps business use technology and human recourses to gain insight into the behavior of customer and the value of those customers. The process can effectively provide better customer service, make call centers more efficient, cross sell products more efficiently, help sales people to be close and deal faster with customers complaints, simplify marketing and processes, discover new customers and increase customer revenues (Ellatif, 2008). CRM develops from the traditional CRM approach, and then it was supported by the existing of technology tools, such as Internet, website, and wireless into the e-commerce applications of the overall organization. Some advantages of technology support on CRM exist when the organization considers using a CRM technology to improve service interaction marketing, such as quick service/response time, two-way interactive service relationships, and the ability to supply service for customers from many locations at any time (Pan & Lee, 2003). Because CRM is built to improve long-term relationships between customers and service providers, companies implementing CRM programs can effectively manage customer interactions using these technologies and channels without human contact at all, or minimum levels of human intermediation on the supplier side (Anon, 2002).

The primary goal of CRM is to increase incomes and profits while reducing costs. To reach this goal, the customer needs to increase his/her transactional dealings with the company. If transactions are made more convenient, useful and less expensive for the customer, it is likely that such customer will give the company repeat business (Maheshwari, 2001). Satisfaction is considered to be an immediate goal of CRM. It is assumed to determine the medium-term goals (e.g., customer retention and loyalty) and subsequently firm performance (Khalifa & Shen, 2005). CRM is designed for people at all levels in business and government who want to develop relationships with customers electronically. Because of that, it is critical to understand the important role that CRM plays within modern marketing organizations. CRM focuses on maintaining profitable relationships with customers through all traditional channels of communication. Jukic, Jukic, Meamber & Nezlek (2002) stress that CRM functions to manage customer interactions at all levels, channels, and media. CRM has attracted the attention of business managers and academic researchers who are interested in increasing repeat business and customer loyalty. Furthermore, maximizing customer satisfaction and reducing complaints are part of the key components of successful CRM performance.

Traditional dimensions of performance measures are usually finance-based. When it comes to CRM, more measures should be related to customer perspective. Customer satisfaction and loyalty is important measure under this consideration. It represents customers' attitudinal and behavioral response toward one or more service and product category over a period of time (Chang et al., 2005). The commitment between the customers and service providers leads to a building of a long relationship that results in the ability of the company to retain its existing customers and increase the value of these customers through transaction between customers and service providers. The relation between CRM performance and customer satisfaction and loyalty has become a critical issue. Feinberg and Kadam (2002) in their study tried to discover relationships between CRM and customer satisfaction/loyalty by determining the presence of CRM features on retail websites and to determine if the number of the features are related to customer satisfaction and whether any of the various CRM features are related to customer satisfaction and loyalty. They found that retailers differ in the presence of the CRM features in which more features of CRM make them more satisfied. Furthermore, the researchers found a positive relationship between the number of CRM features on a website and customer satisfaction. However, not all CRM attributes are related to satisfaction.

It is clear that the relation between the customer and the service providers is become an important issue recently. Customer relationship is the main factor for business success. Therefore, it is only natural that companies and service providers give a greater focus to CRM performance. The focus is more on customers instead of products or services i.e. by focusing customer's needs and wants to achieve customer's satisfaction and loyalty. CRM is all about increasing profitability and this enables businesses to keep customers under control, making them feel they are actually a part of the business progress (Shoniregun, Omoegun, Brown-West & Logvynovskiy, 2004). As a result it will enhance the level of customer satisfaction and loyalty. It is preferable for CRM to be regarded as business strategy which aims at developing long-term mutual profit,

creating personalization relationships based on IT infrastructure to enable it to function optimally (Peelen, 2005). In this context, implementing CRM can provide many benefits for customers and service providers and help to get mutual benefits from both parties. Wang et al. (2004) indicate that several benefits that might be derived from CRM, namely, increased loyalty towards the brand, increased satisfaction, increased retention, and positive word of mouth.

