

**CLIENT RELATIONSHIP MARKETING PRACTICES:
AN EXPLORATORY STUDY OF STONE MINING
INDUSTRY BETWEEN B2B AND B2C**



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Thematic paper
entitled
**CLIENT RELATIONSHIP MARKETING PRACTICES:
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ABSTRACT

This research studies the customer relationship development and management practices of firms in Thailand's limestone industry. This industry is relatively small (194 firms as of 2014), and primarily consists of small and medium enterprises (SMEs) serving various markets. The research objective was to understand how firms applied customer relationship management (CRM) strategies and the approaches they used to gain and maintain customers. The study used a qualitative, interview-based methodology. Nine business owners were interviewed. The interviewees represented three types of businesses, including limestone mines, business-to-business (B2B) sellers, and business-to-consumer (B2C) sellers. The findings showed that the CRM process for firms in this industry are generally consistent with the relationship development process model proposed by Dwyer, et al. (1987). In the pre-relationship stage, the firm invests relatively little in individual relationships with customers. Instead, they use a broader strategy, providing in-depth information about their products and services to all potential customers. During the exploratory stage, when customers are making initial purchases, they continue to provide information and engage in bargaining or negotiation. During the expansion stage, firms focus on encouraging customer satisfaction and loyalty by continually providing customer service quality and product quality, as well as seeking out solutions for customers. Finally, during the stable stage, firms focus on individual firm-customer relationships. This stage involves building personal relationships of trust and commitment through social and professional interactions. The implication of this study is that the Thai limestone industry does follow a standard relationship development process model for CRM.

KEY WORDS: Client Relationship Marketing / B2B / B2C / Stone Mining

44 pages

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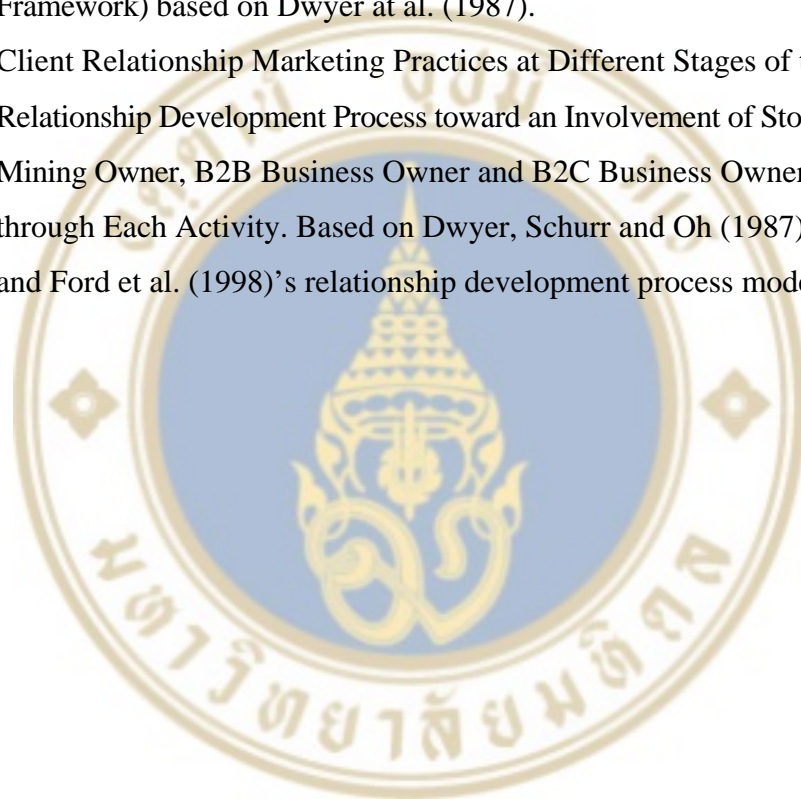
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CHAPTER I

INTRODUCTION

Recently, Thailand's economy were decreased 0.9% in 2014 and is expected to slightly increase in 2015-2017 (Worldbank.org, 2015). Due to the economic recession in this year, we need to help to maintain our business by using a marketing strategy. The objective of using marketing strategy is to answer the needs and wants of customers with the solution of product and services which has an important competitive advantages. However, the improvement of marketing strategy is one part of the firm's corporate strategy. *"Strategy may be defined as direction and scope of an organization over a long term which achieves advantages for the organization through its configuration of resources within a changing environment in order to fulfill stakeholder expectations"* (Viardot, 2004). Today, there are many competitive in every business field. Therefore, marketing strategy is one of the significant tactic to keep the business survive.

During the mid-twentieth century, the large scale of production techniques and mass marketing changed the competitive prospect by rising merchandise availability for customers. However, buying process that let the seller and buyer to spend more time in order to get to know more about each other which was the basically changed. Consumer confused their uniqueness, as they came to be an "account number" and sellers also puzzled about their client's individual needs as the market had so many choices of goods and services. Lately, many business firms are competing to develop their relationship to customers in order to strengthen long term client loyalty (Chen and Popovich, 2003).

Relationship Marketing showed up in the 1980s as an alternate choice for the normal viewpoint of advancing as a course of action of trades, because of the way that it was seen that various exchanges, particularly in the administration business field, were associated by nature. Relationship marketing as needs be goes for extending customer's advantage while giving better administrations for customers. Relationship Marketing will not really incite more grounded client affiliations; rather, clients will indicate different levels of relationship closeness and quality. Recollecting the completed

goal to be drawing in, relationship marketing routines ought to improve clients' reasonable central purposes of tuning in seeing some person (Leverin and Liljander, 2006).

Based on the statistic of Limestone (industrial rock construction) in Thailand, there are 194 mines in 2014s (M-society.go.th, 2015) which shown a large number of competitive in this business market, thus, the material that its business using is limited and also the cost of investment is high. Consequently, it is very easy to exit from this business field if your internal competency is not strong enough, even though, this business can make so much profit for entrepreneur, on the other hand, there are many expenses that you need to be concerned, if you want to survive in this market. For another thing, this business is one kind of Small and Medium Enterprises, so the working process is not fully as perfect as the big company. Everything is controlled by business owner. Hence, customer relationship is one of the main key factor for it business market. Therefore, Client Relationship Marketing Practices is one of the marketing tool that researcher aim to use to develop it business. As the type of the business is dealing with business-to-business (B2B) and business-to-customer (B2C), hence, the objective of this study is to identify the client relationship by using client relationship procedure development model in order to develop customer relationship and to understand how business owner involves with the process of client relationship marketing.

The study is organized as follow: First the literature review mention to client relationship marketing, type of business which involve with the mining industry, core of client relationship strategy, and relationship development process model. Next the research methodology and research finding. The last part will mention about forward discussions and conclusions together with a summary of implications and suggestions for further research.

CHAPTER II

LITERATURE REVIEW

2.1 Client Relationship Marketing

Client relationship Marketing (CRM) is a business process in which customer connections, client reliability and brand quality are built through marketing methodologies and exercises. Client Relationship Marketing permits organizations to grow long term associations with set up and new clients while helping streamline corporate execution. Client Relationship Marketing joins business and customer particular procedures through representative preparing, promoting arranging, relationship building and publicizing (Techopedia.com, 2015).

The general goal of relationship marketing is to build, maintain, and improve a long-term buyer–seller relationship (Liang et al., 2009). Persisting associations with clients can furnish firms with a one of a kind and manageable upper hand. Since they are not effortlessly copied by contenders. Relationship advertising depends on two financial arguments: It is more costly to win another client than it is to hold a current client and the more drawn out the relationship between an organization and a client, the more productive the relationship for the firm (Woo and Leelapanyalert, 2014).

