

## **INFLUENCE OF RELATIONSHIP MARKETING ON BUILDING LONG TERM PARTNERSHIPS IN THE SURGICAL MEDICAL DEVICE INDUSTRY IN SOUTH INDIA**

*Dr. R. PRABUSANKAR*

*Professor*

*GRG School of Management Studies*

*PSGR Krishnammal College for Women (Autonomous)*

*(Affiliated to Bharathiar University)*

*Peelamedu*

*Coimbatore. Pin Code - 641 004*

*Tamil Nadu State.*

*Mr. H. PREMKUMAR*

*Ph.D. (Part-Time) Research Scholar*

*GRG School of Management Studies*

*PSGR Krishnammal College for Women (Autonomous)*

*(Affiliated to Bharathiar University)*

*Peelamedu*

*Coimbatore. Pin Code - 641 004*

*Tamil Nadu State.*

### **ABSTRACT**

In the surgical medical device industry, relationship marketing is necessary because it is generating and maintaining better relation with customers especially with medical professionals and this industry is requiring precise understanding of medical devices which are complicated along with strict regulations for selling and buying and using them and capacity to interact with highly specialized doctors. Hence, building partnerships is not only beneficial but, they are highly needed for success of this industry. Meanwhile, companies producing surgical medical devices are facing stiff competition and are also experiencing different problems in successful adoption of relationship marketing and it is influencing building long term partnerships with their clients particularly doctors. The findings reveal that significant difference is prevailed in relationship marketing in the surgical medical device industry amidst profile of doctors. Significant difference is also seen in building long term partnerships in the surgical medical device industry amidst profile of doctors. Besides, communication, events and customer connect are significantly and positively influencing building long term partnerships with doctors. Further, interaction between communication and customer connect and interaction between events and customer connect are also positively and significantly influencing building long term partnerships with doctors. Thus, it is also concluded that customer connect moderates the relation between communication and building long term partnerships and events and building long term partnerships with doctors. Therefore, all the hypotheses are proved by the findings and limitation of the study is also presented.

**Key Words:** *Long Term Relationships, Relationship Marketing, Surgical Medical Device Industry*

### **1. INTRODUCTION**

Relationship marketing is an effort made by business organizations for creating and strengthening relation with their customers, formulating strategies and action plans for them for meeting anticipations of customers along with making mutual relation (Suarniki and Lukiyanto, 2020), partnership in sustainable manner, this by critically scrutinizing requirements of existing customers and their linkage with making decisions regarding to marketing in the business organization and making greater impact on customers as compared to their rivalries (Yang et. al. 2019). Relationship

marketing is recommending tactics of marketing which are required to fulfill demands of companies and needs of their customers (Rosa and Rua, 2020). Hence, it is a disruptive strategy of marketing looking competitive advantage with sustainability on the basis of knowledge, communication, mutual relation and strong linkages (Hidayat and Idrus, 2023).

Further, it is mainly essential for creating and maintaining long term relation with customers with sustainability goal and is a highly efficient strategy of marketing (Cortez et al. 2023) and it is done through exchange of information among companies and customers by means of continuous and efficient communication and also adopting effective strategies for long lasting relation among them (Baptista and Leon, 2013) and it also permits to formulate an effective strategic plan and programmes based on information obtaining from consumers for creating better and long term partnerships with customers (Montoya and Boyero, 2013). Building partnerships is achieved by companies through efficient communication, creating and or adding values to customers through their products and relationship marketing is building long term partnerships in target market by means of social and economic bindings.

