

2014•2015
FACULTY OF BUSINESS ECONOMICS
Master of Management

Master's thesis

The influence of customer relationship management on customer citizenship behavior

Supervisor :
dr. Sara LEROI-WERELDS

Kelly Thijs

Thesis presented in fulfillment of the requirements for the degree of Master of Management

2014•2015
FACULTY OF BUSINESS ECONOMICS
Master of Management

Master's thesis

The influence of customer relationship management on
customer citizenship behavior

Supervisor :
dr. Sara LEROI-WERELDS

Kelly Thijs

*Thesis presented in fulfillment of the requirements for the degree of Master of
Management*

Summary

The main purpose of this research was to investigate whether or not customer relationship management had a significant influence on customer citizenship behaviors. To see whether or not there is even any influence, it is important to discover first what the main techniques are to build such a relationship with the customer and to see if they are considered important or relevant to this customer. This master thesis focuses on four different kinds of methods to invest in CRM. These are direct mailing, preferential treatment, interpersonal communication and offering tangible rewards. Of course, it is also important that the customers notice the efforts that a company is doing for them. This is called the perceived relationship investment. It is the customers' perception of the extent to which a company devotes resources, efforts and attention in order to convince the customer to purchase the product or receiving the service. This is quite important because it influences the customer's perception of the relationship quality with the company. When a company has a positive perceived relationship investment, customers will be more likely to stay with the company. This can also be called customer retention. Another important aspect in this master thesis is the principle of Customer Citizenship Behavior (CCB) as a result of CRM. CCB is defined as "the behavioral manifestations of customer engagement toward a firm after and beyond the purchase". CCB can be seen as a form of "love" toward a company, which results from a firm's investment in the customers beyond only economic obligations. Because this behavior is driven by the fondness a customer has for a company it is based on "the social exchange theory". CCB can be measured through cooperation, compliance, feedback, customers helping other customers and through the spreading of word of mouth.

This study is conducted in the mobile phone industry in the Flemish part of Belgium. Based on the results of this study it was clear that preferential treatment, interpersonal communication and tangible rewards had a statistically significant positive effect on the perceived relationship investment with the customers. Only the CRM technique of sending different kinds of direct mailings to the customers was considered not to be statistically significant. The mobile phone providers Mobile Vikings and Base appeared to be much better in the preferential treatment of their regular customers compared to the 3 other providers. For the variable of interpersonal communication with the customers it was again the provider Mobile Vikings that was statistically significantly better in it, compared to Base, Proximus and Telenet. Only the provider Mobistar was also better in this in comparison with the provider Proximus. The variable that was the most important influence on the perceived relationship investments according to the customers was receiving tangible rewards. Mobile Vikings appeared to be significantly better in this compared to all the other providers.

Based on this it is very clear that the mobile phone provider Mobile Vikings is making the best efforts in the perceived relationship investments towards their customers. The result of this is that their customers were also statistically significantly more satisfied with this provider and the relationship they have with them compared to the customers of the other mobile phone providers. Based on these findings, we can conclude that the retention of the customers of Mobile Vikings is significantly higher than with their competitors.

When customers are satisfied with the quality of the relationship they have with their provider, they are significantly more willing to give their provider some feedback. Other actions from the customers are that they are more willing to be compliant, to help other customers and to spread some word of mouth. Between the different mobile phone providers there were no statistically significant differences in compliance and giving feedback to the provider. Customers of the provider of Mobile Vikings were, however, statistically significantly more eager to help other customers of their provider and to share their experiences with their provider to others compared to the mobile phone providers Base, Proximus, Mobistar and Telenet.

Table of contents

1	Preface.....	7
2	Problem Statement	9
3	Literature Review:.....	11
3.1	Customer Relationship Management (CRM)	11
3.2	Perceived Relationship Investment	12
3.3	Methods of Customer relationship management	12
3.4	Quality of Customer relationship	14
3.5	Customer Citizenship Behavior? (CCB)	16
4	Empirical Study	21
4.1	Conceptual scheme.....	21
4.2	Research methodology.....	22
4.3	Results.....	24
4.3.1	Regression analysis.....	24
4.3.2	Descriptive analysis.....	35
5	Discussion and Implications.....	43
6	Limitations and Directions For Further Research.....	47
7	Bibliography	49
8	Appendices.....	51
8.1	Appendices 1: Questionnaire	51
8.2	Appendices 2: List Of Figures.....	59
8.2.1	Figure 1: The CRM Continuum.....	59
8.2.2	Figure 2: Age Distribution.....	59
8.2.3	Figure 3: Satisfaction with current provider	60
8.3	Appendices 3: Tables regression of the CRM techniques on Perceived Relationship Investment.....	61
8.3.1	Table 1: Descriptives	61
8.3.2	Table 2: Correlations.....	62
8.3.3	Table 3: Model Summary.....	63
8.3.4	Table 4: Anova.....	63
8.3.5	Table 5: Coefficients	64

8.4	Appendices 4: Tables correlation Perceived Relationship Investment on Relationship Quality Satisfaction.....	65
8.4.1	Table 1: Descriptives	65
8.4.2	Table 2: Correlations.....	65
8.4.3	Table: Model Summary	65
8.4.4	Table 4: Anova.....	65
8.4.5	Table 5: Coefficients	66
8.5	Appendices 5: Tables correlation Relationship Quality Satisfaction on Feedback	66
8.5.1	Table 1: Descriptives	66
8.5.2	Table 2: Correlations.....	66
8.5.3	Table 3: Model Summary.....	66
8.5.4	Table 4: Anova.....	67
8.5.5	Table 5: Coefficients	67
8.6	Appendices 6: Tables correlation Relationship Quality Satisfaction on Compliance	67
8.6.1	Table 1: Descriptives	67
8.6.2	Table 2: Correlations.....	67
8.6.3	Table 3: Model Summary.....	68
8.6.4	Table 4: Anova.....	68
8.6.5	Table 5: Coefficients	68
8.7	Appendices 7: Tables correlation Relationship Quality Satisfaction on Helping Other Customers.....	68
8.7.1	Table 1: Descriptives	68
8.7.2	Table 2: Correlations.....	69
8.7.3	Table 3: Model Summary.....	69
8.7.4	Table 4: Anova.....	69
8.7.5	Table 5: Coefficients	69
8.8	Appendices 8: Tables correlation Relationship Quality Satisfaction on positive WOM.....	70
8.8.1	Table 1: Descriptives	70
8.8.2	Table 2: Correlations.....	70
8.8.3	Table 3: Model Summary.....	70
8.8.4	Table 4: Anova.....	70
8.8.5	Table 5: Coefficients	71