Relationship Marketing, which has constituted a noteworthy movement in the way business was seen in the most recent two decades (Morgan and Hunt, 1994) is considered as the philosophical antecedent of Client Relationship Marketing (Zablah et al., 2004). Quality is one of the vital constituents of relationship marketing. Enhancing the item or service is a method for expanding consumer loyalty, which thus brings about enhanced client relations. Relationship Marketing separates itself from the exchange situated showcasing methodology by underlining the procedure of keeping up and improving on-running associations with clients and additionally recognizing and building up new ones. Consumer satisfaction is a main significant to all associations. Client Relationship Marketing applications are liable to have an impact on consumer satisfaction because of the way that Client Relationship Marketing applications empower firms to

customize and enhance the dependability of their offerings, and also help the company conduct on client's connection to be more efficiently crossed the different step of relationship. (Zeynep Ata and Toker, 2012).

2.2 Type of Business

According to the type of business (mining industry), therefore, there are 2 categories of customer relationship that this research will focus on Business-to-Business (B2B) and Business-to-Customer (B2C) and the differences between B2B and B2C customers (as it shown in the Table 1).

Business-to-Business (B2B) refer to the type of association with the organization in favor of supplier and another business organization on the client side. This business organization could be spoken to by sole dealer, organization, or foundation. B2B business sector incorporates enormous number of exchanges, and is normally more complicated. The multifaceted nature inclines toward number of individuals in charge of the exchange and number of ventures in these exchanges (Kolis, Jirinova, Ing., 2013).

Business-to-customer (B2C) connections could be refer to an association with organizations in favor of supplier and shoppers on the other side (Kolis, Jirinova, Ing., 2013). B2C relationships are the classical relationships that are addressed in marketing. Customers in this case are end consumers of the firm's products, and select the products and services they purchase based primarily on their own or their families' needs (Kotler & Keller, 2011). This means that each individual B2C customer typically purchases less from individual firms. They also use different criteria for their purchases. For example, B2C buyers are likely to choose products based on price and brand equity (McCleave, 2010). B2C customers make decisions based primarily on their previous experience, particularly for fast-moving consumer goods and other low-involvement purchases (Kotler & Keller, 2011). For larger purchases they are likely to conduct some research into the market, and will take service quality and personal relationships into account (Kotler & Keller, 2011; McCleave, 2010). However, they have little individual buying power and little interest in how your business works (Kotler & Keller, 2011).

Differences between B2B and B2C customers

Table 2.1 the differences between B2B and B2C customer based on McCleave (2010)

B2B buyer	B2C buyer
often understands your product/service better than you do	looking for the best price
wants or needs to buy products or services to help their company stay profitable, competitive, and successful	often looks for trusted brands
has high interest in – and understanding of – your product	will research the competition prior to shopping
interested in quality customer service	interest in quality customer service

2.3 Core of client relationship strategy

There are 5 core of client relationship strategy for business-to-business and business-to-customer should be noticed:

1. **Relationship Value** - refer to the stage in which trade cooperators have completed a high level of fulfillment from the trade process, which thus inspires both sides to stay in the relationship and to reject other essential trade cooperators who could give comparative advantages (Gil-Saura, Frasset-Deltoro and Cervera-Taulet, 2009). According to Flint et al. (2002, p. 103) “*Judgements or evaluations of what the customer perceives he has received from the seller*” this conceptual was explained as:

“[...] the tradeoff between the multiple benefits and sacrifices of the supplier’s supply, as perceived by the main deciders in the customer organization, taking into consideration the offers from the available alternative suppliers in a specific use situation” (Eggert and Ulaga, 2002, p. 110).

2. **Trust** – is an important notion of relationship between organizations. The parties must be defenseless against a sure degree for trust to end up operational, and there is typically helplessness in the connections between business purchasers and merchants because of the high level of interdependency expected to accomplish the

sought results (Gil-Saura, Frasquet-Deltoro and Cervera-Taulet, 2009). According to Morgan and Hunt (1994, p. 23) trust refer to “*one party has confidence in an exchange partner’s reliability and integrity*”, this phrase was defined as:

“[...] the firm’s belief that another company will perform actions that will result in positive outcomes for the firm, as well as not take unexpected actions that would result in negative outcomes for the firm” (Anderson and Narus, 1990, p. 45).

3. **Commitment** - identifies with the conviction by an accomplice that the relationship is so imperative as to warrant greatest endeavors at looking after it. Also commitment is come together with trust. Therefore, commitment is beyond an assessment of the existing advantages and price of a relationship; it infers a long-term orientation towards the relationship. The longing to keep up the relationship is based (Gil-Saura, Frasquet-Deltoro and Cervera-Taulet, 2009).

“The essence of commitment in any type of relationships (interorganizational, intraorganizational and interpersonal) is stability and sacrifice, and on this base they define commitment as the desire to develop a stable relationship, a willingness to make short-term sacrifices to maintain the relationship, and a confidence in the stability of the relationship” (Anderson and Weitz, 1992, p. 191).

4. **Satisfaction** – has been concentrated on with a double process-result center and is characterized as a procedure of assessing or measuring a buy experience where desires are contrasted and the outcome. Satisfaction can likewise be deciphered from the perspective of a particular exchange or from a collective point of view (Gil-Saura, Frasquet-Deltoro and Cervera-Taulet, 2009).

5. **Loyalty** – has created from a point of view both of viable, show conduct which suggests rehash buy/using or from the viewpoint of disposition. In addition, loyal clients tend (more than unloyal clients) to take agreeable activities that will bring about common advantages for both sides and will build intensity and decrease exchange costs (Gil-Saura, Frasquet-Deltoro and Cervera-Taulet, 2009).

“[...] loyalty is the degree to which a customer exhibits repeat purchasing behavior from a service provider, possesses a positive attitudinal disposition

toward the provider, and considers using only this provider when a need for this service arises” (Gremler and Brown, 1996, p. 173).

2.4 Relationship Development Process Model Review

Purchaser and vender connections have turned into a vital piece of business- to-business working methodologies in the course of recent years. Academics have grown sensibly all around bolstered models that characterize a large portion of the significant variables that impact achievement or disappointment in a relationship (Wilson, 1995).

Wilson (1995) focused on that the desires of execution have expanded, making the improvement of a gainful relationship much more troublesome. Various researchers have added to the purchaser-vender relationship marketing writing by proposing diverse conceptual models of the relationship improvement process (Dwyer et al., 1987; Ford et al., 1998; Wilson, 1995). Three models have been specified, and these models are imagined as a progression of consecutive stages that show the movement from value-based to social trade. They created from applied work with underpinnings in social trade hypothesis (Dwyer et al., 1987), synergistic social trade (Wilson, 1995), and the business markets (Ford et al., 1998). Conversely, Ford et al's. (1998) show expressly perceives that managerial business connections is not only about moving connections toward the perfect state. Truth be told, it includes an impressive exertion from both sides in adapting to diverse circumstances that happen at distinctive times, including managing differing points and desires. They proposed a four stages buyer–seller relationship improvement model. This model comprises of the pre-relationship stage, exploratory stage, creating stage, and stable stage (as it show in figure 1). In spite of the fact that these three models quite vary, they all offer data on how a relationship develop all the time and the advantages of moving purchasers starting with one stage to another stage.

The pre-relationship stage is the starting phase of the relationship advancement process. At this stage there are numerous unpredictability and less trust between the purchaser and merchant. An important of two-way correspondence is required to assess the advantages of framing a relationship and to evaluate the speculation and adjustment required to make the relationship work. Also, outside marketing endeavors, for example,

publicizing and marketing are key to making customer attention to the brand or administration offerings of the firm (Dwyer et al., 1987).

Exploratory Stage, a progression of consultation and bargaining of buying a business service or a piece of capital equipment. At this stage, there is a high opportunity that a trial buy will happen. This is the stage in which prospective of buying may happen in the future (Dwyer et al., 1987). The associations' example between both sides is crucial in deciding the future tone and structure of the relationship. The trade results at this stage will show the capacity and readiness of the seller to convey fulfillment to the purchaser (Blau, 1964). Moreover, the engaging quality of the purchaser will increment when the purchaser satisfies the apparent trade commitments in a commendable way (Thibaut & Kelley, 1959).