Relationship marketing is largely essential for generating faith among all stakeholders of business and providing assurance for them for creating long term relation with them and also making customer highly loyal to them and it is having significant and positive influence on performance of business organization and it is helpful to attain higher degree of profitability for business organizations (Halimi et al. 2011) and is also increasing satisfaction and loyalty of customers (Raza and Rehman (2012) and it also makes relation with customers very strong and sustainable and it also creating trust among them (Nyadzayo and Khajehzadeh, 2016). Besides, it is also playing an important role in development of business operations with sustainability (Paduraru et al. 2016). Further, relationship marketing is imperative for creating values to customers and commitment, confidence, promises, communication, empathy, cooperation, power, accuracy and good rapport are influencing building and maintain long term partnerships with all stakeholders of business organization and they are playing an important role in generating and delivering values to particularly customers (Haseeb et al. 2016).

In the surgical medical device industry, relationship marketing is necessary because it is generating and maintaining better relation with customers especially with medical professionals and this industry is requiring precise understanding of medical devices which are complicated along with strict regulations for selling and buying and using them and capacity to interact with highly specialized doctors. Hence, building partnerships is not only beneficial but, they are highly needed for success of this industry. Sales professionals in this industry should be having pertinent information and knowledge and transparency and are able to give information related to medical devices in detailed manner and to provide evidences for supporting their claims and they are leading to generating long term partnerships with doctors. Good long term partnership is making sales professionals to navigate efficiently and they are able to address requirements and problems faced by doctors in purchasing and using surgical medical devices by them. Relationship marketing adopted by surgical medical device industry is highly effective in building and maintaining long term partnerships with doctors and it is used to update latest developments and regulations to doctors.

Meanwhile, companies producing surgical medical devices are facing stiff competition and are also experiencing different problems in successful adoption of relationship marketing and it is influencing building long term partnerships with their clients particularly doctors and these reasons motivate to carry out this research in south India. Besides, the studies pertaining to influence of relationship marketing on performance, profitability and competitiveness of business organizations and satisfaction and loyalty of customers towards them are carried out so far in different time periods in various industries. Meanwhile, there is also no study is done pertaining to influence of relationship marketing on building long term partnerships in the surgical medical device industry in the Indian contest. The introduction of customer content as moderator among components of relationship marketing and building long term partnerships with doctors is the novelty in this research. Hence, it is also motivated to do this kind of research in south India among doctors who are main stakeholder in surgical medical device industry in order to fill a research gap. Therefore, the present research is made to analyze influence of communication, offerings and events on building long term relationships with doctors in the surgical medical device industry with moderating effect of customer connect.

## **2. REVIEW OF RELATED LITERATURE**

Pakdel et al. (2011) found that elements of relationship marketing, market orientation, innovation and loyalty of customers had significant and positive effect on performance of Pol clothing groups and also long term relation among different partners in their supply chain.

Raza and Rehman (2012) concluded that relationship marketing components were significantly and positively impacting loyalty of customers and it had also significant and positive influence on long term relation with customers.

Theron et al. (2013) revealed that trust, commitment and satisfaction had positive contribution on creating long term relationships in B2B financial services and creating long term relation was not more complicated process but dedicated and systematic efforts were required to build long term relationships.

Balaji and Sivasubramanian (2014) indicated that quality of service, trust, price and image of brand had positive and significant influence on loyalty of customers in telecom sector and it was inferred that components of relationship marketing were playing a significant role in generating loyalty among customers in telecom industry.

Gupta and Sahu (2015) showed that relationship marketing had improved long term relation with customers. Long term relation, trust, quality of service, technology orientation satisfaction, image of brand and loyalty programmes was significantly impacting loyalty of customers.

Zhang et al. (2016) found that components of relationship marketing namely trust and commitment was significantly and positively influencing creating and maintaining long term relation with customers, profitability and success of business organizations.

Payne and Frow (2017) concluded that relationship marketing strategies were generating long term relation with customers and was also significantly influencing commitment of customers towards products and organizations.

Enyinda et al. (2018) revealed that customer management, trust and satisfaction were positively and significantly influencing satisfaction and long term relation with customers in pharmaceutical industry.

Djajanto et al. (2019) indicated that relationship marketing were positively impacting satisfaction, customer value and loyalty of customers in banking industry and it was playing a significant role in generating long term relation with customers by banks.