3. Discussion

Measuring performance of CRM is very important for organizations but little research is done to measure this concept. Researchers believe that CRM performance should be measured in terms of customer behaviors since customers are the underlying source of value of for a company and have the potential to increase the future revenue streams (Wang et al., 2004). Sheth et al. (1991) suggested five dimensions of value from the customer's perspective i.e. social, emotional, functional, epistemic, and conditional as providing the best foundation for extending the value construct. Because the primary purpose of CRM is to increase revenue and customer lifetime value, customer behaviors that might bring revenue become strategically important (Bolton, Lemo, & Verhoef, 2004). Traditional dimensions of performance measures are usually finance-based. When it comes to customer relationship management, the measures should be related to customer perspective (Chang et al., 2005). Furthermore, customer loyalty is an important measure under this consideration. It represents customers' preferential, attitudinal, and behavioral response toward one or more brands in a product category over a period of time (Chang et al., 2005). The commitment and loyalty of the customers and the companies lead to a long-lasting relationship (Stone et al., 1996).

In addition to customer loyalty, customer repurchase is another CRM performance dimension. Other dimensions include retention intention, word of mouth, and brand loyalty. On-line retailers, companies and providers have to recognize that when the customer makes first-time purchasers at their sites, such transaction will not necessarily mean that they will become repeat purchasers or satisfied customers because they sometimes never come back, as indicated by a study conducted by the Boston Consulting Group (2000) that found that 65% of on-line customers would never make a second purchase. This fact should alarm firms and service providers about an actual service gap. Therefore proper data regarding customers such as date of purchases and amount of purchases should be recorded properly to monitor CRM performance. In this case, CRM technology should be more advanced and sophisticated to meet the requirement for developing and knowledgeable customers. In a previous study of CRM performance to explore the aspects that are related to CRM technology impact performance across customer lifecycle phases, Greve and Albers (2006) argue that the usage of CRM technology consistently has a strong impact on CRM performance. They propose that the more comprehensive CRM technology and the higher CRM technology usage, the better CRM performance across the phases of the customer lifecycle. This shows that CRM technology has an important impact on the performance of the customer relationship.

CRM performance can also affect other type of performance. Reinartz, Krafft, and Hoyer (2004) discovered a positive relationship between a set of CRM activities and economic performance. Furthermore, Hendricks, Singhal, and Stratman (2007) observed that financial benefits of these implementations yields mixed results. In the case of Enterprise Resources Planning (ERP) systems, they observe some evidence of improvements in profitability. In the implementation of CRM systems, Chatterjee, Pacini & Sambamurthy (2002) found that by providing 112 infrastructural IT investments in technologies the abnormal stock market returns arising anywhere from 0.5% to 0.84%, indicating that the market reacts positively to IT investment announcements. Hitt et al. (2002) analyze a sample of CRM implementations using accounting and stock market based performance measures. They find evidence of improved financial performance during implementation, but are unable to estimate the long-run impact of systems due to a lack of post-implementation data at the time they conducted their study. Greve and Albers (2006) propose three phases of CRM performance: initiation, maintenance, and retention. They found a positive relationship between CRM technology, CRM technology usage and CRM performance. They conclude that CRM technology has a positive influence on all phases in CRM performance. Chang et al. (2005) investigated CRM performance influence in service sectors in Taiwan from the viewpoints of customers. Their finding shows that customer satisfaction was the main reasons for service companies to retain in their services package. A study by Reinartz et al. (2004) provides further

support for the claim that the CRM approach can improve company performance. Despite the insights provided by previous studies on CRM performance, the most recent CRM performance studies only investigated marketing performance of company from customer behaviors perspective since it is more practical (Chang et al., 2005; Wang et al., 2004). Because customers are the very focus in CRM, its performance will therefore be customer based. Customer retention, repurchase, cross buying, word of mouth, customer satisfaction, and brand loyalty are main indicators of CRM performance (Wang et al., 2004).

4. Implications and Conclusion

The evolutions that bring CRM as a business strategy is deniable. The researchers and academician has contributes more towards the establishment of marketing strategies in order to support market players capturing a dynamic market environment. This paper highlights step by step changing in marketing strategies from the original production base than move to transaction and lastly relationship orientation. The changes in the marketer focus are in line to the customer demand trend, the increasing numbers of market players, technology support and open market mechanism that build the marketing environment. Even CRM strategies facilitate technology as the core success, the principle of marketing to ensure customer satisfaction; brand loyalty and repeat purchase intention still become a main focus. Therefore, CRM performance is come from the evolution of marketing which represent marketer strategies to fulfill market growth instead of customer needs and profitability. In short, CRM performance ensures mutual benefit between customer and marketer; customers can capture product and service benefit and marketers can grab the profit.