A common contemplations and cooperation are critical components to move the relationship into the expansion stage, as immediate experience is liable to be the important premise for judging the relationship's nature (Dwyer et al., 1987). A relationship is in the expansion stage when the two's unpredictability organizations about one another's capacities and desire have been diminished and the business is developing in volume or changing in a positive type.

Stable stage will be in charged when the process of product transfer and service has become as usual. The relationship at this stage can creating trust, operating process norms, and firms' replacement norms.

Commitment alludes to the stage in which trade cooperators have completed a high level of fulfillment from the trade process, which thus inspires both sides to stay in the relationship and to reject other essential trade cooperators who could give comparative advantages. In summary, these models have shown the process and the profitability of improving a purchaser and merchant relationship from one stage to another (Woo and Leelapanyalert, 2014).

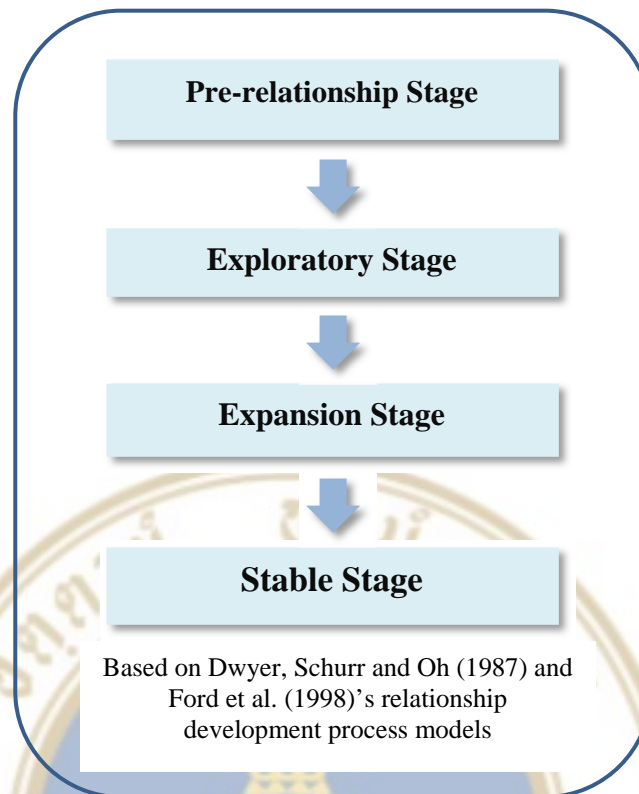


Figure 2.1 Client Relationship Marketing Practices at Different Stages of Relationship Development toward achieving the desire outcome of firm (Conceptual Framework) based on Dwyer at al. (1987).

CHAPTER III

RESEARCH METHODOLOGY

The researcher aim to use the qualitative method by using the interview questions to simplify an in-depth study of the exercise of customer relationship marketing in the stone mining industry. Subjective examination was embraced on the grounds that it permits specialists to investigate the inward experience of members (Corbin & Strauss, 2008; Denzin & Lincoln, 2003). Qualitative research is basically an inductive way to deal with hypothesis era. The center has a tendency to be on element forms, with the point of clarifying, instead of foreseeing, phenomena (O'Donnell and Cummins, 1999).

The interview question was selected to discover participants' own undergoing, emotion, and notion (Denscombe, 2007; Lee & Lings, 2009a). In addition, it permit researcher to combine with the source (Harris & O'Malley, 2000), to bring up more specific questions and discover an unanticipated points that rise from the information collecting. A semi-structure was developed because it lets interviewees to strengthen their opinions and to talk more broadly on the points that arise by researcher (Denscombe, 2007). The interview is composed of open-end questions (see at the Appendix), and the subject were created to grant the form layout of questions. For more understanding of the customer relationship marketing practice, the objectives, was to change an ordinary and less argumentative questions to more specific.

To dig down information were gathered through 3 main sources:

1. Semi-structure interview
2. Observation
3. Secondary data

Minor information were gathered from the history telling by the owner. The answering from the interviewees that reply the questions were investigated and recorded. These investigations were subsequently inspected with the minor information collected in order to gather information from 3 sources (Ghuri & Gronhaug, 2010; Lee & Lings, 2009b). The difficulties were set up to guarantee that all the information were gathered

in a various ways, for example, asking the identical questions in a different way interviewees and checking the interviews opposite to minor information. There are 9 face-to-face semi-structured interviews of proximately 60-90 min in duration were consisted of three different groups as follow: three stone mining owners, three customers (B2B), and three customers (B2C). In order to understand the point of view of client relationship in each type of business that are involved and also to understand what tactic of business owner that use for building and maintaining client relationship. The information of different of three groups were interviewed in order to certify the customer relationship marketing practices pledge at different type of business were all comprise in the information gathering.

The approachability illustration was brought from personal contacts in order to reach the major information of firms. Personal contact was used to rise an opportunities protecting participation from the example. A phone call and a request letter were delivered to business owner of each type of firm (who was known personally by one of us) explaining the objective of the research and asking for the participation from the organization.

At the beginning of each interview permission was asked to audio-record the interview. When the permission granted, the interview was audio-recorded and then fully translated. The concern was taken to be sure that the extensive notes were taken when audio recording was not allowed in a few interviews. These info notes were remodeled as soon as possible in a tidier format in term of focusing on the significant detail of the interview. Word-to-word quote from the interviewees were analyzed. To conserve the unknown person of interviewees, we do not reveal their individuality information in this topic.

In this research, information examination was led right from the first meeting, as recommended by Miles and Huberman (1994), nearby the information gathering so as to permit the exploration issue to be figured or reformulated appropriately. The information analysis started by encoding and classifying the data gathered which helped us to link the information to our questions and conceptual framework. Accordingly we classified the clear trends and created a verdict by comparing them to the improved conceptual framework from the current literature (Ghauri, 2004).

CHAPTER IV

RESEARCH FINDING

4.1 Introduction

According to the nature of stone mining business that work with the limited natural resources, the business is under controlled by Department of Primary Industries and Mines. Due to the expansion of economic in order to develop its country and the expansion of public utility of government project, especially road and other transportation over the country, hence, it effects the expansion of stone mining industry in order to support construction business (Buriramnawarat.com, 2015). Also the high number of competitive within this business market, therefore, client relationship marketing practice is another tool that stone mining business and other related business use as a tactic to maintain and create customers relationship in a long-term buying and selling relationship.

This research is analyzed by collected data from the interviewees which have 9 people whom are all business owner. It is described into 3 groups which are stone mining owner, customers who are business owner (B2B) which can identified as a contractor (logistic and construction) and another customers who are business owner (B2C) which can identified as a batching plant.

To answer the objective of this study, the information will analyzed through the relationship development model process at different stages and also the information will related to the literature review. In addition, this study presents only selective quotes from the interviewees that show a good represent the phenomena under observation in order to simplify the analysis. Based on the data collected, 9 interviewees were identified that client relationship marketing practice is an important thing that every business should be concerned. Also everyone has long working experiences for over 15 years which related to stone mining.

4.2 Research Finding Analysis

Based on the information of 9 interviewees, all their business is Small Medium Enterprises (SME), consequently, the management system is not fully as perfect as the big commercial company. The process of client relationship that related to the rolls and responsibilities of business owner can be identified as the following:

4.2.1 Stone mining owner:

Based on the finding information, they are the director of its company who have to manage and control everything within their organization, including to take care overall employees by providing a good welfare. They cooperate with every department within the organization. For example, they have to control the quality of product, the production cost, also provide the solution toward their employees when the problem of production line occurs, etc. Besides they have so much involve with accounting department because number is very important, they could be loss with a large amount of money if they are careless and have a bad process working system.

Not only the internal work that stone mining owner need to take care but also the client relationship. They have to train their sale staff how to contact with customer in order to create satisfaction and relationship value. Because sale staff is the first stage that meets with customers for providing information, working with the truck driver that come to buy its product, and follow up the feedback from client. Moreover, they try to find the best source of raw material to produce the quality product to serve its customers in order to create the satisfaction and trust. Because they believe that the best quality can bring trust and customers' loyalty. In addition, they go out, sometimes, to meet all the contractors or join the association of miners of industries in order to exchange the new news or some information about the product and also to make a relationship with the colleague in terms of increasing sell in the near future by getting the new customer.

