

Paula O'Sullivan
Communication

The relationship marketing process: communication, interaction, dialogue, value

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Keywords

Relationship marketing, Communication

Abstract

The objective of the article is to discuss a framework of central processes in relationship marketing. The framework includes an interaction process as the core, a planned communication process as the marketing communications support through distinct communications media, and a customer value process as the outcome of relationship marketing. If the interaction and planned communication processes are successfully integrated and geared towards customers' value processes, a relationship dialogue may emerge.

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Introduction: the relationship marketing paradigm

The relationship marketing perspective is based on the notion that on top of the value of products and/or services that are exchanged, the existence of a relationship between two parties creates additional value for the customer and also for the supplier or service provider (Grönroos, 2000b; compare also Ravald and Grönroos, 1996). An on-going relationship may, for example, offer the customer security, a feeling of control and a sense of trust, minimized purchasing risks, and in the final analysis reduced costs of being a customer.

In a conference paper on service marketing, Berry (1983) first introduced the term relationship marketing, and a few years later Jackson (1985) used it in a business-to-business context. However, the phenomenon itself – a relationship approach to taking care of interactions with customers – is as old as the history of trade and commerce. The importance of relationships with customers was given less attention following the industrial revolution, when the middleman was introduced in the distribution chain (Sethi and Parvatiyar, 1995a). Even before the 1980s, Arndt (1979) observed a tendency of doing business in the form of long-term relationships, which he labelled "domesticated markets". He concluded that "both business markets and consumer markets benefit from attention to conditions that foster relational bonds leading to reliable repeat business" (Arndt, 1979, p. 72). A few years later, Levitt (1983a, p. 111) used a marriage analogy in noting that "the sale merely consummates the courtship... how good the marriage is depends on how well the relationship is managed by the seller".

Before Berry and Jackson used the term "relationship marketing", an explicit relationship perspective in marketing was inherent in the Nordic School of thought (see for example, Gunnarsson, 1983, 1987; Grönroos, 1980, 1983), even though the term was not taken into use until the end of the 1980s (Grönroos, 1989). The relationship notion was also an integral part of the interaction and network approach to industrial marketing of the IMP Group (Håkansson, 1982; Håkansson and Snehota, 1995). Similarities and differences between relationship marketing studies of these two schools of thought have been discussed by Mattsson (1997). The nature of relationship marketing as a contemporary marketing practice has been discussed by Coviello

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