Khoa (2020) showed that relationship marketing practices were significantly and positively influencing loyalty of customers for designed fashion products and it had also significant impact on satisfaction of customers and profitability of companies.

Saglam and Montaser (2021) found that relationship marketing had positively impacted acquisition and retention of customers and it was significantly contributing to creating and maintaining long term relation with customers.

Ansori (2022) concluded that relationship marketing had positively affected loyalty of customers and it had remarkably contributed to loyalty of customers by 57.70%.

Mamuaya and Mundung (2023) revealed that relationship marketing had significantly influenced loyalty of customers, while, satisfaction of customers had mediating relation among them.

Kholifah et al. (2024) indicated that relationship marketing was significantly and positively affecting satisfaction and loyalty of customers, while, image of brand had significant and positive effect on satisfaction of customers.

### **3. HYPOTHESES OF THE STUDY**

The hypotheses of the study are :

H1: The relationship marketing in the surgical medical device industry is differing significantly amidst profile of doctors.

H2: The building long term partnerships in the surgical medical device industry is differing significantly amidst profile of doctors.

H3: Communication is positively influencing building long term partnerships with doctors.

H4: Offerings is positively influencing building long term partnerships with doctors.

H5: Events is positively influencing building long term partnerships with doctors.

H6: Customer connect is positively influencing building long term partnerships with doctors.

H7: Customer connect moderates the relation between communication and building long term partnerships with doctors.

H8: Customer connect moderate the relation between events and building long term partnerships with doctors.

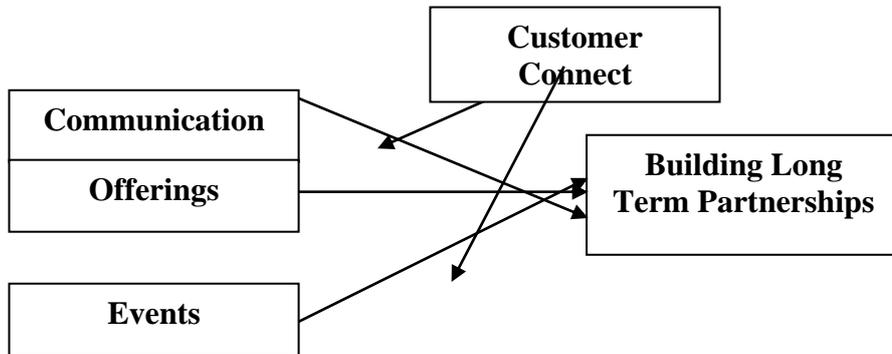
#### 4. METHODOLOGY

Chennai, Bengaluru, Hyderabad, Amaravati and Thiruvananthapuram cities in south India had chosen for conducting the present study. Random sampling method had adopted for selection of doctors. Questionnaire method had used for collection of data from them. The structured questionnaire had sent to 900 doctors across all above mentioned five cities in south India and after examining them, 280 questionnaires had chosen, hence, the sample size for this research is 280 and data gathered from 280 doctors had used in the analysis.

#### 5. MEASUREMENT OF SCALE

This study utilizes constructs developed and standardized by authors (2024) and this research employs a five-point Likert scale to assess the variables in constructs, ranging from "strongly agree" to "strongly disagree." The research model for this study is shown in Figure - 1.