For them practice relationship marketing is very important. Because the type of stone mining business is related to engineering. So product information and product quality are the main things that can draw customer. Likewise, building and maintaining relationship is also important, according to, their traditional working, they treat client as a family members. They are also taking care of customers' benefit even

though there will be some mistaken that could happened, they will listen to the reason and find the best solution to them such as changing new product, telling about problem which may cause from the line production, etc.

Furthermore, they have so much involve with bargaining and negotiation with customers (case by case), including to provide the in-depth information about product to match with the usability. In terms of maintaining and building relationship with customer, normally they don't have a special event or activities for client because the type of its business and product are the same; no change, no expire, and no new fashion model, therefore, most of their activities are visiting client for some occasional, playing golf, playing share (mutual lending circle; meet once a month), providing a good after sale services, controlling the price for both side benefit, and treating them as a member of family.

Overall, the finding of stone mining owner is reveal that customer is like a god for this business. Understanding about what customers' need and want are important. They still use the basic traditional process to manage its company. Due to the type of product and business, there is not so much innovative system or activities to build and maintain client relationship. They have so much involved with every stage in the process of client relationship except the first stage (pre-relationship stage) that most of their employees; sale staff, will taking care of it. They use the basic commitment to maintain their customers and to create customer loyalty.

4.2.2 B2B customer (Contractor; logistic and construction):

In accordance with interviewees' information, their responsibilities covered overall the company. They works as management director, so they have to take care everything for both infrastructure and making relationship with customers. In addition, they also work with other department (such as sale, production line, and accounting) in order to build and maintain the relationship with clients, as well as finding the solution for customer when the product has a problem. For example, they usually keep high responsibility during work, in order to satisfy customer and to keep a good relationship. They try to protect the profit between company itself and customer. Their main role is to support overall of the big picture within the organization. Furthermore, the bargaining stage is one of the task that they are the one who have to take this responsibility.

According to their notion, client relationship marketing practice is very important. Normally they use the private relationship to make decision to buy the raw material from supplier and also sometimes with customers to sell its product. Because the private relationship can create trust. Due to the example of an entrepreneur was discussed “[...] *if there is any special inquiry that different from our product line, we are pleased to make the order as they want.*” It reveals that services can make it special impress for the customer which can bring the relationship value and customer loyalty, at the same time, it can lead to the stable relationship. Beside, providing a good after sale service and follow up the feedback are another core to maintain it client.

Moreover, the activities that they usually do to maintain client relationship is playing share (mutual lending circle), going out for dinner with client once a month to exchange information about general topic and also feedback information. In addition, they always welcome to participate the special event if there were a desire of client. Based on the size of their organization which is Small Medium Enterprises (SME), therefore, every department has involved with maintaining relationship with clients.

Overall, the finding of B2B business owner (Contractor) is reveal that client relationship marketing is an important thing for their business. Sincere and honest working helps building and maintaining client relationship, which can lead to the 5 cores relationship as relationship value, trust, commitment, satisfaction and loyalty. In addition, controlling the standard of product quality, services, and pricing can bring the customers’ satisfaction. Besides, they are proficiently knowing how to choose the right product to the right customers. Moreover, they are also good at maintaining the benefit for both company itself and their customers. Lastly, the process of client relationship development procedure has so much involved with B2B business owner, especially the exploratory stage, expansion stage and stable stage. For the pre-relationship stage, most of their employees are the one who in charged.

4.2.3 B2C customer (Batching Plant):

Based on the interviewees’ information were shown that their responsibility is to control overall its business, including to build and maintain the relationship with customers. Their main responsibility is to control the quality of product and raw material, also present the new products or searching the information of new project to inform

their customers. Based on one of the business owner's example "[...] if he knows or heard about new project that is suitable for the clients' job, he will share this to the client to exchange about the work or project in order to get the purchasing order from them [...]" According to his example, it shown that this is one of the tactic for making relationship with customer to establish relationship value and trust which can bring to the step of commitment in the future.

To maintain client relationship, they always check customers' motion whether they lost to somewhere else or their purchasing order were decrease. If this situation were happened, they will rush to find the solution to get it customer back. Furthermore, entrepreneur will be the one who always give customers hand when they need it. This action desire to establish the cores of relationship with customer. In addition, calling to customer and talk with general topic or sometimes visit customer at the site for some occasional are another their responsibility.

Another truth of this business, service is vital. Since the best service is giving, the best approach to achieve consumer satisfaction and loyalty will be gained. In this way, every division are included with customer relationship. For instance, sale staff is the first station who contact directly to the customers, as far as informing the products' detail and selling price. Furthermore following the clients' feedback. If there is something beyond staffs' capacity to handle, entrepreneur will take the action over it. For example, business owner will negotiate with the bartering circumstance when client request for a markdown or having the enormous volume inquiry. Besides, the delivery division is another station that is much involved in customer relationship as far as giving a decent service during deliver item to client.

Based on their point of view, client relationship marketing is very important for this business sector. Because there are many competitors in this market, it is quite difficult to survive if you don't have any good relationship with customers. They also mention that sometimes client relationship is more valuable than focusing on selling price. In addition, sharing information with customer is also important as it can lead to create relationship value which can bring the long-term of buying and selling relationship.

Overall finding of B2C business owner (Batching Plant) is reveal that client relationship marketing is an imperative for this business sector. Since the best service giving is the best approach to achieve consumer satisfaction and loyalty. In

addition, controlling the standard of product quality, and selling price can establish the 5 cores relationship as relationship value, trust, commitment, satisfaction and loyalty. Besides, they always keep updating news for their client in order to demonstrate the beneficial to customers' eyes. Moreover, protecting the profits between company itself and their customers, is their strategy. Ultimately, the process of client relationship development procedure has so much involved with B2C business owner, especially the exploratory stage, expansion stage and stable stage. For the pre-relationship stage, most of their employees are the one who in charged.

4.3 Findings Summary

Table 4.1 summarizes the key findings of the interviews. This table groups the key findings by the relationship stage model, including all three participant groups.

Table 4.1 Summary of key findings

Stage	Respondent Groups		
Relationship Stage	Stone Mining Owner	B2B Customer	B2C Customer
Pre-relationship	Owners monitor all aspects of production (sourcing, production, delivery) to create trust. They attend events and meet people to remain aware of new field developments.		B2C customers seek out new materials and solutions for their own customers.
Exploratory	Owners train sales staff to provide the best information. Critical product information includes product technical details and quality because customers are engineers.	B2B customers rely on private relationships with trusted people to choose suppliers.	B2C customers try to maintain relationships focusing on individual purchase orders. Initial contacts are made with salespeople, but may be followed up on by owners depending on feedback.

Table 4.1 Summary of key findings (cont.)

Stage	Respondent Groups		
Relationship Stage	Stone Mining Owner	B2B Customer	B2C Customer
Expansion	Building and maintaining relationships is critical. They treat clients as family members. They take care of customer needs. They offer in-depth product information, bargain and negotiate to build and expand relationships.	Relationships may be expanded if special services are offered.	If amount or frequency of purchase orders is reduced, firms try to get it back by offering new solutions.
Stable	They do not have special events to build relationships, but instead try to provide continuous connections through social events like dinner and golf.	Special consideration, after-sales service and feedback follow-up leads to loyalty and stable relationships. Social events and special events are seen as ways to maintain relationships.	Customer satisfaction and customer service is essential to develop customer loyalty. Relationship marketing is critical to develop and maintain stability.