8.9	Appendices 9: Tables correlation Relationship Quality Satisfaction on negative WOM	71
8.9.1	Table 1: Descriptives	71
8.9.2	Table 2: Correlations.....	71
8.9.3	Table 3: Model Summary.....	72
8.9.4	Table 4: Anova.....	72
8.9.5	Table 5: Coefficients	72
8.10	Appendices 10: Tables descriptive statistics	73
8.10.1	Table 1: Descriptives	73
8.10.2	Table 2: Test of homogeneity of Variances	77
8.10.3	Table 3: Anova	78
8.10.4	Table 4: Multiple comparisons.....	81

1 Preface

This thesis is made as a completion of the master education Management with specialization in International Marketing Strategy at the University of Hasselt. It contains work done from November to May 2015. My supervisor on this thesis has been Dr. Sara Leroi-Werelds. The thesis has been made solely by me, but most of the text in the chapter "Literature review", however, is based on the research of others and I have done my best to provide references to these sources.

I was able to pick a topic of choice within the field of marketing. I focused on those aspects that interested me the most and that is how I came to the idea to do a research about customer relationship management. I did some basic research and after sharing this with my supervisor Dr. Sara Leroi-Werelds, she proposed that it was also possible to include the principle of CCB to this topic. I decide that the combination of both CRM and CCB was an interesting research topic. Step by step I wrote my thesis and I could always count on fast and detailed feedback from Dr. Sara Leroi-Werelds

Writing this thesis has been hard, especially when trying to analyze the results in a correct way. But in the process of writing I feel that I have learned a lot regarding my English grammar and vocabulary, the software program SPSS and of course on how to conduct a proper and valid quantitative research study.

Therefore, I would like to thank my supervisor Sara Leroi-Werelds for lots of great ideas, detailed feedback and suggestions to relative articles. Especially our meetings at the University of Hasselt gave me a lot of insights on my progress, possibilities and future actions. Further I would also like to thank my parents to be very supportive and cheer me up when I needed it. I also would like to thank my closest friends to help me gather enough data in a very small amount of time.

2 Problem Statement

Nowadays we live in an environment, where a lot of companies face heavy competition. Therefore, it is vital that companies treasure their customers and find ways to attract new customers. It is no longer sufficient to just focus on your product and try to be the cheapest in the market or that your product has the best features. Companies must also focus on how they treat their customers before, during and, of course, after the purchase. This means that the service, that goes with the product, often becomes more important than the product itself (Fitzgibbon and White, 2005; Tetteh, Vanessa A., 2008).

Through customer relationship management (CRM) companies can develop a certain relationship with their customers. There are three different perspectives relating to CRM. The first one is narrow and tactical and focusses on CRM as a particular technology solution. The second perspective is about wide-ranging technology and the last perspective says something about customer centric approach (Payne & Frow, 2005). This master thesis focuses on the customer centric aspect of CRM.

CRM means that companies try to build strong relationships with their customers, which gives the customers also some additional value. The main purpose is to deliver a long-term value for the customer. This means that a company will try to continuously create and deliver a superior value to their customers which will eventually result in customer satisfaction. With CRM a company will get to the bottom of information on their customers. Therefore, they can optimize and personalize their service to their customers. (Kotler, 2009, P. 31, P.319-351). This is important for a company because it is commonly known that it is more expensive to attract new customers, than to retain existing customers (Hur, Park, Kim, 2010). According to Dowling (Dowling, 2002, p. 87) "CRM is based on the belief that developing a relationship with customers is the best way to make them love you and that loyal customers are more profitable than non-loyal customers". Furthermore, it is also assumed that small improvements in customer retention rates can yield significant increases in profits. (Tetteh, Vanessa A., 2008)

The customer must also be aware of the actions a company takes in building this relationship. This is called the perceived relationship investment. It is the customers' perception of the extent to which a company devotes resources, efforts and attention in order to convince the customer to purchase the product or receiving the service (De Wulf, Odekerken-Schröder, Iacobucci, 2001). According to De Wulf four factors determine this perceived relationship: direct mailing, preferential treatment, interpersonal communication and tangible rewards (De Wulf, Odekerken-Schröder, Iacobucci 2001). Customers have to invest some time, effort and resources when obtaining and using a certain product or service. A clear example of this is that customers must make the effort to drive to the store, which also means that they have to make some time available for this. When

they purchase a certain product or service, they will have to pay a certain amount of money for it. So they will lose some of their resources in order to receive the product or service they want. While doing this, they create a psychological bond with the product or company. This bond aims at staying in that relationship and it sets an expectation of reciprocation. (De Wulf, Odekerken-Schröder, Iacobucci, 2001).

Reciprocation is a vital element when a company tries to achieve a beneficial relationship with his customers (De Wulf, Odekerken-Schröder, Iacobucci, 2001). According to Gouldner (1960, p. 168) "reciprocation evokes obligation toward others on the basis of their past behavior". It actually means that customers should return to buy again from a certain company, in proportion to what they have received from this company. This is because each party, in this exchange relationship, anticipates the feelings of guilt that they would have if they violated the norm of reciprocity. (De Wulf, Odekerken-Schröder, Iacobucci, 2001)

When companies are doing a good job and they succeed in creating and maintaining a beneficial customer relationship with their customers, this could lead to customer citizenship behavior (CCB) or extra-role behavior. Examples of CCB are recommending the company to family and friends or giving feedback to the company about its performance. (Groth, 2005)

Although both CRM and CCB have received a lot of attention in the marketing literature, a research gap exists regarding to the relationship between these two. Most of the literature focuses on these two principles separately, but very rarely these two are investigated together. Therefore, this research aims to fill this gap.