Figure – 1: Research Model



#### 6. RESULTS

##### 6.1. PROFILE OF DOCTORS

Profile	Frequency	%
Gender		
Male	153	54.64
Female	127	45.36
Age		
Less than 30 Years	28	10.00
31 – 40 Years	103	36.79
41 – 50 Years	92	32.86
More than 50 Years	57	20.35
Education		
M.D.	174	62.14
M.S.	106	37.86
Professional Experience		
Below 5 Years	36	12.86
6 – 10 Years	107	38.21
11 – 15 Years	84	30.00
Above 15 Years	53	18.93

Table - 1: Profile of Doctors

Table 1 represents profile of doctors. Among a sample of 280 doctors, 153 of them (54.64%) are males, whereas, 127 of them (45.36%) are females. Age is concerned, 103 doctors (36.79%) are belonging to 31 – 40 years of age, while, 28 of them (10.00%) are belonging to less than 30 years of age. In terms of education, 174 of them (62.14) are having M.D., whilst, 106 of them (37.86%) are having M.S. It is evident that 107 of them (38.21%) are holding 6 – 10 years of professional experience, whereas, 36 of them (12.86%) are holding below 5 years of professional experience.

## 6.2. DESCRIPTIVE STATISTICS OF CONSTRUCTS

Mean value is differing from 3.80 for building long term partnerships to 3.96 for customer connect. The coefficients of correlation exhibit a positive and statistically significant relation among all the constructs in 1% level. There exists a strong and positive correlation ( $r=0.65$ ) between customer connect and building long term partnerships. The correlation coefficients are below 0.80 for all constructs, showing the absence of multicollinearity among the constructs (Table 2).

Table - 2: Mean, SD and Correlation Coefficients

Constructs	Mean	SD	1	2	3	4	5
1. Communication	3.90	0.62	1				
2. Offerings	3.82	0.54	0.36**	1			
3. Events	3.86	0.59	0.42**	0.34**	1		
4. Customer Connect	3.96	0.52	0.45**	0.49**	0.32**	1	
5. Building Long Term Partnerships	3.80	0.46	0.61**	0.55**	0.43**	0.65**	1

\*\* Significant in 1% level

## 6.3. RELIABILITY AND VALIDITY

The reliability and validity for constructs are disclosed in Table 3.

Table - 3: Reliability and Validity

Constructs	CR	AVE	DV
Communication	0.76	0.64	0.66
Offerings	0.74	0.62	0.64
Events	0.73	0.66	0.68
Customer Connect	0.78	0.68	0.70
Building Long Term Partnerships	0.75	0.69	0.72

The Composite Reliability (CR) values for the constructs are above 0.70. The Average Variance Extracted (AVE) values are higher than 0.50 and the Discriminant Validity (DV) values are greater than 0.60. These findings imply that the constructs included in this study show convergent validity.

## 6.4. PROFILE OF DOCTORS AND RELATIONSHIP MARKETING IN THE SURGICAL MEDICAL DEVICE INDUSTRY

ANOVA and t-tests are employed to scrutinize difference amidst profile of doctors and relationship marketing in the surgical medical device industry and the outcomes are disclosed in Table 4.

Table - 4: Profile of Doctors and Relationship Marketing in the Surgical Medical Device Industry

Particulars	t-Value (a) / F-Value (b)	Sig.
Gender and Relationship Marketing	4.522 <sup>a</sup>	.000
Age and Relationship Marketing	31.441 <sup>b</sup>	.000
Education and Relationship Marketing	1.148 <sup>a</sup>	.252
Professional Experience and Relationship Marketing	20.201 <sup>b</sup>	.000

The t-value and F-values are explaining that difference prevailed in relationship marketing in the surgical medical device industry amidst profile of doctors is significant in 1% level excluding education of doctors.

#### 6.5. PROFILE OF DOCTORS AND BUILDING LONG TERM PARTNERSHIPS IN THE SURGICAL MEDICAL DEVICE INDUSTRY

ANOVA and t-tests are used to study difference amidst profile of doctors and building long term partnerships in the surgical medical device industry and the outcomes are disclosed in Table 5.

Table - 5: Profile of Doctors and Building Long Term Partnerships in the Surgical Medical Device Industry

Particulars	t-Value (a) / F-Value (b)	Sig.
Gender and Long Term Partnerships	5.081 <sup>a</sup>	.000
Age and Long Term Partnerships	3.979 <sup>b</sup>	.000
Education and Long Term Partnerships	0.690 <sup>a</sup>	.491
Professional Experience and Long Term Partnerships	6.323 <sup>b</sup>	.000

The t-value and F-values are disclosing that difference seen in building long term partnerships in the surgical medical device industry amidst profile of doctors is significant in 1% level excluding education of doctors.