CHAPTER V

DISCUSSION

The key issue in this research is how relationships are developed between the firms and the clients. The theoretical basis for this research identified a group of staged relationship models that could be used to explain this relationship, called relationship development process models (Dwyer, et al., 1987; Ford, et al., 1988). This model is initially shown in Figure 1 (Chapter 2). According to these models, the firm needs to use different client relationship marketing (CRM) practices at different stages of the relationship in order to continue to move the relationship toward the firm's end goal, which is a stable state of customer loyalty (Gremler & Brown, 1996; Gil-Saura, et al., 2009). The four stages in this model include pre-relationship, exploratory, expansion, and stable. Table 3 summarizes the key CRM activities that each of the three customer groups identifies as being critical during these stages.

5.1 Goals and processes at key relationship stages

In general, the goals and processes at key relationship stages were consistent with the literature. The main difference is that in some models of the relationship development process, building trust and commitment begins much earlier.

For the pre-relationship stage, the key activity is providing in-depth information to customers about the products and services. This information can include for example technical specifications and quality information. This information is relatively cheap to provide, since it is provided to all customers (Gil-Saura, et al., 2009). It also establishes the firm as a reputable source, as well as bringing the firm to the customer's attention (Dwyer et al., 1987).

In the exploratory stage, all three respondent groups identified providing in-depth information and negotiation or bargaining as key activities. The B2C group also identified finding novel solutions (such as products or services) in order to meet

new customer needs. In contrast, the stone mine owner and B2B customer groups identified building social relationships in order to create personal trust as being key aspects of the process. However, these relationships would not become a focus until the stable stage. Providing information about products, especially technical information, is essential for B2B customers because they need to be able to tell if the firm's products will meet their technical requirements (Kolis, Jirinova, Ing., 2013). In contrast, B2C customers may be more concerned about their own needs being met in terms of price and general transaction quality (Kotler & Keller, 2011; McCleave, 2010). Thus, it is appropriate that during this stage there should be a difference in the B2B and B2C approach, since there is a difference between customers in the initial sales decision.

During the expansion stage, goals and activities become more focused on providing control and consistency as well as meeting an expanding set of customer needs. Key activities identified for all three groups include finding customer solutions for novel or expanded needs, controlling product and service quality, and generally ensuring that all customers have a consistent experience with the business. This stage is consistent with the literature, which notes that it is less expensive to keep an existing customer than to find a new one (Woo and Leelapanyalert, 2014). Thus, during this stage the activities are oriented toward keeping customers. This stage is also consistent with the findings of the literature regarding quality, which is positioned as one of the most important aspects of the client-firm relationship (Zablah et al., 2004). Customizing service and product offerings and providing high quality products and services is one of the most important ways for firms to develop long-term relationships (Zeynep Ata and Toker, 2012). During this stage, the firms are looking to increase customer commitment, while simultaneously increasing their own commitment to the customer (Gil-Saura, et al., 2009).

Finally, during the stable stage, activities that continued in previous stages (including controlling product and service quality and finding customer solutions) continue. During this stage, there is an increased emphasis on expanding the social relationship between the firm and the client, through regular phone calls and visits as well as special activities. These activities may be socially oriented (golf and dinners) or business oriented (trade shows and lending circles). The literature review suggests that this stage is most important for developing long-term relationships (Liang et al., 2009). Presumably, this

stage is reached only by the highest-value customers, those who have a continual need for the firm's products and services and who have become loyal to the firm (Gil-Saura, et al., 2009). The respondents did not specify how they made the decision about which customers to engage in these long-term social activities with. The literature suggests that this decision would be made on the basis of a judgment about the long-term value of the customer to the firm (Flint, et al., 2002). However, respondents did identify the importance of trust as a factor in the long-term relationships, which was also identified by the literature as a key element (Anderson & Narus, 1990; Gil-Saura, et al., 2009; Morgan & Hunt, 1994).

Table 5.1 Client Relationship Marketing Practices by Stone Mining Owner, B2B Business Owner (Contractor) and B2C Business Owner (Batching Plant) at Different Stages of the Relationship Development Process

Stage	Stone Mining Owner	B2B Business Owner (Contractor: logistic & construction)	B2C Business Owner (Batching Plant)
Pre-Relationship Stage	<ul style="list-style-type: none"> • Monitor all aspects of production 		<ul style="list-style-type: none"> • Seek out new material and solution
Exploratory Stage	<ul style="list-style-type: none"> • Train sales staff • Provided in-depth information because customers are engineer. 	<ul style="list-style-type: none"> • Rely on private relationships with trusted people to choose suppliers. 	<ul style="list-style-type: none"> • Try to maintain relationships focusing on individual purchase orders. • Feedback following depends on situation
Expansion Stage	<ul style="list-style-type: none"> • Treat clients as family members. • Take care of customer needs. • Offer in-depth product information, bargain and negotiate to build and expand relationships. 	<ul style="list-style-type: none"> • Offer special services to expand relationship 	<ul style="list-style-type: none"> • Offering new solution if the amount of purchasing were decrease.
Stable Stage	<ul style="list-style-type: none"> • Try to provide continuous connections through social events like dinner and golf. 	<ul style="list-style-type: none"> • Special activities; play share (mutual lending circle), play golf, and dining • Special consideration, after-sales service and feedback follow-up 	<ul style="list-style-type: none"> • Develop and maintain stability • Customer satisfaction and customer service is essential to develop customer loyalty.

5.2 Overall application of the model

Second key question was how well the relationship process Figure 5.1 demonstrates how activities and interactions become more detailed and accumulate throughout the relationship. During this process, the firm-customer relationship becomes more entrenched and activities turn away from transactional processes such as negotiation for a single deal and toward development of long-term social and business relationships. As this shows, the pre-relationship activities are limited in contact, while during the exploratory stage activities are generally transactional in nature. In the expansion stage, activities become more targeted, focusing on product and service quality and finding solutions for customer needs. Only in the stable stage do activities oriented toward developing social relationships become common, while transactional activities lose their importance.

This model of increasing involvement and commitment is consistent with the relationship development process models studied in the literature review (Blau, 1964; Dwyer, et al., 1987; Thibaut & Kelley, 1959). As Dwyer, et al. (1987) pointed out, during the pre-relationship and exploratory stage it is most important to put the firm in the customer's decision set (or firms they might choose from) and let the customer know about what the firm offers. During the exploratory stage, showing the willingness and ability of the firm to meet customer needs and deliver quality is most important (Blau, 1964; Thibaut & Kelley, 1959). This provides the basis for increasing trust, loyalty and commitment that enable the expansion and stable stages (Dwyer, et al., 1987; Ford, et al., 1988). The main novel finding in this model is the increasingly social nature of relationships. This goes along with formation of trust and commitment between the firm and its customers (Dwyer, et al., 1987; Woo and Leelapanyaalert, 2014).