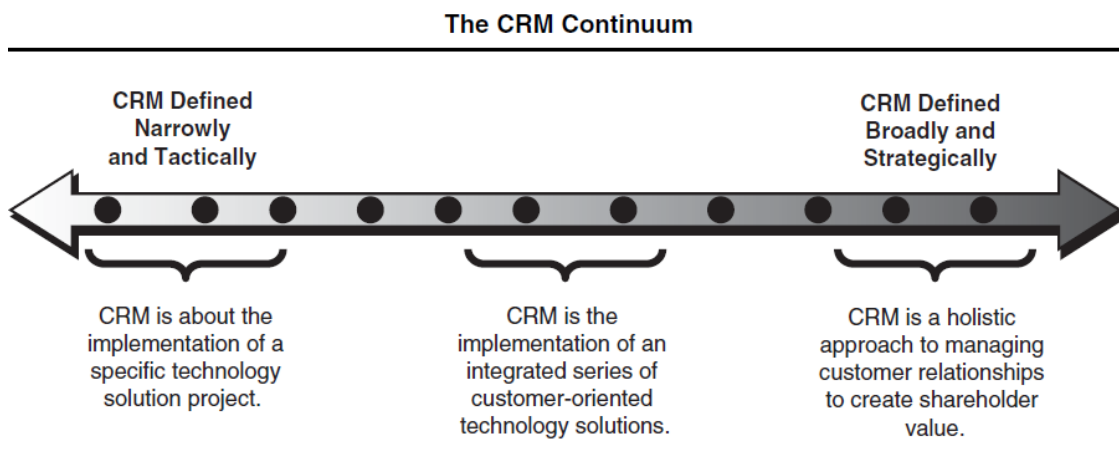
This master thesis examines the influence of customer relationship management on customer citizenship behavior. It will also answer the following other research questions:

- What is CRM?
- How can a company invest in customer relationship?
- What is CCB?
- What is the relationship between CRM initiatives and CCB?

3 Literature Review:

3.1 Customer Relationship Management (CRM)

There is no universally accepted definition of CRM, probably because it is still in the formative stages of development. It is not surprising, therefore, that there are many different ways of how CRM has been defined (Tetteh, Vanessa A., 2008). CRM can be defined from at least three perspectives. These perspectives are presented in Figure 1.



(figure 1: The CRM Continuum; source: Payne & Frow, 2005)

The first definition of CRM is often used to describe technology-based customer solutions. Within this definition CRM is an e-commerce application that is only concerned with sales (Payne & Frow, 2005). According to Kutner and Cripss CRM is mainly data driving marketing. This means that, the focus lies on the use of data. So this perspective is primarily concerned with either a short-term objective or one narrow part of the business (Payne & Frow, 2005). This type of CRM is also called "The analytical type". It is concerned with enhancing customer and organization value using the customer data. It creates information about the customer segmentation, customer behavior and customer value for the organization by using statistical analysis tools like the data mining (Rababah, Mohd,Ibrahim, 2011).

The second definition of CRM covers more than only the e-commerce, but it still does not involve any the aspect of people in it. CRM is here a term for methodologies, technologies and e-commerce capabilities used by companies to manage their relationships with their customers (Payne & Frow, 2005). This is also be called "The operational CRM". It deals with customers' processes automation including marketing automation, sales-force automation, and service automation. It is concerned with automation and streamlining workflow at the front office. This includes collecting data, processing transactions, controlling workflow at the sales, marketing, and service (Rababah, Mohd,Ibrahim, 2011).

The final and third definition reflects a more strategic and holistic approach to CRM. Within this perspective, CRM is concerned with the development and maintenance of long-term mutual relationships with its customers. It focuses less on how CRM is carried out compared with the two previous definitions. It also affects the entire organization and not just the marketing or sales department. The whole organization needs to be involved in CRM. The customer is now the central focus of the company. Every single person within this organization influences the quality of the customer experience and the relationship. Technology still plays a role, but it is not unique or even the most important factor. CRM still depends on automated processes and technologies and it still uses information systems, software and call centers. (Payne & Frow, 2005; Tetteh, Vanessa A., 2008). This perspective is a more holistic approach because the entire organization gathers information about its customers and then draws it together in one central source. (Tate, Vanessa A., 2008) In this research the focus will be on the third and final definition. This type of CRM is also called "The strategic type". It is concerned with the creation of a customer-centric business culture. In this master thesis the focus will mainly be on this third definition.

3.2 Perceived Relationship Investment

CRM is based on the assumption that developing and maintaining a relationship with customers is the best way to make them loyal, and that loyal customers are more profitable than non-loyal customers (Tetteh, Vanessa A., 2008). Of course, it is also important that the customers notice the efforts that a company is doing for them. This is called the perceived relationship investment. It is the customers' perception of the extent to which a company devotes resources, efforts and attention in order to convince the customer to purchase the product or receiving the service (De Wulf, Odekerken-Schröder, Iacobucci, 2001). This is quite important because it influences the customer's perception of the relationship quality with the company (Rafiq, Fulford, Lu, 2013). When a company has a positive perceived relationship investment, customers will be more likely to remain within the company. This can also be called customer retention. The higher this, the better because it means that a company's customers are loyal to the company. If a company notices that customer retention is decreasing, it should try to figure out why customers are leaving. There could be several possible explanations like customer dissatisfaction, a better offer of the competitors, low switching costs and so on (Kotler, 2009, P. 338, P.319-351).

3.3 Methods of Customer relationship management

Relationship marketing is defined as follows: "Relationship Marketing encompasses all activities directed toward establishing, developing, and maintaining successful relational exchanges" (Palmatier, Jarvis, Bechkoff, Kardes, 2009, P. 1). It suggests that it is more valuable for a company to invest effort in developing and maintaining close and long-lasting relationships with customers rather than attracting short-term, discrete transactions. Customers in such relationships are willing

to purchase more, to pay a higher price for goods and services, to show an enhanced tendency towards trust and they become emotionally attached to that firm (Rafiq, Fulford, Lu, 2013).

