



Relationship marketing research (1994-2006)

An academic literature review and classification

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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 Kassirjian 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.

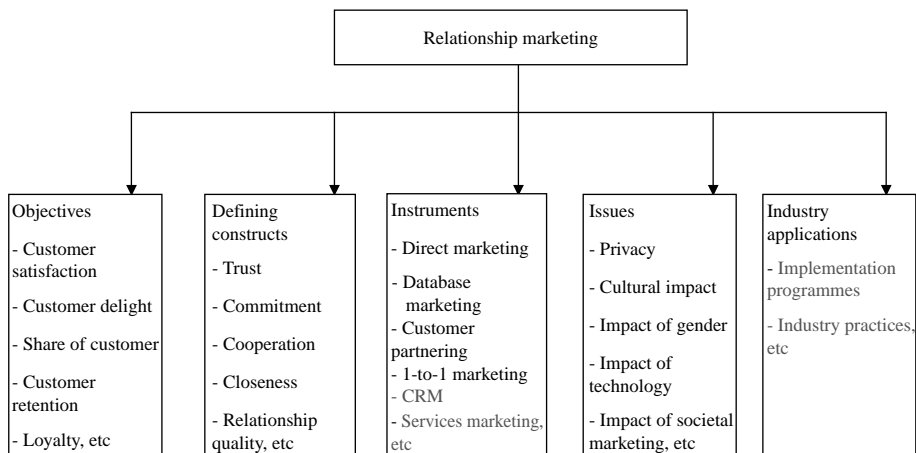


Figure 1.
Classification
of RM literature

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 <i>et al.</i> (2002), Bennett and Rundle-Thiele (2004), Clark (2002), Colgate <i>et al.</i> (1996), Dawes and Swailes (1999), Farquhar (2004), Gronroos (1997), Gummesson (1994), Kim <i>et al.</i> (2005), Lam and Buton (2006), Liljander and Roos (2002), Ndubisi and Wah (2005), Payne (1994), Rowley (2003), Stewart (1998), van Kenhove <i>et al.</i> (2003) and Zins (2001)
Defining constructs (underlying constructs of RM)	Adamson <i>et al.</i> (2003), Akerlund (2005), Barnes (2003), Barnes and Howlett (1998), Bennett and Barkensjo (2005), Bejou and Palmer (1998), Bejou and Palmer (1998), Blois (1996), Brown <i>et al.</i> (1996), Casielles <i>et al.</i> (2005), Ching <i>et al.</i> (2004), Durvasula <i>et al.</i> (2000), Eggert and Ulaga (2002), Emmelhainz and Kavan (1999), Fullerton (2005), Gremler <i>et al.</i> (2001), Gronroos (2004), Guenzi and Pelloni (2004), Gummesson (1994), Harker (1999), Harker (2004), Henry (1994), Herington <i>et al.</i> (2006), Hoekstra <i>et al.</i> (1999), Javalgi <i>et al.</i> (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 <i>et al.</i> (2000), Paulin <i>et al.</i> (2000), Pitta <i>et al.</i> (2004), Priluck (2003), Ravald and Gronroos (1996), Rich (2000), Rosen and Surprenant (1998), Ryals (2003), Selnes (1998), Schultz and Good (2000), Scullin <i>et al.</i> (2004), Shemwell <i>et al.</i> (1994), Sin <i>et al.</i> (2002), Ryals and Knox (2005), Starkey <i>et al.</i> (2002), Storbacka <i>et al.</i> (1994), Szmigin and Bourne (1998), Taylor and Hunter (2002), Tuominen and Kettunen (2003), Ulaga and Eggert (2006), Vazquez <i>et al.</i> (2005), Wang <i>et al.</i> (2004), Williams (1998), Wong and Sohal (2002), Wong and Sohal (2003), Wray <i>et al.</i> (1994) and Yau <i>et al.</i> (2000)
Instruments (tools of RM)	Bathie and Sarkar (2002), Baxter <i>et al.</i> (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 <i>et al.</i> (2005), Geissler (2001), Horne and Worthington (2002), Kapoulas <i>et al.</i> (2002), Kracklauer <i>et al.</i> (2001), Law <i>et al.</i> (2003), Lee-Kelley and Gilbert (2003), Legarreta and Miguel (2004), Light (2003), Lindgreen <i>et al.