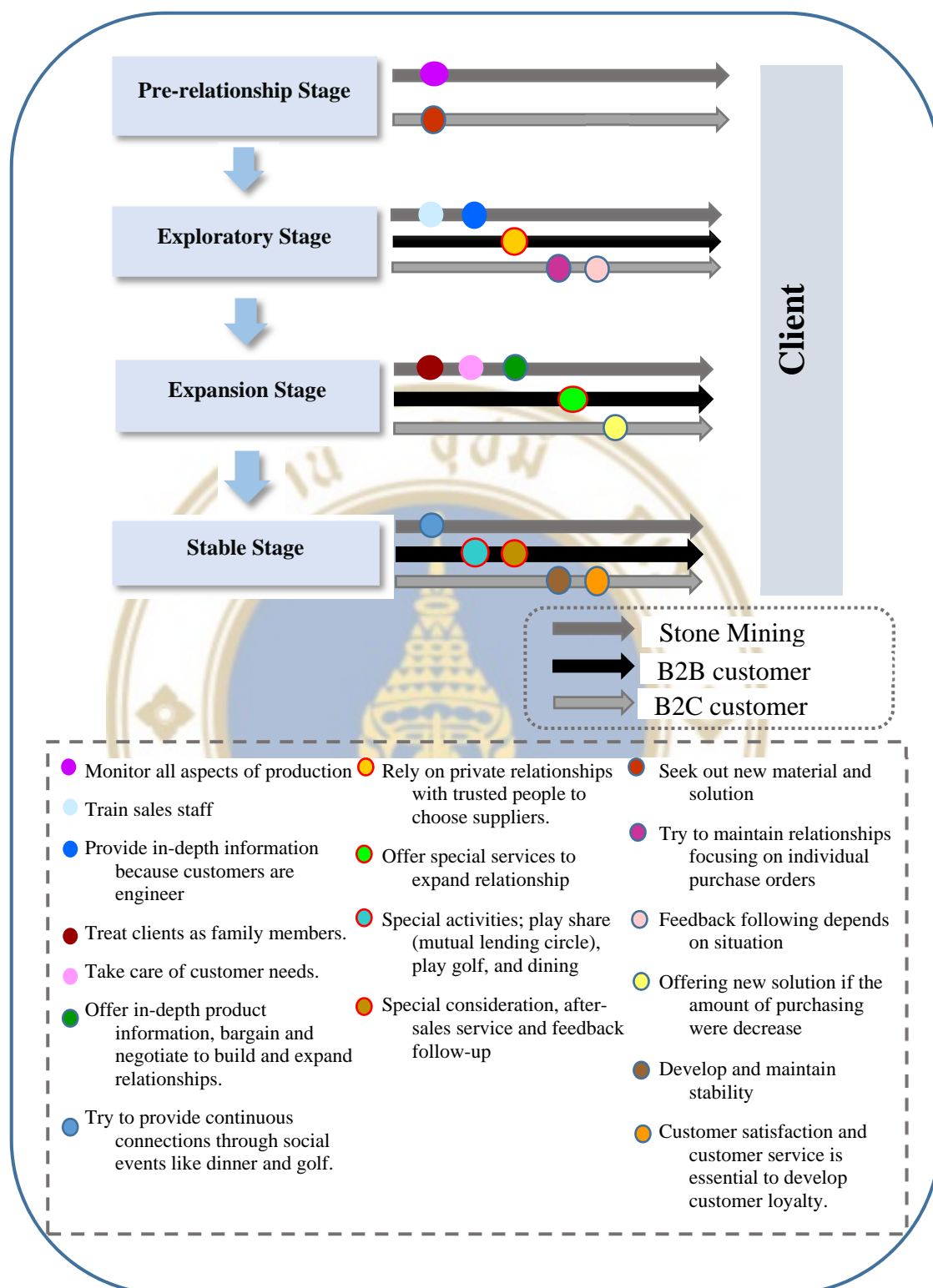


Figure 5.1 Client Relationship Marketing Practices at Different Stages of the Relationship Development Process toward an Involvement of Stone Mining Owner, B2B Business Owner and B2C Business Owner through Each Activity. Based on Dwyer, Schurr and Oh (1987) and Ford et al. (1998)'s relationship development process models

5.3 Conclusion

This research studied the use of customer relationship management in the limestone industrial rock construction industry of Thailand. This industry is relatively small, including 194 firms as of 2014. The majority of these firms are small mines/quarries and B2B or B2C sellers of finished and unfinished stone products. The main objective of the study was to understand the customer relationship model used in the industry and what kinds of activities firms used in their customer relationship management activities.

The relationship development process model (Dwyer, et al., 1987; Ford, et al., 1988) was used to identify firm objectives and goals at each stage of the customer relationship. This model, developed through a search of the literature, is explained in detail in Chapter 2. A qualitative research design was used for the study. Nine owners of firms in the limestone industry were interviewed. Firms represented included three mine owners, three B2B firms, and three B2C firms.

The interviews revealed that there were significant similarities between the processes that firms used in order to build relationships with their customers over time. Firms of all types agreed that trust and commitment building were keys to ensuring long-term relationships with customers. The relationship building process began at the pre-relationship stage, where firms provided in-depth product information about what they could offer to all potential customers. This helped to make customers aware of the firm and their products, placing them in the consideration set for future purchases. The second stage was the exploratory stage, where customers made their initial purchases. During this stage, continued provision of information, as well as negotiation and bargaining, were critical. During the expansion stage, firms acted to develop customer loyalty by continually proving their product and service quality. During this stage, firms also began to offer expanded solutions for customers. If they could not meet customer needs, they would find alternative products, a process that sometimes (though not always) involved seeking out innovations in the field. However, some firms preferred to stay with their traditional offerings and would not undertake search for innovation. During the final, stable stage, the relationship between the firm and the customer expanded once again. Having demonstrated product and service quality as well as willingness and ability to meet customer technical and information needs, the firms began to develop

relationships of commitment and trust. These relationships were social in nature, involving phone calls and social activities such as golf and dinners. There were also professional events and relationships, such as mutual lending circles, for longer-term customers.

This research showed that firms in the limestone mining industry use a strategy of developing customer relationships through increasing commitment and trust. It did not show that firms deliberately chose higher-value customers at the early stage. Instead, customer relationships developed over time, and higher-value customers were identified through their increasing loyalty. Over time, activities shifted from transactional (negotiation and bargaining) to long-term and social. Thus, this research did support a relationship development process model of customer relationship management, with special characteristics related to the nature of the industry.

5.4 Managerial Implications

This research has managerial implications for the companies involved as well as other companies in the industry. One implication is that owners and managers may be able to improve their customer relationship development by increasing their efforts to build commitment and trust in the relationship expansion stage. This would require the firms to identify their potential high-value customers and introduce expanded services and offerings to them during this stage (Dwyer, et al., 1987; Ford, et al., 1988). Identifying customers who could be strong long-term customers and increasing attention and commitment building activities earlier could increase the firm's customer retention through the expansion stage. Since it is often less expensive to retain existing customers than to recruit new ones (Woo & Leelapanyalert, 2014), this could be a significant cost saving for the firm. However, it would require some knowledge about Client Relationship Marketing and marketing that may not be available, since the firms in the industry are mainly small firms where the owner manages many of the organization's activities. Since this is the case, the firm may not have the human resources to put this into action. Other firms entering the market would also do well to follow the process set out by the firms studied here, of first establishing the firm's credentials and ability to provide quality products and services and then building personal relationships and trust. This

process helps to develop long-term relationships, which provide the best benefit for both firms and customers.

5.5 Theoretical Implications

This research's findings were largely consistent with the literature on the relationship process development. Thus, one of its main contributions is confirming that this process takes place even in small industries mainly populated by SMEs and with heavy owner involvement. These strategies were arrived at with limited formal knowledge of sales and marketing tactics and strategies. As a result, the results imply that the relationship development process model as identified by previous authors (Dwyer, et al., 1987; Ford, et al., 1988) explains not just a set of artificial strategies chosen by large firms, but also potentially a natural progression of the firm-customer relationship that occurs over time even when there is no deliberate effort to implement such a strategy. This is a topic that has been explored relatively little in the academic literature, where studies of CRM mainly focus on large firms. It also represents an opportunity for future research.

There is another theoretical implication of this study in the social nature of the firm-customer relationship in the stable stage. In all three firm groups, the relationships described were primarily social, with a step away from the more transactional or assurance-based issues of the earlier period (such as price bargaining and product quality). This could imply that long-term relationships are developed as personal rather than firm-customer relationships, with a side effect of continued firm-customer relationships. This research could not explore this issue in depth, due to limitations on research time, but this could be interesting in future.

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Appendix A: Key Interview Questions

Introduction

1. How long have you been working for this firm/business field?

Part 1: To discover individual perceptions of customer relationship

2. In your opinion, is it important for your company to practice client relationship marketing? How important is it and why?
3. How important are building and maintaining relationships with your clients?

Part 2: To understand client relationship marketing practices

4. How do you build relationships with your clients? Can you please give some examples?
5. How do you maintain relationships with your clients? Can you please give some examples?
6. What kind of activities would you normally do to build relationships with clients? Can you explain in detail? (Don't forget to find out at what stage it happens)
7. What kind of activities would you normally do to maintain relationships with clients? Can you please give some examples? (Don't forget to find out at what stage it happens)
8. Who is involved in building and maintaining relationships with clients? Can you give some examples? (Find out why he or she said so and also asking for example)
9. Can you tell me about the range of your roles and responsibilities in the company?
10. Do you work with other departments to build relationships with clients?
 - If yes, how do you work with them in order to achieve better results? Can you give some example?
 - If no, why do you think this is the case?