According to De Wulf (2001) there are three levels of relationship marketing. The first level puts the emphasis more on the economic aspect. The company will use pricing tactics to convince the customer of its offering. This concept is, however, very easy to copy by other competitors and is, therefore, seen as the weakest level. The second level focuses on the social aspects of the relationship. A simple example of this, is knowing your customer's name and communicating with them. The final and third level of relationship marketing considers the offering of structural solutions to customer problems (De Wulf, Odekerken-Schröder, Iacobucci, 2001).

For the first two levels of relationship marketing, a company can apply four different types of marketing techniques. In the first level, there are the tangible rewards and for the second level there is direct mail, preferential treatment, interpersonal communication and tangible awards. These marketing techniques are not applicable for the third level of relationship marketing because it is more designed into the service-delivery system rather than depending upon relationship-building skills. (De Wulf, Odekerken-Schröder, Iacobucci, 2001)

“Direct mail is defined as a consumer’s perception of the extent to which a retailer keeps its regular customers informed through mail” (De Wulf, Odekerken-Schröder, Iacobucci, 2001, P.35). It is acknowledged that buyer-seller communication increases the probability of identifying and predicting the behaviors of customers that generate rewards. Through direct mail customers develop a feeling of trust about the company, special status and closeness. The customers have the feeling that the company knows them, which is an essential condition for creating a sustainable relationship. Therefore, it is believed that direct mail will contribute to the perceived relationship investment of the customers. (De Wulf, Odekerken-Schröder, Iacobucci, 2001). Based on this, the following hypothesis can be constructed:

H1: Direct mail has a positive influence on the perceived relationship investment

“Preferential treatment is defined as a consumer’s perception of the extent to which a retailer treats and serves its regular customers better than its non-regular customers” (De Wulf, Odekerken-Schröder, Iacobucci, 2001, P.35). Some examples of preferential treatment are special shopping evenings, access products before the official selling. With this marketing tactic the company has to acknowledge that it cannot treat every customer the same. The more loyal or the more profitable a customer is, the higher or better the preferential treatment. The company also avoids to waste resources on customers who are less loyal or profitable, while under-satisfying their loyal customers. Therefore, it is expected that an increase of preferential treatment will lead to a higher perceived level of relationship investment. (De Wulf, Odekerken-Schröder, Iacobucci, 2001). Based on this, the following hypothesis can be constructed:

H2: Preferential treatment has a positive influence on the perceived relationship investment

“Interpersonal communication is defined as a consumer’s perception of the extent to which a retailer interacts with its regular customers, in a warm and personal way” (De Wulf, 2001, P36). This indicates that regular customers receive a higher service level than non-regular customers. Some examples of social relationship benefits are feelings of familiarity, friendship, social support and personal recognition. As a result, it can be considered that enhancing interpersonal communication with customers will lead to a higher perceived relationship investment. (De Wulf, Odekerken-Schröder, Iacobucci, 2001). Based on this, the following hypothesis can be constructed:

H3: Interpersonal communication has a positive influence on the perceived relationship investment

As a fourth and final marketing relationship tactic, there are also the **tangible awards**. These are defined as a “consumer’s perception of the extent to which a retailer offers tangible benefits in return for their loyalty” (De Wulf, Odekerken-Schröder, Iacobucci, 2001, P.36). Some examples of this are pricing discounts or gifts. However, this is not the most feasible way of developing and maintaining a sustainable relationship as it is very easy for competitors to copy this. Customers who are only loyal based on economic advantages are more likely to switch when the competitor offers them a higher discount or a bigger prize (Evanschitzky, Ramaseshan, Woisetschläger, Richelsen, Backhaus, 2011). Therefore, it can be expected that the higher the tangible rewards, the higher the perceived level of relationship investment will be. Based on this, the following hypothesis can be constructed:

H4: Tangible rewards have a positive influence on the perceived relationship investment

3.4 Quality of Customer relationship

Developing a relationship with your customers is of course not enough. A company must also make sure that this relationship has a certain quality level. A bad relationship is in fact also a relationship. Therefore the company must put some effort in relationship marketing. The actions based on the relationship marketing tactics discussed earlier, generate customer feelings of gratitude, which lead to gratitude-based reciprocal behaviors (Palmatier, Jarvis, Bechkoff, Kardes, 2009, P. 1). Therefore, it can be suggested that the better the perceived relationship investment is, the better the customer relationship will be. Based on this, the following hypothesis can be constructed:

H5: a positive perceived relationship investment has a positive influence on the customer relationship

Within relationship marketing, the concept of reciprocity is important. It is defined as "the social norm dictating that an action performed by one party requires a compensating movement by the other" (Hoppner, GriffithH, 2011, P.920). Researchers have recognized that after receiving a benefit, which is the relationship marketing investment, people feel a deep-rooted psychological pressure to reciprocate. This act of reciprocating can generate pleasure, whereas the failure to do so can enhance feelings of guilt. It is important that there is a balance between the benefits received from the company and the counter giving actions of the customers towards the company. Therefore, reciprocity turns transactions into relationships (Palmatier, Jarvis, Bechkoff, Kardes, 2009). There are a number of factors that determine the extent to which customers feel a personal obligation to reciprocate, including the relationship between the company and the customer, perceived costs incurred by the customers and the amount of time that has passed from the initial favor. But the most critical determinant tends to be how much customers believe they benefitted from the particular favor (Goldstein, Griskevicius, Cialdini, 2011). It is important for a company to look at the type of actions of reciprocation done by the customer, but also on the moment that these actions take place. In other words, the difference between the length of time between an initial action and its response (Hoppner, GriffithH, 2011).

Based on the theory of reciprocation it is obvious that it is quite important for a company to develop and maintain a relationship with their customers. There are three basic elements that should increase a company's relationship quality with its customers. These are: relationship satisfaction, trust and relationship commitment (De Wulf, Odekerken-Schröder, Iacobucci, 2001).