</i> (2000, 2004), Luck and Lancaster (2003), McIlroy and Barnett (2000), Milland (2003), Millman and Wilson (1995, 1996), Murphy <i>et al.</i> (2005), Murphy and Wang (2006), O'Leary <i>et al.</i> (2004), Park and Kim (2003), Peppers and Rogers (1995), Pheng (1999), Pitta (1998), Pitta <i>et al.</i> (2003), Romano and Jermestad (2003), Spencer (1999), Sigala (2006), Uncles <i>et al.</i> (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 <i>et al.</i> (2003), Aijo (1996), Archer and Yuan (2000), Barnes <i>et al.</i> (2004), Becker <i>et al.</i> (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
Industry applications (implementation of RM)	Day and Hubbard (2003), Evans (2003), Farquhar (2003), Fitchett and McDonagh (2000), Gebert <i>et al.</i> (2003), Gurau <i>et al.</i> (2003), Harness and Harness (2004), Harris and Marandi (2002), Harwood and Garry (2006), Helm <i>et al.</i> (2006), Hibbard <i>et al.</i> (2001), Hunt <i>et al.</i> (2006), Jain (2005), Javagi <i>et al.</i> (2005), Kamakura <i>et al.</i> (2005), Kates (2002), Kotorov (2003), Lavender (2004), Leverin and Liljander (2006), Li <i>et al.</i> (2002), Long <i>et al.</i> (1999), McCarthy and Fram (2000), Meyer and Kolbe (2005), Mitussis <i>et al.</i> (2006), Ngai (2005), Novicevic <i>et al.</i> (2006), O'Malley and Mitussis (2002), Palmer <i>et al.</i> (2005), Patterson and Smith (2001), Piercy (1998), Plakoyiannaki and Saren (2006), Pries and Stone (2004), Rao and Perry (2002), Rashid (2003), Robinson <i>et al.</i> (2005), Rowe and Barnes (1998), Rowley (2004), Sheth (2002), So and Speece (2000), Sin <i>et al.</i> (2005), Srirojanant and Thirkell (1998), Szmigin <i>et al.</i> (2005), Verhoef and Langerak (2002), Xu <i>et al.</i> (2002), Zeng (2003), Zineldin (1999), Zineldin (2000), and Zineldin (2005) 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 <i>et al.</i> (2005), Gilbert and Choi (2003), Horn <i>et al.</i> (2005), Izquierdo <i>et al.</i> (2005), Lin and Su (2003), Lindgreen (2004), Lindgreen and Antioco (2005), Lindgreen and Crawford (1999), Pels <i>et al.</i> (2004), Pheng and Gracia (2002), Ryals and Payne (2001), Seeman and O'Hara (2006), Singh (2003), Stefanou <i>et al.</i> (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)

Table II.
Distribution of research papers by category and period

Note: Values in parentheses are in percentage

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.

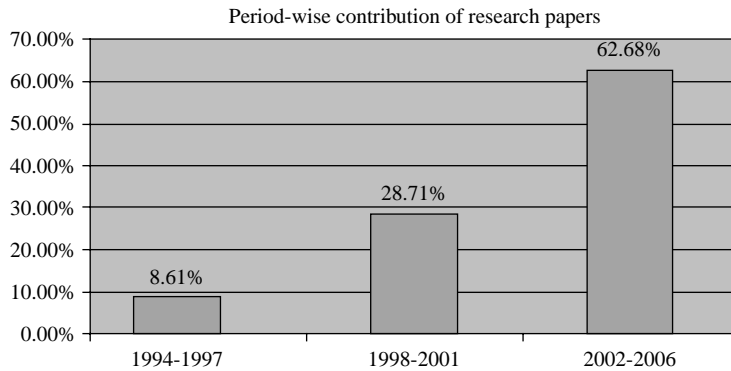


Figure 2.
Period-wise contribution
of research papers

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:

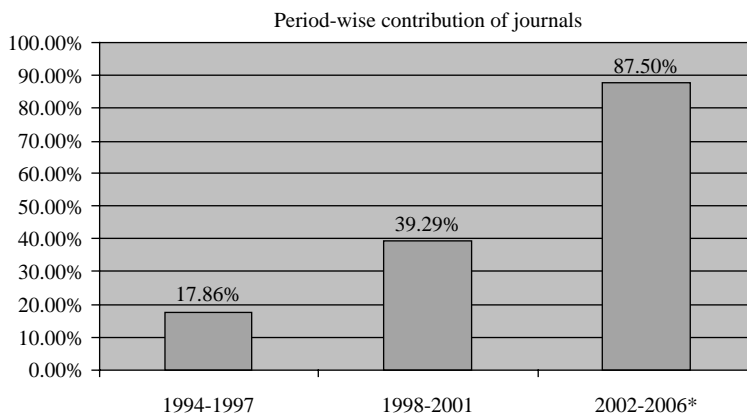


Figure 3.
Period-wise contribution
of journals

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

Table III.
Distribution of research
papers by journal
and period

(continued)

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

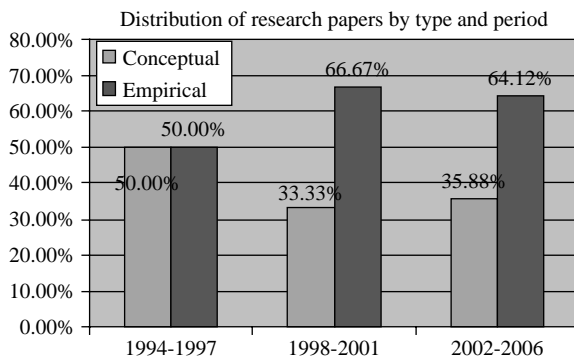


Figure 4.
Distribution of research papers by type and period

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 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.

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

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		

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		1998-2001		2002-2006		Total	
	Nos	%	Nos	%	Nos	%	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
Qualitative research	1	11.11	6	15.00	17	20.24	24	18.05
Experimental research	1	11.11	1	2.50	1	1.19	3	2.26
Secondary data research	0	0.00	0	0.00	3	3.57	3	2.26
Total	9	100.00	40	100.00	84	100.00	133	100.00

Table VI.
Distribution of empirical research papers by research method and period

Sampling method	1994-1997		1998-2001		2002-2006		Total	
	Nos	%	Nos	%	Nos	%	Nos	%
Probability sampling	2	40.00	15	55.56	18	40.00	35	45.45
Non-probability sampling	3	60.00	12	44.44	25	55.56	40	51.95
Census	0	0.00	0	0.00	2	4.44	2	2.60
Total	5	100.00	27	100.00	45	100.00	77	100.00

Table VII.
Distribution of survey research papers by 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.

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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

Table AI.
Roster of field projects

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Abbratt and Russel (1999)	Private banking	South Africa	118	High net-worth consumers	Non-probability	Mail survey	Survey research	Mann Whitney <i>U</i> test; factor analysis
Adamson <i>et al.</i> (2003)	Corporate banking	China	133	Companies	Prob.	Mail survey	Survey research	Regression, Pearson correlation
Ahmad and Butt (2002a)	Banking	UK			NA	Interviews, observ., documents	Case study	Use of narratives
Ahmad and Butt (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 <i>et al.</i> (2004)	Consultancy	UK	93	Employees	Non-prob.	Internet survey	Survey research	Percentage
Behara <i>et al.</i> (2002)	Power-tools	USA	433	End-users	Non-prob.	Mail survey	Survey research	Factor, regression analysis

(continued)

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 <i>et al.</i> (1996)	Retailing	USA	424	Student-consumers	Non-prob.	Scenarios, projective technique	Experiment	ANOVA, <i>t</i> -test
Bull (2003)	Manufacturing	UK			NA	Interviews, observ., documents	Case study	Use of narratives
Casielles <i>et al.</i> (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.