11. Do you work with other departments to maintain relationships with clients?
 - If yes, how do you work with them in order to achieve better results?
Can you give some example?
 - If no, why do you think this is the case?
12. Do you have any teams involved with maintaining relationships with clients?
Can you explain in detail?
13. Is there any other information you would like to add to our discussion?



Appendix B: One of Stone Mining Owner Interview Transcript

Q: How long have you been working for this firm/business field?

A: Around 20 years.

Q: In your opinion, is it important for your company to practice client relationship marketing? How important is it and why?

A: Client relationship is important. According to the type business which is stone mining, customer is important. Because they have to buy stone from us. Therefore we need to have the relationship with them such as following feedback after sale, asking customer like there is any problem with the product or not, or if customers were lost to somewhere or buy product from another company, we will let our staff to call them to follow the feedback. We need to follow up customer all the time. Also controlling product quality that satisfy customer or not, or there is anything that we need to improve.

Q: How important are building and maintaining relationships with your clients?

A: Building relationship is an important. Because if we can approach to them that is also relationship for example, offering for help or play a share (mutual lending circle). According to the activities, it cause customers are considerate of us when they want to buy product from another company, they will think of us first. For our business, paly share is very important.

Q: How do you build relationships with your clients? Can you please give some examples?

A: We sometimes visit customers in order to inform the detail of product or problems. For example when the price products were changed (raise up), we will inform them with reasons to make them understand why we have to do this.

Q: How do you build relationship with new client?

A: For the new client, we have no relationship with them yet. Mostly, we will talk about price, products, usability of work and see an opportunity of buying from them. We have to learn more about them and slightly develop ourselves with them by providing information and offering for help sometimes.

Q: How do you maintain relationships with your clients? Can you please give some examples?

A: Feedback follow up by asking customer, for example, there is any problem with the product, we will claim it for them or change a new one for them. Working with stone, we sometimes face with the bad quality product, therefore, informing detail about product problem and claim the goods for customer is important because we have to maintain the benefit for both customer and company itself. This is one of the method of maintaining customer.

Q: What kind of activities would you normally do to build relationships with clients? Can you explain in detail?

A: There is not so many activities that this kind of business do. Mostly we will play share, visit customer, and offering for help to customer.

Q: What kind of activities would you normally do to maintain relationships with clients? Can you please give some examples?

A: The main activities that we normally do to maintain customer are controlling the price (do not set up the price too high), controlling product quality (if there is any problem with product, we will claim it for them), keep visiting customer (talking to them for general topic including the product information) or sometimes offering for discount if customers want to buy large quantity.

Q: Who is involved in building and maintaining relationships with clients? Can you give some examples?

A: Our office employees have so much involved with customer. For example, the improper behavior of staff may cause the conflict such as using the inappropriate tone of voice to talk to customer or providing the bad services when customer buy product.

Q: Can you tell me about the range of your rolls and responsibilities in the company?

A: I am a Management Director, therefore, overall the company picture is under controlled. For example, controlling the production line to produce its product as much as possible in order to save cost. Taking care overall employees is another responsibility, we have to the good welfare to them in order to make them feel good and want to work here. In addition, we also looking for new sources of raw material to produce the best product to serve it customer. Sometimes we join the association of miner of industries and make relationship with contractors in order to exchange the new news or some information about the product and also to make a relationship with the colleague in terms of increasing sell in the near future by getting the new customer.

Q: Do you work with other departments to build relationships with clients?

A: There is not so many department that we work with. We are appreciated to help customer when they ask for it such as when customer ask for joining the event of their company, etc.

Q: Do you work with other departments to maintain relationships with clients?

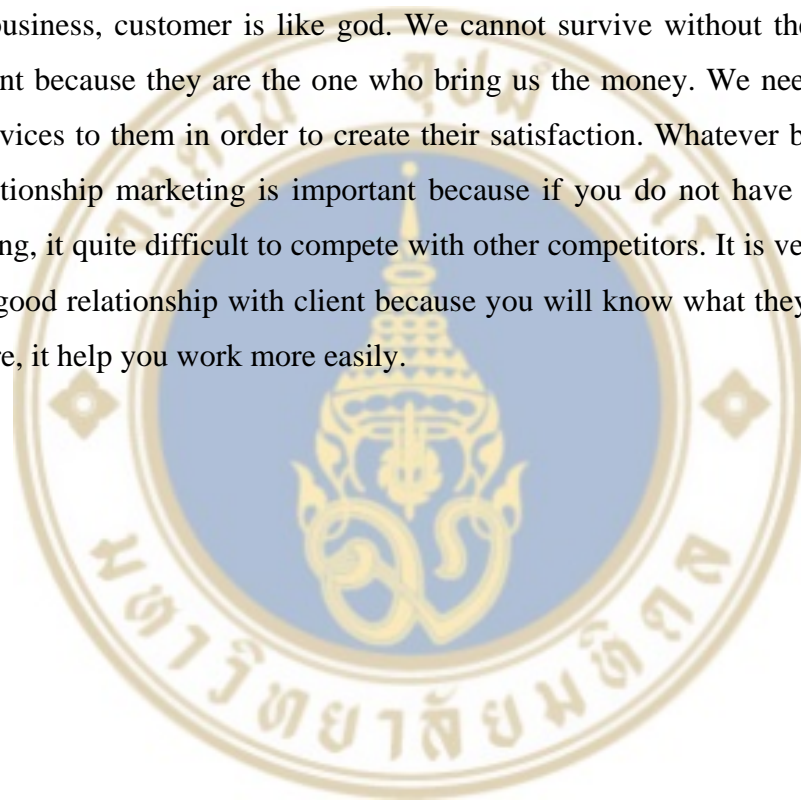
A: There is not so many department that we work with excepting when customer were ask to contact with government department or asking for help to contact with the local officer in order to provide the comfortable to transport, etc.

Q: Do you have any teams involved with maintaining relationships with clients? Can you explain in detail?

A: Yes we do. We have sale department and also the feedback follow up department. In addition, we also have the team of collecting money and sending the bill. We 3 section that always contact with customer all the time such as call to customer and ask for the feedback or inform some information about situation cause to conflict, etc.

Q: Is there any other information you would like to add to our discussion?

A: In business, customer is like god. We cannot survive without them. Customer is important because they are the one who bring us the money. We need to provide the best services to them in order to create their satisfaction. Whatever business that you do, relationship marketing is important because if you do not have any relationship marketing, it quite difficult to compete with other competitors. It is very helpful if you have a good relationship with client because you will know what they need and want, therefore, it help you work more easily.



Appendix C: One of the B2B Business Owner (Contractor) Interview Transcript

Q: How long have you been working for this firm/business field?

A: Company has been working for almost 30 years, but for me around 11 years.

Q: In your opinion, is it important for your company to practice client relationship marketing? How important is it and why?

A: Client relationship marketing is important. Because there are many stone mining that we can choose to buy, but we will buy product from the one that we have a private relationship.

Q: How important are building and maintaining relationships with your clients?

A: For example, Services, if there is any special inquiry that different from our product line, we are pleased to make the order as they want.

Q: How do you build relationships with your clients? Can you please give some examples?

A: Produce the quality product, provide a good services that differentiate from other competitors.

Q: How do you maintain relationships with your clients? Can you please give some examples?

A: Keep the standard of after sale services and keep following the feedback to maintain the relationship with client.

Q: What kind of activities would you normally do to build relationships with clients? Can you explain in detail?

A: We are going to have meeting once a month or having dinner together in order to exchange the information about work.

Q: What kind of activities would you normally do to maintain relationships with clients? Can you please give some examples?