#### 6.6. INFLUENCE OF COMMUNICATION, OFFERINGS AND EVENTS ON BUILDING LONG TERM RELATIONSHIPS WITH DOCTORS IN THE SURGICAL MEDICAL DEVICE INDUSTRY WITH MODERATING EFFECT OF CUSTOMER CONNECT

Hierarchical regression analysis is used to study influence of communication, offerings and events on building long term relationships with doctors in the surgical medical device industry with moderating effect of customer connect and the outcomes are shown in Table 6. In Model 1, gender, age, education and professional experience of doctors are included as independent variables and building long term partnerships is considered as dependent variable since those independent variables are influencing building long term partnerships with doctors.

In Model 2, in addition to gender, age, education and professional experience of doctors, communication, offerings, events and customer connect are included as independent variables and building long term partnerships with doctors is considered as dependent variable since in addition to profile variables, communication, offerings, events and customer connect also have influence on building long term partnerships with doctors.

In model 3, in addition to gender, age, education and professional experience of doctors, communication, offerings, events and customer connect and interaction between communication and customer connect and interaction between events and customer connect are also included as independent variables and building long term partnerships with doctors is considered as dependent variable because in addition to gender, age, education and professional experience of doctors, communication, offerings, events and customer connect and interaction between communication and customer connect and interaction between events and customer connect also have influence on building long term partnerships with doctors. Meanwhile, customer connect is the moderator variable between communication and building long term partnerships and between events and building long term partnerships with doctors.

Table - 6: Outcomes of Hierarchical Regression Analysis

Particulars	Regression Co-efficient (Unstandardized) Model 1	Regression Co-efficient (Unstandardized) Model 2	Regression Co-efficient (Unstandardized) Model 3
Intercept	20.207**	24.545**	26.351**
Gender	1.247**	1.328**	1.410**
Age	.578**	.304**	.236**
Education	.009	.065	.078
Professional Experience	.746**	.527**	.968**
Communication	-	.235**	.399**
Offerings	-	.046	-.059
Events	-	.137**	.265**
Customer Connect	-	.212**	.423**
Communication x Customer Connect	-	-	.852**
Events x Customer Connect	-	-	.716**
R <sup>2</sup>	0.18	0.35	0.45
Adjusted R <sup>2</sup>	0.16	0.33	0.43
F-Value (ANOVA Test)	11.743**	10.168**	8.920**

\*\* Significant in 1 level

With respect to model 1, the regression coefficients of gender ( $\beta=1.247$ ), age ( $\beta=0.578$ ) and professional experience ( $\beta=0.746$ ) are significant in 1% level and the model 1 is significant in 1% level ( $R^2=0.18$ ; Adjusted  $R^2=0.16$ ;  $F=1.743$ ) and it is demonstrating that 16.00% of variation in building long term partnerships with doctors. It is inferred that gender, age and professional experience are significantly and positively influencing building long term partnerships with doctors in 1% level.

Regarding to model 2, the regression coefficient of communication ( $\beta=0.235$ ), events ( $\beta=0.137$ ) and customer connect ( $\beta=0.212$ ) are significant in 1% level. It is inferred that communication, events and customer connect are significantly and positively influencing building long term partnerships with doctors in 1% level. The model is

significant in 1% level ( $R^2=0.35$ ; Adjusted  $R^2=0.33$ ;  $F=10.168$ ) and it is clarifying that 33.00% of variation in building long term partnerships with doctors.