Relationship satisfaction is defined as "a consumer's affective state resulting from an overall appraisal of his or her relationship with the company" (De Wulf, 2001, P.36). It is a complete evaluation based on the total purchase and consumption experience over a certain amount of time (Evanschitzky, Ramaseshan, Woisetschläger, Richelsen, Blut, Backhaus, 2011). Higher satisfaction evaluations will lead to greater rewards provided by the firm. This will increase the likelihood of a customer perceiving a social exchange relationship (Bettencourt, 1997).

Trust is also an important factor in the quality of a relationship between the customers and the company. Trust is defined as "a consumer's confidence in a company's reliability and integrity". (De Wulf, Odekerken-Schröder, Iacobucci, 2001, P.36) "It is the willingness to rely on an exchange partner in whom one has confidence" (Evanschitzky, Ramaseshan, Woisetschläger, Richelsen, Backhaus, 2011, P.627). A company cannot build a sustainable relationship with its customers when they do not trust the product.

Relationship commitment is defined as “a consumer’s enduring desire to continue a relationship with a company accompanied by this consumer’s willingness to make efforts at maintaining it” (De Wulf, Odekerken-Schröder, Iacobucci, 2001, P.36-37). Relationship commitment can also be a source of sustainable competitive advantage to a company because it offers cost reduction and improves profits (Hur, Park, Kim, 2010). According to Bettencourt, commitment is characterized by value conformity, intention to continue the relationship and an interest in the welfare of the other party (Bettencourt, 1997). Commitment is an attitude toward a company that should create a variety of beneficial behaviors. Customers, who believe that they receive more value and more benefits from being in a relationship with the company, will be highly committed. Therefore, they will be more willing to reciprocate effort on behalf of the firm (Bettencourt, 1997). This also means that commitment leads to functional behavior patterns characterized by a personal sacrifice by the customer for the purpose of the company, persistence in behaviors so that those behaviors do not depend only on rewards and punishments and personal preoccupation with the organization (Bettencourt 1997).

The concept of commitment can also be categorized into three different categories. These are: affective commitment, calculative commitment and normative commitment. Affective commitment refers to a tendency to continue stable transactions over the long-term by applying social ties and familiar relations with partners (Hur, Park, Kim, 2010). This can result in a strong, trusting relationship between the company and its customers. The relationship is based on personal involvement and reciprocity and it is also strongly connected to brand image and consumer’s lifestyle (Hur, Park, Kim, 2010).

The second form of commitment is calculative commitment, which is developed through a cognitive judgment of the benefits and sacrifices that would be generated if the transaction relationship has ended. The reason for maintaining this relationship is, therefore, based on the aspect that the benefits of continuing the relationship should outweigh the sacrifices (Hur, Park, Kim, 2010). Normative commitment refers to a sense of obligation. Consumers get a feeling that being loyal to the company and maintaining the relationship is “the right thing to do”. It is developed through socialization as customers internalize a set of norms concerning appropriate behavior.

3.5 Customer Citizenship Behavior? (CCB)

Customer Citizenship Behavior (CCB) is defined as “the behavioral manifestations of customer engagement towards a firm after and beyond the purchase” (Verleye, Gemmel, Rangarajan, 2013, P.69). CCB can be seen as a form of “love” toward a company, which results from a firm’s investment in the customers beyond only economic obligations. Because this behavior is driven by the affection a customer has about a company it can also be called “the social exchange theory”. As the customer’s affection towards the company increases, the likelihood of CCB will also increase (Verleye, Gemmel, Rangarajan, 2013) So there is a clear distinction between the behaviors

customers are required to perform in the delivery of services and those done voluntarily (Bettencourt, 1997). Furthermore, a social exchange by one partner evokes a somewhat obligated reaction of the other party. CCB can contribute to the firm's performance in two ways. CCB leads to interactions between the firm and its current customers but also with potential new customers through the spreading of positive word of mouth or reviews. Within these two ways, there are five different actions of CCB that customers can apply. Cooperation, feedback and compliance are the three possible ways in which the company can interact with its current customers. Helping other customers and positive word of mouth are the two ways to interact with potential new customers (Verleye, Gemmel, Rangarajan, 2013).

Cooperation means that the customers are willing to help the company voluntarily. These customers can provide information and assistance to the company and its personnel. They are willing to participate in the development and governance of the company and do this to the extent that they believe that their inputs and contributions towards the company matter and are valued. (Verleye, Gemmel, Rangarajan, 2013; Bettencourt, 1997). The customer sees himself as a co-producer providing both productivity- and quality enhancing inputs. These are the resources and actions provided by the customer for the production and/or delivery of services (Bettencourt, 1997; Groth, 2005). Because these actions are completely voluntary, they rely on the internal motivation of the customer. It is also important that the customer is cooperative, observant of rules and policies, polite and respectful and accepting the direction of the company. The movie theater is an example of this type of role. They ask the customers to clean up their trash after the movie or to turn cell phones off during the movie. Customers can also help other customers instead of only the company and its employees (e.g., giving advice, providing directions) (Bettencourt, 1997). There is of course a distinction between the in-role and voluntary extra-role behavior in the role of co-producer. Some actions done by the customer are basically required by the company in order to deliver the service. A clear example of this is that when a customer enters a gym, he is required to be physically present and to exercise in order to enjoy the service of the gym. When the customer is recommending the gym to other customers or gives feedback, it can be viewed as voluntary extra-role behavior. For the in-role behavior of customers, the customer needs the ability to perform the expected behavior and they need to know exactly what they are expected to do (Groth, 2005). Therefore, it can be expected that the more positive a customer relationship is, the better the cooperation between the customer and the company. Based on this, the following hypothesis can be constructed:

H6: A positive customer relationship has a positive influence on cooperation

The second type of CCB is giving **feedback** to the company. The company can ask its customers about its products or service level, but the customers can also give feedback without being asked first (Verleye, Gemmel, Rangarajan, 2013). The customer can be seen as an organizational consultant. The customer is able to offer guidance to the company. These types of customers usually have experience with the service or the products of the company and they experience a gain from their involvement. They are an inexpensive source of advice and guidance and they are considered experts regarding customer perspective. They know what the typical customer complaints are and what the firm can do about it (Bettencourt, 1997). Therefore, it can be assumed that the better the customer relationship is, the more likely it will be that customers will give feedback to the company. Based on this, the following hypothesis can be constructed:

H7: A positive customer relationship has a positive influence on feedback

The third type is **compliance**. This refers to the degree to which the customers cope with organizational rules and procedures. This is a form of CCB because not all the customers respect this. Examples of unacceptable behaviors are not showing respect for the personnel of the company. (Verleye, Gemmel, Rangarajan, 2013). As a result, it can be expected that the better the customer relationship, the higher the degree of compliance will be. Based on this, the following hypothesis can be constructed:

H8: A positive customer relationship has a positive influence on compliance

The company must also interact with potential new customers. This is called CCB in customer-to-customer (C2C) interactions. This can be done in two different ways. The first way is through **helping other customers**. Customers can help one another by showing empathy, they can encourage each other to behave appropriately or help each other to get better service experiences (Verleye, Gemmel, Rangarajan, 2013). Therefore, the better the customer relationship is between a company and its customers, the more likely it is that these customers will help other customers. Based on this, the following hypothesis can be constructed:

H9: A positive customer relationship has a positive influence on helping other customers

The second way is through spreading positive **word of mouth (WOM)**. It is defined as "the degree to which an individual tells about an experience to his peers and relatives" (Kumar Tiwari, Abraham, 2010, P.16). Customers can show their engagement toward a firm by talking positively about the company and recommending the firm to other customers, also called referrals (Verleye, Gemmel, Rangarajan, 2013). The customer is very loyal and committed to the company and, therefore, acts as a promoter. By doing this, he accelerates the acceptance of new products with the firm's customers (Bettencour, 1997). WOM communication has a significant impact on the

purchase decision of potential new customers. It is considered as the most important reliable source of information to other customers, while making a purchase decision. WOM can affect brand awareness, attitudes of customers towards the company, preferences and choice (Kumar Tiwari, Abraham, 2010). Of course the company should also pay attention when customers are spreading negative WOM. This can lead to a loss of potential new customers and it can damage the brand reputation of the company (C. Harris, Ogbonna, 2013).

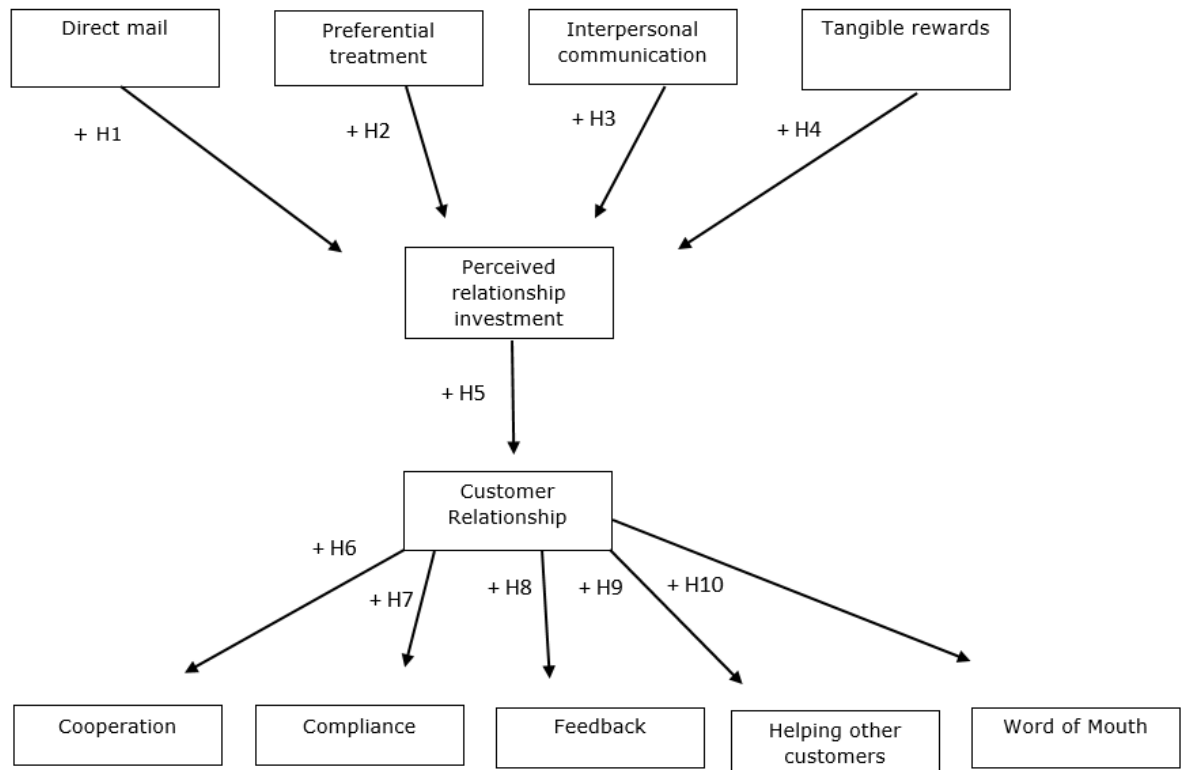
The disadvantage of WOM is that customers who are satisfied about a company often stay very loyal to it, but they do not always share their positive experiences with others. When customers are, however, unsatisfied and have a negative experience with a company, they will share this information much faster with their friends or relatives. Customers who have complaints will spread their negative experience twice as fast as customers who are satisfied and loyal. This means, that a company should also pay a lot of attention on the complaints it receives from customers in order to withhold them from spreading it (C. Harris, Ogbonna, 2013). Based on this, the following hypotheses can be constructed:

H10A: The customer relationship has a positive influence on the spreading positive of word of mouth

H10B: The customer relationship has a negative influence on the spreading of negative word of mouth

4 Empirical Study

4.1 Conceptual scheme



4.2 Research methodology

This study is conducted in the mobile phone industry in the Flemish part of Belgium. This is a very competitive industry because there are a lot of different providers who all offer somewhat the same product and service to their customers. This can range from text messages to mobile internet data. The different providers try to differentiate themselves by being the cheapest or offering the best package for their customers. This is quite necessary because nowadays almost every customer has at least one mobile phone, so there is a huge market potential for the different providers. Customers also choose their providers according to their own needs and preferences. Furthermore, the switching costs in the mobile phone industry are relatively low, so it is quite easy for customers to switch to switch from provider whenever they feel dissatisfied about their current provider.