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, <i>t</i> -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 <i>et al.</i> (1996)	Banking	Ireland	922	Student-consumers	Prob.	Mail survey	Survey research	Percentage, Mean
Cooper <i>et al.</i> (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 Swaites (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 <i>et al.</i> (2000)	Ocean shipping	Singapore	221	Shipping managers	Prob.	Mail survey	Survey research	Mean, percentage, <i>t</i> -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
Ferguson and Hlavinka (2006)	Retailing	UK			NA	Interviews, documents	Case study	Whitney <i>U</i> test
Foster and Cadogan (2000)	Office equipment	New Zealand	101	Business buyers	Prob.	Mail survey	Survey research	Use of narratives
Fullerton (2005)	Banking, telecom, retailing	Canada	634	Consumers	Non-prob.	Personal interview	Survey research	Multiple regression analysis
Gebert <i>et al.</i> (2003)	Financial services	Not specific			NA	Interviews, observ., documents	Action research	SEM
Geddie <i>et al.</i> (2005)	Hospitality	Not specific	77	RM literature	Non-prob.	Literature review	Qualitative research	Use of narratives
Geissler (2001)	Not specific	Not specific	50	Web site designers	Non-prob.	Depth interviews	Qualitative research	Frequency count
Gilbert and Choi (2003)	Banking	China	90	Managers	Prob.	Mail survey	Survey research	Use of narratives

(continued)

Table AI.

Table AI.

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Gremier <i>et al.</i> (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 <i>et al.</i> (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
Herrington <i>et al.</i> (2006)	NA	NA	15	Practitioner literature	Non-prob.	Literature review	Qualitative research	Use of narratives
Hibbard <i>et al.</i> (2001)	Automobile	USA	699	Dealers	Prob.	Mail survey	Survey research	Simple linear/multiple regression analysis
Horn <i>et al.</i> (2005)	Not specific	USA	200	Consumer contact executives	Non-prob.	Internet survey	Survey research	Factor analysis, Regression analysis
Izquierdo <i>et al.</i> (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 <i>et al.</i> (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 <i>et al.</i> (2005)	Online gaming	South Korea		Secondary data	NA	NA	Secondary data research	Markov process
Lam and Button (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 Lijander (2006)	Banking	Finland	319	Consumers	Prob.	Mail survey	Survey research	<i>t</i> -test, regression analysis
Li <i>et al.</i> (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
Lijander 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)

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 Antioch (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 <i>et al.</i> (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 <i>et al.</i> (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 <i>U</i> 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 <i>et al.</i> (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
O'Leary <i>et al.</i> (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 <i>et al.</i> (2000)	Banking	France	100	Executives	Prob.	Mail survey	Survey research	Multiple regression analysis, <i>t</i> -test, mean
Pels <i>et al.</i> (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 A1.

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
Prluck (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, <i>t</i> -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 <i>et al.</i> (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 <i>et al.</i> (2002)	Service sectors	China	279	Marketing directors/managers	Prob.	Mail survey	Survey research	multiple regression analysis
Sin <i>et al.</i> (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 <i>et al.</i> (2002)	Financial services, lube, automobile	Malaysia	34	Senior executives	Non-prob.	Mail survey	Survey research	Mean, Standard deviation
Stefanou <i>et al.</i> (2003)	Not specific	Greece	162	Large companies (revenue-based)	Non-prob.	Mail survey	Survey research	Percentage, 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
Ulag and Eggert (2006)	Manufacturing	USA	400	Purchasing managers	Prob.	Mail survey	Survey research	Partial least square method, Regression analysis

(continued)

Table AI.

Author (year)	Industry	Country	Sample size	Sampling unit	Sampling method	Data collection method	Research method	Analysis
Van Kenhove <i>et al.</i> (2003)	Retailing	Belgium	359	Shoppers	Non-prob.	Consumer panel	Panel research	MANCOVA, correlation analysis
Vazquez <i>et al.</i> (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 <i>et al.</i> (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 Sohail (2002)	Retailing	Australia	1,261	Shoppers	Non-prob.	Personal interview	Survey research	Regression, χ^2 , Pearson's correlation
Wong and Sohail (2003)	Retailing	Australia	18	Shoppers	Non-prob.	FGs	Qualitative research	Themes and patterns
Wray <i>et al.</i> (1994)	Financial services	USA	564	Consumers	Prob.	Telephone survey	Survey research	ANOVA, rank transformation
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 <i>et al.</i> (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, <i>t</i> -Test

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

Table AI.