As model 3 is concerned, the regression coefficient of interaction between communication and customer connect is significant ( $\beta= 0.852$ ) in 1% level and it is supporting that interaction between communication and customer connect is also positively and significantly influencing building long term partnerships with doctors. The regression coefficient of interaction between events and customer connect is significant ( $\beta= 0.716$ ) in 1% level and it is supporting that interaction between events and customer connect is also positively and significantly influencing building long term partnerships with doctors.

It is inferred that customer connect moderates the relation between communication and building long term partnerships and events and building long term partnerships with doctors. The interaction model is also significant in 1% level ( $R^2=0.45$ ; Adjusted  $R^2=0.43$ ;  $F=8.920$ ) and it explains that 43.00% of variation in long term partnerships with doctors. On the based on  $R^2$ , the model 3 is better as against remaining models.

## **7. CONCLUSION**

The present study is concluded that significant difference is prevailed in relationship marketing in the surgical medical device industry amidst profile of doctors. Significant difference is also seen in building long term partnerships in the surgical medical device industry amidst profile of doctors. Besides, communication, events and customer connect are significantly and positively influencing building long term partnerships with doctors. Further, interaction between communication and customer connect and interaction between events and customer connect are also positively and significantly influencing building long term partnerships with doctors. Thus, it is also concluded that customer connect moderates the relation between communication and building long term partnerships and events and building long term partnerships with doctors. Therefore, all the hypotheses are proved by the findings.

## **8. LIMITATIONS AND AREA FOR FUTURE RESEARCH**

The current study is limited to doctors working in major cities in south India and the sample size is also limited to 280 doctors only and there is lack of previous studies relating to influence of relationship marketing on building long term partnerships in the surgical medical device industry in the Indian context. Most of the previous studies are used regression model to analyze influence relationship marketing on performance and profitability of organizations and satisfaction and loyalty of customers separately in different sectors. but, this study employs hierarchical regression model for studying objective and testing hypotheses. The influence of dimensions of relationship marketing on loyalty of specialized doctors towards branded surgical medical devices with moderating effect of customer connect and quality of service individually and comparative study among them may be carried out in future. The future research may also be taken on structural relation among elements of relationship marketing, social media communication on building long term partnerships with physicians working in both private and corporate networking hospitals separately and comparative study among them in this direction in south India and also in other regions of India and the nation as a whole.

## REFERENCES:

1. Balaji, S., & Sivasubramanian, M. (2014). Impact of relationship marketing strategy on relationship quality and customer loyalty: A case study of telecom sector of Tamil Nadu. *International Journal of Recent Scientific Research*, 5(11), 2106-2111.
2. Baptista, M., & Leon, F. (2013). Estrategias de lealtad de clientes en la banca universal. *Estudios Gerenciales*, 29(1), 189-203.
3. Cortez, R. M., Johnston, W. J., & Ehret, M. (2023). Good times–bad times – relationship marketing through business cycles. *Journal of Business Research*, 165(2), 1-14.
4. Djajanto, L., Afiatin, Y., & Haris, Z. A. (2019). The impact of relationship marketing on customer value, satisfaction and loyalty: Evidence from banking sector in Indonesia. *International Journal of Economic Policy in Emerging Economies*, 12(2), 207-214
5. Enyinda, C. I., Ogbuehi, A. O., & Mbah, C. H. (2018). Building pharmaceutical relationship marketing and social media impact: An empirical analysis. *International Journal of Pharmaceutical and Healthcare Marketing*, 12(2), 198-230.
6. Gupta, A., & Sahu, G. P. (2015). Exploring relationship marketing dimensions and their effect on customer loyalty-a study of Indian mobile telecom market. *International Journal of Business Innovation and Research*, 9(4), 375-395.
7. Halimi, A. B., Chavosh, A., & Choshali, S. H. (2011). The influence of relationship marketing tactics on customer's loyalty in B2C relationship- the role of communication and personalization. *European Journal of Economics, Finance and Administrative Sciences*, (31), 50-56.
8. Hidayat, K., & Idrus, M. I. (2023). The effect of relationship marketing towards switching barrier, customer satisfaction, and customer trust on bank customers. *Journal of Innovation and Entrepreneurship*, 12(1), 1-16.
9. Khoa, B. T. (2020). The antecedents of relationship marketing and customer loyalty: A case of the designed fashion product. *Journal of Asian Finance, Economics and Business*, 7(2), 195-204.
10. Mamuaya, N.C., & Mundung, B.I. (2023). The role of customer satisfaction in mediating the influence of customer relationship marketing on customer loyalty. *JEMBA: Journal Of Economics, Management, Business and Accounting*, 2(1), 171-178.
11. Montoya, C., & Boyero, M. (2013). El CRM herramienta para el servicio al cliente en la organizacion. *Visión de Futuro*, 17(1), 130-151.