All the measures of the constructs examined in this research were available in the literature. For the four relationship marketing tactics, perceived relationship investment and relationship quality satisfaction I used the scales constructed by De Wulf, Odekerken-Schröder and Iacobucci in 2001. The scales only needed a minor adaptation to the setting, while they used food and apparel industries in their research. For the four tactics of CCB I used the scales developed by Verleye, Gemmel, Rangarajan in 2013. Again, I adapted the scales to the setting of the mobile phone industry, while in the original research it was used for nursing homes.

All the scales in the questionnaire were constructed on a seven-point Likert scale. For the question about customer satisfaction I asked the respondents to give a score from 0 to 10. Only the questions related to the aspect of cooperation were left out in this since there is no form of cooperation possible in the mobile phone industry. Furthermore, all the statistical analyses were done with the software program SPSS. The complete questionnaire can be found in appendix 8.1 on page 51.

The sample contains 339 respondents. The questionnaire was mainly distributed through the social media tools Facebook and Twitter. In this sample there are quite some large differences between the number of male and female respondents. There were 36,80% males who filled out this questionnaire and 63,20% female respondents. The ages of the respondents vary between 15 to 75 years. The average age in this sample is 34 years. As shown in the next graph, the majority of the respondents were in the age category of 15 to 25 years, while all the other age categories have almost the same number of respondents.

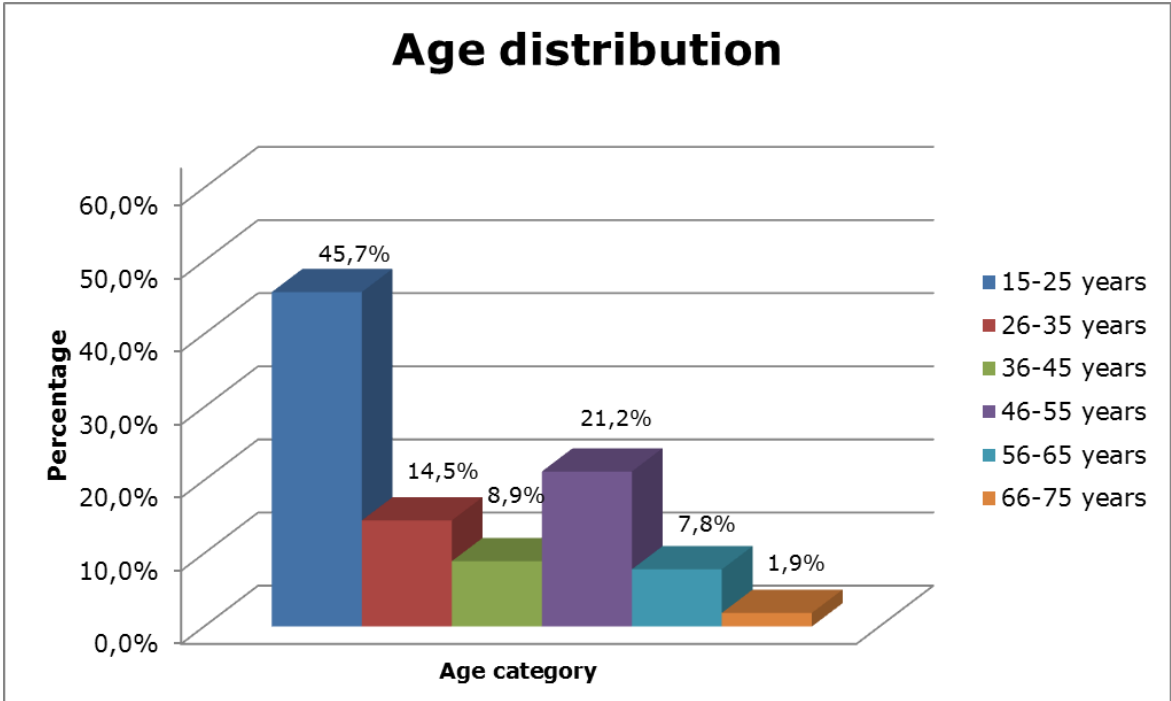


Figure 2: Age distribution

4.3 Results

4.3.1 Regression analysis

To test the conceptual model and the matching hypothesis I will have to run six different kinds of regressions. With the first regression analysis I would like to test whether or not the 4 CRM techniques like direct mailing, preferential treatment, interpersonal communication and tangible rewards have a positive influence on the perceived relationship investments. Because there are 4 independent variables I have chosen to run a multiple regression. (De Vocht, 2014). The SPSS output of this regression can be found in appendices 8.3 on page 61.

Table 3 gives more information about the quality of the regression model. This is based on the R, also called the multiple correlation coefficients, and the adjusted R square, which is the determination coefficient. For the regressions I will look at the adjusted R-square. The adjusted R-squared is a modified version of R-squared that has been adjusted for the number of independent variables in the regression. The adjusted R-squared increases only if the new variable improves the model more than would be expected by chance. It decreases when a variable improves the model by less than expected by chance (De Vocht, 2014). In this regression the adjusted R Square = 0,660, this means that 66,00% of the variance of perceived relationship investment is being explained by the variables direct mailing, interpersonal communication, preferential treatment and tangible rewards. In Table 4 it is shown that this regression is statistically significant, while $F(4,273) = 135,722$, $P=0,000$ at a significance level of 0,05.

The results of Table 5 give more information about the regression equation. Based on this table, we can see if all the variables included in the regression are statistically significant to the dependent variable perceived relationship investment. For the variable of direct mailing $T(273) = 0,434$, $P=0,665$, for preferential treatment $T(273) = 3,083$, $P= 0,002$, for interpersonal communication $T(273) = 6,674$, $P= 0,000$ and tangible rewards $T(273) = 12,393$, $P=0,000$ at a 0,05 significance level. So based on these findings we can conclude that sending direct mailings to the customers has no significant impact on the perceived relationship investments of the customers.