References

Adamson, I., Chan, K. M., & Handford, D. (2003): Relationship marketing: Customer commitment and trust as strategy for the smaller Hong Kong corporate banking sector, *International Journal of Bank Marketing*, *21*:347-358.

Anon, (2002): Unraveling E-CRM, *CRM Market Watch*, 28(8): 12-13.

Bansal, M. K. (2004): Optimizing value and quality in general practice within the primary health care sector through relationship marketing: A conceptual framework, *International Journal of Health Care Quality Assurance*, 17(4):180-188.

Baumeister, H. (2002): Using XP to develop a CRM framework. In XP2002. 3rd International Conference on extreme Programming and Flexible Processes in Software Engineering. www.xp2002.org.

Berry, L. L. (2002): Commentary on relationship marketing, Journal of Relationship Marketing, 1(1):71-77.

Bolton, R. N. Lemon, K.N. and Verhoef, P. C. (2004): The theoretical underpinnings of Customer Asset Management: A Framework and Propositions for Future Research, *Journal of the Academy of Marketing Sciences*, 32(3): 271-292.

Boston Consulting Group. (2000): Mobile commerce: Winning the on-air consumer. Retrieved on March 25, 2007, from:http://www.bcg.com/publications/files/M-Commerce_Nov_2000_Summary.pdf

Brunjes, B., & Roderick, R. (2002): Customer relationship management: Why it does and does not work in South Africa. Paper presented at IMM Marketing Educators Conference, South African University: 9.

Callaghan, M., & Shaw, R. (2001): Relationship orientation: Towards an antecedent model of trust in marketing relationship. In S. Chetty & B. Collins (Eds.), Proceedings of the Australian and New Zealand Marketing Academy Conference: 1-9, Massey University, Auckland, NZ.

Where Are Small and Medium-sized E-business Going with CRM?, Retrieved from http://www.marketingfind.com/articles/ as on 31 December 2010.

Chang, T. M., Liao, L. L., & Hsiao, W. F. (2005): An empirical study on the e-CRM performance influence model for service sectors in Taiwan. IEEE International Conference on e-Technology, e-Commerce and e-Service, 1:240-245.

Chaston, I., & Mangles, T. (2003): Relationship marketing in online business-to-business markets: A pilot investigation of small UK manufacturing firms, *European Journal of Marketing*, 37(5/6): 753-773

Chatterjee, D., Pacini, C., Sambamurthy, V., (2002): Stock market reactions to IT infrastructure investments: an event study analysis, *Journal of Management Information Systems* 19 (2): 7–42.

Chen, I. J., & Popovich, K. (2003): Understanding CRM: People, process and technology, *Business Process Management Journal*, 9(5), 672-688.

Christopher, M., Payne, A., & Ballantyne, D. (1991): Relationship marketing, bringing quality, customer service and marketing together. Oxford: Butterworth-Heinemann.

Connolly, P. J. & Yager, T. (2001): Can CRM win and retail loyal, repeat customer? *InfoWorld*, 23(16): 58

Cravens, D. W., & Piercy, N. F. (1994): Relationship marketing and collaborative networks in service organizations, *International Journal of Service Industry Management*, 5(5): 39-53

CRM Community (2002): CRM Community Library Fundamentals.

Ellatif, M. M. A. (2008): A Cluster Technique to Evaluate Effect of ECRM on Customers' Satisfaction of E-Commerce Websites. Retrieved. Jan 20, 2008 from http://ssrn.com/abstract=1128802

Feinberg, R., & Kadam, R. (2002): E-CRM Web service attributes as determinants of customer satisfaction with retail Web sites, *International Journal of Service Industry Management,* 13(5): 432-451.

Greve, G. & Albers, S. (2006): Determinants of performance in customer relationship management: assessing the technology usage-performance link. Paper presented at the 39th Hawaii International Conference on System Sciences, Hawaii.

Gronroos, C. (1990): Service Management and Marketing. Managing Moments of Truth in Service Competition, Lexington, MA: Lexington Books.

Grönroos, C. (1994): The marketing strategy continuum: Towards a marketing concept for the 1990s, *Management Decision*,29: 7-13.

Gronroos, C. (1996): Relationship Marketing Logic. *Asia-Australia Marketing Journal*, 4(1): 7-18

Gruen, T. W. (1997): Relationship marketing: the route to marketing efficiency and effectiveness, *Business Horizon*:32-38.