A: We mostly play share. We treat the client like we treat as a friend or like a partner, therefore, the opportunity to lose client is quite difficult.

Q: Who is involved in building and maintaining relationships with clients? Can you give some examples?

A: The whole organization has involved with client. Sometimes client did meet the owner directly, therefore, everyone has involved with client to build and maintain relationship.

Q: Can you tell me about the range of you rolls and responsibilities in the company?

A: I am a Management Director, my responsibilities is to manage the overall pig picture of the company including to contact with client and also provide the solution for customers. In addition, the bargaining stage is my responsibility.

Q: Do you work with other departments to build relationships with clients?

A: Yes I do. For example, As a MD I have to take care everything such as sale, purchasing, accounting, marketing, and production line, etc.

Q: Do you work with other departments to maintain relationships with clients?

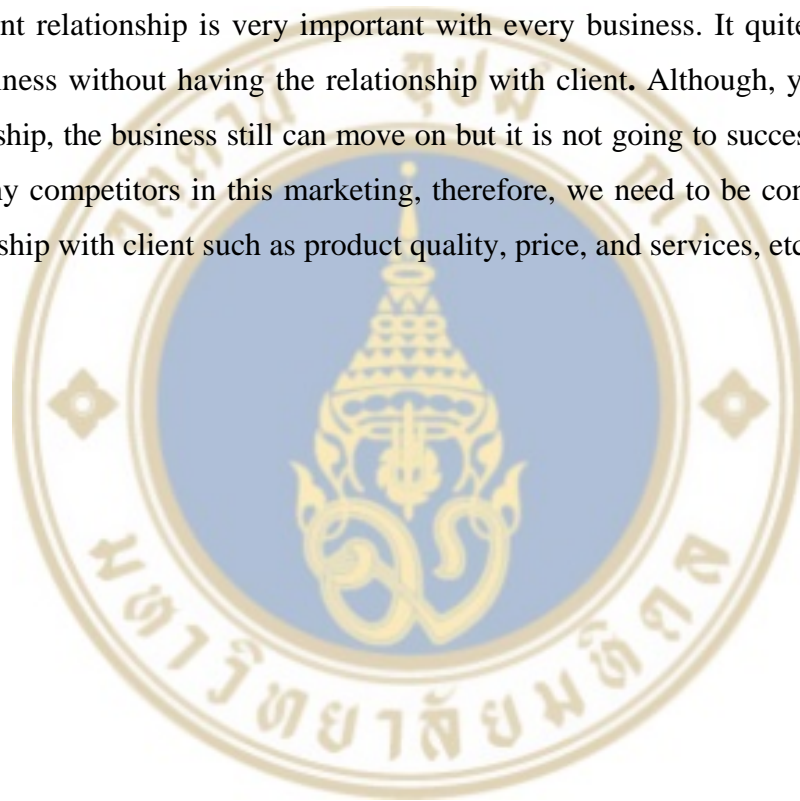
A: Yes I do. We will have an internal meeting once a month with every department, in order to share the information about work and problem that occur and it effect to client. It is my responsibility to check it. For Example, purchasing department, there is an order from customer or supplier come to collect to money, as MD I am the one who will check the price before paying to confirm that it is correct or not.

Q: *Do you have any teams involved with maintaining relationships with clients? Can you explain in detail?*

A: As we are Small Medium Enterprises (SME), therefore, every department has involved with maintaining relationship with client. Because each department will have different relationship with client. For example, if customer want to pay money, so it means that accounting department with take this responsibility and have relationship with client.

Q: *Is there any other information you would like to add to our discussion?*

A: Client relationship is very important with every business. It quite difficult to run the business without having the relationship with client. Although, you think that no relationship, the business still can move on but it is not going to success. Because there are many competitors in this marketing, therefore, we need to be concern a lot about relationship with client such as product quality, price, and services, etc.



Appendix D: One of the B2C Business Owner (Batching Plant) Interview Transcript

Q: How long have you been working for this firm/business field?

A: Around 15 years for the construction business and 3 years for batching plant.

Q: In your opinion, is it important for your company to practice client relationship marketing? How important is it and why?

A: Client relationship marketing is very important. Because it lead to the purchasing order and sale volume. It is one of the connection. There is many factors that customers will concern such as price, relationship and quality. It depends on us to arrange the sequence of important.

Q: How important are building and maintaining relationships with your clients?

A: It is very important. Because building and maintaining relationship lead to the purchasing order. Also the feedback following of sale volume in each month will show that relationship is still good or not. For example, the sale volume were decrease, one thing that we do is to check with client why the volume of buying are decrease or what happen. We need to find the answer. With the characteristic of this business, we properly know the group of customer and also their project work. Therefore, we will use the relationship that we have with them to get the purchasing order.

Q: How do you build relationships with your clients? Can you please give some examples?

A: We will visit and bring some gift for them once a year. For other relationship during a month, we will follow the result after sale, including services. For example. The project of government, we have to keep the sample of concrete after the project finished in order to bring it for test. Therefore, we will have the relationship with customer all the time. We expect to provide the best and fast service to customer to compete with other competitors and to make customer satisfy. Moreover, if there is

any mistaken, we will rush to inform client and provide a solution for them. Service mind is our method to win customer heart.

Q: How do you maintain relationships with your clients? Can you please give some examples?

A: We always check customer reaction all the time. We will find the reason if there is some mistaken or the buying volume were decrease. Most of the problem are pricing. We are always support customer when they need some help.

Q: What kind of activities would you normally do to build relationships with clients? Can you explain in detail?

A: Sharing information about news or new product to customer are one of the service method to build relationship with client.

Q: What kind of activities would you normally do to maintain relationships with clients? Can you please give some examples?

A: We normally present the new products or searching the information of new project to inform their customers. For example, if we knows or heard about new project that is suitable for the clients' job, we will share this to the client to exchange about the work or project in order to get the purchasing order from them.

Q: Who is involved in building and maintaining relationships with clients? Can you give some examples?

A: Delivery person, sale person and the owner. For example, delivery person is the one who face with client directly. Client may unsatisfied if our staff behave inappropriately even though just a little thing.

Q: Can you tell me about the range of you rolls and responsibilities in the company?

A: I am taking care of everything as owner. Accounting is the main department that I responsible. Also the marketing part is another thing that I take care of it. I have to control everything such as production line, control cos of product, etc. Moreover, the bargaining stage is the part that beyond my employees decision. For example, when

client request for a markdown or having the enormous volume inquiry, I am the one who can make decision about this but it depends on case by case.

Q: Do you work with other departments to build relationships with clients?

A: Mostly I deal with the production line in order to control the quality of product. In addition, I will deal with other department if there is some problem that beyond my employee to handle.

Q: Do you work with other departments to maintain relationships with clients?

A: Yes I do work with other department to maintain client relationship. For example, our company has a rule that the cement mixer cannot stay at the customer's site more than 2 hours, if stay longer than that we will charge customer for 500 baht per hour. Because if they stay longer than that, we cannot predict that when it is going to finish. We will waste for the oil burning, therefore, they have to compensate us. However, there is some customer does not want to pay for the charge, therefore, our employee will claim us with the request of customer. The thing that I can do is, to check whether who the customer is, how much they buy the concrete from us, there is any problem during the site while our cement mixer was there, etc. If I found that this is an old customer and buy big volume from us, I will claim this charge for them in order to maintain relationship with client. Overall, I have to make decision in case by case.

Q: Do you have any teams involved with maintaining relationships with clients? Can you explain in detail?

A: Every department are involved with maintaining relationship with client. Because every department have to face with client, therefore, every department must be ready to provide a good service to customer in order to make them satisfied.

Q: Is there any other information you would like to add to our discussion?

A: Client relationship marketing is important to every business. Relationship is more valuable than selling price. For example, one of my customer was checked about our work by random weighting of our product for so many times until they realized that we are honest, after that they keep ordering the product from us. Sometimes visiting customer and sharing with general topic is another tactic to make relationship with them.