12. Muhammad Haseeb, Jabbar Ali, Muhammad Shaharyar, &Shammas Butt. (2016). Impact of customer relationship marketing on customer value creation and customer loyalty in mobile service providers market: A case study of Pakistan. *International Journal of Business and Management Invention*, 5(9), 13-19.
13. Nurul Kholifah, Mahrinasari, M.S., & Roslina. (2024). The influence of customer relationship marketing and brand image on customer loyalty with customer satisfaction as a mediation variable (study on Starbucks coffee Indonesia). *Journal of Economics, Finance and Management Studies*, 7(3), 1535-1546.
14. Nyadzayo, M. W., & Khajehzadeh S. (2016). The antecedents of customer loyalty: A moderated mediation model of customer relationship management quality and brand image. *Journal of Retailing and Consumer Services*, 30(2), 262-270.
15. Paduraru, T., Vătămănescu, E. M., Andrei, A. G., Pînzaru, F., Zbucnea, A., Maha, L., & Boldureanu G. (2016). Sustainability in relationship marketing: an exploratory model for the industrial field. *Environmental Engineering and Management Journal*, 15(7), 1635-1647.
16. Pakdel, M., Nayebzadeh, S., & Dehghan Dehnavi, H. (2011). Investigation the effect of market orientation, innovation and customer loyalty on business performance (case study: Pol clothing group). *Journal of Marketing Management*, 6(10), 1-26.
17. Payne, A., & Frow, P. (2017). Relationship marketing: Looking backwards towards the future. *Journal of services marketing*, 31(1), 11-15.
18. Putra Budi Ansori. (2022). The effect of relationship marketing on customer loyalty: A case study. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), 45-53.
19. Raza, A., & Rehman, Z. (2012). Impact of relationship marketing tactics on relationship quality and customer loyalty: A case study of telecom sector of Pakistan. *African Journal of Business Management*, 6(14), 5085-5092.
20. Rosa, D. & Rua, O. (2020). Relationship marketing and intangible resources: The mediating effect of loyalty. *Review of Marketing Science*, 18(1), 117-143.
21. Saglam, M., & El Montaser, S. (2021). The effect of customer relationship marketing in customer retention and customer acquisition. *International Journal of Commerce and Finance*, 7(1), 191-201.
22. Suarniki, N. N., & Lukiyanto, K. (2020). The role of satisfaction as moderation to the effect of relational marketing and customer value on customer loyalty. *International Journal of Innovation, Creativity and Change*, 13(4), 108-122.

23. Theron, E., Terblanche, N.S., & Boshoff, C. (2013). Building long-term marketing relationships: New perspectives on B2B financial services. *South African Journal of Business Management*, 44(4), 33-46.
24. Yang, Z., Jiang, Y., & Xie, E. (2019). Buyer-supplier relational strength and buying firm's marketing capability: An outside-in perspective. *Industrial Marketing Management*, 82(1), 27-37.
25. Zhang, J.Z., Watson Iv, G.F., Palmatier, R.W., & Dant, R.P. (2016). Dynamic relationship marketing. *Journal of Marketing*, 80(5), 53-75.