Gummesson, E. (2004): Return on relationships (ROR): The value of relationship marketing and CRM in business-to-business contexts, *The Journal of Business and Industrial Marketing,* 19(2): 136-148

Hendricks, K. B., Singhal, V.R., Stratman, J.K (2007): The impact of enterprise systems on corporate performance: A study of ERP, SCM, and CRM system implementations. *Journal of Operations Management*, Vol. 25: 65–82

Hitt, L. M. and Frei, F. X., (2002): Do better customers utilize electronic distribution channels? The case of PC banking, *Management Science,* 48(6):732-748

http://www.iconocast.com/issue/2000050402.html (accessed 5 May 2007)

Wu, I. L. and Wu, K. W. (2005): A hybrid technology acceptance approach for exploring e-CRM adoption in organizations, *Behaviour & Information Technology*, 24(4), 303 – 316

Jackson, B. B. (1985): Build customer relationships that last. *Harvard Business Review*, Nov-Dec, 120-128.

Jukic, N., Jukic, B., Meamber, L. A., & Nezlek, G. (2002): Implementing polyinstantiation as a strategy for electronic commerce customer relationship management, *International Journal of Electronic Commerce in Organizations*, 7(2): 9-30.

Khalifa, M., & Shen, N. (2005): Effects of electronic customer relationship management on customer satisfaction: A temporal model. In the 38th Annual Hawaii International Conference on System Sciences, Hawaii, USA: 171a

Khalili, M. M. R. (2005): Market Orientation, relationship Marketing Environmental Factors And Business Performance: A Study In Malaysian Services Organizations Unpublished PhD Research Universiti Sains Malaysia.

Kim, W. G., & Cha, Y. (2002): Antecedents and consequences of relationship quality in hotel industry, *International Journal of Hospitality Management*, 21: 321-338

Kim, J. W., Choi, J., Qualls, W., & Park, J. (2004): The impact of CRM on firm-and relationship-level performance in distribution networks, *Communication of the Association for Information Systems*, 14: 632-652.

Kincaid, J. W. (2003): Customer relationship management. New Jersey, NJ: Prentice Hall.

Kotler, P. (1988): Marketing Management: Analysis, Planning and Control. (6th ed.). Englewood Cliffs, NJ: Prentice-Hall International.

Kotler, P. (1997): Marketing management: Analysis, planning, implementation, and control (9th ed), Englewood Cliffs, NJ: Prentice Hall International.

Kumar, V., Bohling, T. R., & Ladda, R. N. (2003): Antecedents and consequences of relationship intention: Implications for transaction and relationship marketing, *Industrial Marketing Management*, 32: 667-676.

MacMillan, K., Money, K., Money, A., & Downing, S. (2004): Relationship marketing in the not-for-profit sector: An extension and application of the commitment-trust theory, *Journal of Business Research*, 8:38-43

Maheshwari, A. (2001): Add 'E' for Efficiency, Computers Today. Aug 1 – 15. [Online] Internet: http://www.india-today.com (accessed 21 May 2007)."

Min, S., & Mentzer, J. T. (2000): The role of marketing in supply chain management, International *Journal of Physical Distribution and Logistics,* 30(9):765-787

Ngai, E. W. T. (2003): Internet Marketing Research (1987-2000): A Literature Review and Classification. European Journal of Marketing, 37(1/2): 24-49

Oaks, S. (2003): What is CRM? A Primer on Customer Relationship Management, Baseline Consulting Group Inc.www.baseline-consulting.com

Palmer, J. W. (2002): Web site usability, design, and performance metrics, *Information Systems Research*, 13 (2): 151-167

Pan, S., & Lee, J. N. (2003): Using e-CRM for a unified view of the customer, Communications of ACM, 46(4): 95-99.

Parvatiyar, A., & Sheth, J. N. (2001): Customer relationship management: Emerging practice, process, and discipline, *Journal of Economic and Social Research*, 3: 1-34

Peelen, E. (2005): Customer Relationship Management, Prentice Hall, Pearson Education Benelux BV, Amsterdam.

Pheng, L. S. (1999): The extension of construction partnering for relationship marketing, *Marketing Intelligence & Planning* 17(3): 155 – 162.

Priluck, R. (2003): Relationship marketing can mitigate product and service failures. *Journal of Services Marketing,* 17(1): 37-52.

Rao, S., & Perry, C. (2002): Thinking about relationship marketing: Where are we now? *Journal of Business & Industrial Marketing*, 17(7): 598-614.
Rashid, T. (2003): Case study: Relationship marketing - Case studies of personal experiences of eating out, *British Food Journal*, 105(10): 742-750.
Reinartz, W., Krafft, M., & Hoyer, W. D. (2004): The customer relationship management process: Its measurement and impact on performance, *Journal of Marketing Research*, 41(3): 293-305.
Roslin, R. M., & Melewar, T. C. (2004): Linking practices reflective of "Asian values" and relationship marketing in the grocery distribution channels in Malaysia, *International Journal of Retail and Distribution Management,* 32(1): 33-44.
Rowly, J. (2004): Partnering paradigms? Knowledge management and relationship marketing, *Industrial Management and Data Systems,* 104(2): 149-157
Singh, R. (2003): Developing relationship marketing with customers: a Scandinavian perspective, *Library Management*, 24(1/2): 34-43
Ryals, L., & Knox, S. (2001): Cross-functional issues in the implementation of relationship marketing through customer relationship management, *European Management Journal,* 19(5): 534-542
Sheth, J. N., & Shah, R. H. (2003): Till death do us part…but not always: Six antecedents to a customer's relational preference in buyer-seller exchanges?, *Industrial Marketing Management,* 32: 676-631
Sheth, J. N., Newman, B. I., & Gross, B. L. (1991): Consumption values and market choice. Cincinnati, OH: South Western Publishing.
Sheth, J. N. (2002): The future of relationship marketing, *Journal of Services Marketing*, 16(7):590-592
Shoniregun, C. A., Omoegun, A., Brown-West, D., & Logvynovskiy, O. (2004): Can e-CRM and Trust improve e-C customer base? Paper presented at the IEEE International Conference on E-Commerce Technology, (2004), July, San Diego, California, USA.
Silverstein, B. (2000): Internet Marketing for Information Technology Companies. Gulf Breege, FL: Maximum Press.
Sin, L. Y. M., Tse, A. C. B., Yau, O. H. M., Lee, J. S. Y. and Chow, R. (2002): The effect of relationship marketing orientation on business performance in a service-oriented economy, *Journal of Services Marketing*, 16(7):656-76.
Singh, R. (2003): Developing relationship marketing with customers: a Scandinavian perspective *Library Managemen*t, 24(1/2): 34-43.
Stone, M., Woodcock, N., and Wilson, M.(1996): Managing the Change from Marketing Planning to Customer Relationship Management, *Long Range Planning*; 29(5): 675-683.
Storbacka, K., Strandvik, T., & Gronroos, C. (1994): Managing customer relationships for profit: The dynamics of relationship quality, *International Journal of Service Industry Management*, 5: 21-38.
Styles, C., & Ambler, T. (2003): The coexistence of transaction and relational marketing: insights from the Chinese business context, *Industrial Marketing Management*, 763-773.
Tomer, J. F. (1998): Beyond transaction markets toward relationship: marketing in the human firm: a socio-economic model, *The Journal of Socio-Economics*, 27(2):207-228
Van Eeden, E. (2000): Current issues in managing customer relationships. Rand Afrikaans University, Johannesburg.
Venkataramana, V. & Somayajulu, G. (2002): Customer relationship management: a key to corporate success, New Delhi: Excel Books.
Wang, Y., Lo, H. P., Chi, R., & Yang, Y. (2004): An integrated framework for customer value and customer-relationship management performance: A customer-based perspective from China, *Managing Service Quality*, 14, 169-182.
Webster, F. E. (1992): The changing role of marketing in the corporation, *Journal of Marketing*, 56(9) 1-17
West, J. (2001): Customer relationship management and you, IIE Solutions, 33 (4):34-7
Williams, M. R. (1998): The influence of salesperson' customer orientation on buyer-seller relationship development, *Journal of Business and Industrial Marketing,* 13(3): 271-287
Xu, Y., Yen, D. C., Lin, B., & Chou, D. C. (2002): Adopting customer relationship management technology, *Industrial Management & Data Systems*, 102(8): 442-452
Zaayman, P. (2003): Functional requirements of e-CRM solutions for the South African SME sector. Unpublished doctoral thesis, Rand Afrikaans University, Johannesburg