Because there are multiple independent variables to regression equation looks like: $\hat{Y} = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3$. When this equation is applied to this regression you get the following regression equation:

*Perceived relationship investment = 0,555 + 0,489 * Tangible rewards + 0,318 * Interpersonal communication + 0,123 * Preferential treatment*

Based on this regression equation it is clear that the independent variables tangible rewards, interpersonal communication and preferential treatment have a positive effect on the dependent variable perceived relationship investment. This equation also shows again that giving customers tangible rewards has the highest impact in the customer's perceived relationship investment towards mobile phone providers, while sending direct mailings to the customers has statistically no significant influence on this perception.

General conclusion

Based on the results, it is clear that hypothesis H1 in which I stated that direct mail has a positive influence on the perceived relationship investment is not supported, while direct mail had no statistically significant impact on the perceived relationship investments. Hypothesis 2, 3 and 4 expected that preferential treatment, interpersonal communication and tangible rewards would also have a positive influence on the perceived relationship investment. Based on the results above, it is very clear that these 3 hypotheses are all supported. In other words, preferential treatment, interpersonal communication and tangible rewards have a positive influence on the perceived relationship investments that the customers have of their provider. In the table below, there is a summary of the main statistics relevant to this regression analysis.

Statistics of the 4 CRM techniques and PRI							
	N	Means	SD	Adjusted R-Square	T-Statistic	Significance (P-Value <0,05)	Beta-coefficient
Dependent: PRI	278	3,9556	1,49743				
Tangible rewards	278	3,7458	1,69522	0,660	12,393	0,000	0,492
Interpersonal communication	278	3,0528	1,35171	0,660	6,674	0,000	0,323
Preferential treatment	278	4,2278	1,47341	0,660	3,083	0,002	0,121
Direct mailing	278	3,7518	1,20936	0,660	0,434	0,665	0,020

Table 1: Statistics of influence of the 4 CRM techniques on PRI

With the second regression analysis I would like to test whether or not the perceived relationship investments of mobile phone providers has an influence on the relationship quality satisfaction. Because there is now only 1 independent variable I have chosen to run a single regression. It has been conducted on a 0,05 significance level. The tables of this regression can be found in appendices 8.4 on page 65.

Table 3 shows that for this regression the determination coefficient adjusted R square =0,575. This tells us that almost 57,5% of the variance of relationship quality satisfaction is being explained by the variable of perceived relationship investments. So it is obvious that there is a very strong relation between the independent and the dependent variable. In table 4 it is shown that this regression is statistically significant, while $F(1,279) = 379,235$, $P = 0,000$ at a significance level of 0,05.

The results of Table 5 give more information about the regression equation. In this case $T(279) = 19,474$, $P = 0,000$ at a 0, 05 significance level. Because this is a single regression, the regression equation has the following from: $\hat{Y} = \beta_0 + \beta_1 * X_1$

Applied to this regression, the regression equation looks like:

$$\text{Relationship quality satisfaction} = 1,523 + 0,663 * \text{Perceived relationship investment}$$

Based on this regression equation it is clear that the independent variable of the perceived relationship investment has a positive effect on the dependent variable of relationship quality satisfaction. This means that it is very important for mobile phone providers to attach a great deal of value to the perceived relationship investments. How they should do this is already discussed above.

General conclusion

Hypothesis 5 stated that it was expected that a positive perceived relationship investment has a positive influence on the customer relationship. Based on the results discussed above, it can be concluded that this hypothesis is supported. In the table below, there is a summary of the main statistics relevant to this regression analysis.

Statistics of PRI on relationship quality satisfaction							
	N	Mean	SD	Adjusted R-Square	T-Statistics	Significance (P-Value<0,05)	Beta-coefficient
Dependent: Relationship quality satisfaction	281	4,1412	1,29814				
Perceived relationship investment	281	3,9478	1,48553	0,575	19,474	0,000	0,663

Table 2: Statistics of influence of PRI on relationship quality satisfaction

The third regression analysis is to test whether or not relationship quality satisfaction has an influence on the feedback given by the customers of the mobile phone providers. The tables of this regression can be found in appendices 8.5 on page 66.

From Table 3 we learn that the adjusted R square =0,132. This means that only 13,2% of the variance of giving feedback is being explained by the variable of relationship quality satisfaction. So it is obvious that there is a moderate relation between the independent and the dependent variable. In table 4 it is shown that that this regression is statistically significant, while $F(1,276)=43,200$ $P= 0,000$ at a significance level of 0,05.

The results of Table 5 give more information about the regression equation. In this case $T(276)=6,573$, $P= 0,000$ at a 0,05 significance level.

Applied to this regression, the regression equation looks like:

$$Feedback = 2,970 + 0,335 * relationship\ quality\ satisfaction$$

Based on this regression equation it is clear that the independent variable of the relationship quality satisfaction has a moderately strong, but still statistically significant positive effect on the dependent variable of feedback. In other words, when customers are satisfied with the relationship quality they have with their provider, they are more willing to give their provider some feedback.

General Conclusion:

Hypothesis 7 stated that it was expected that a positive customer relationship has a positive influence on feedback. Based on the results discussed above, it can be concluded that this hypothesis is supported. In the table below, there is a summary of the main statistics relevant to this regression analysis.

Statistics of relationship quality satisfaction on feedback							
	N	Mean	SD	Adjusted R-Square	T-Statistics	Significance (P-Value<0,05)	Beta-coefficient
Dependent: Feedback	278	4,3590	1,18762				
Relationship quality satisfaction	278	4,1463	1,30390	0,132	6,573	0,000	0,335

Table 3: Statistics of influence of relationship quality satisfaction on feedback

With the fourth regression analysis I would like to test whether or not the relationship quality satisfaction has an influence on the compliance of the customers of the mobile phone providers. The tables of this regression can be found in appendices 8.6 on page 67.

From Table 3 we can see that the adjusted R square =0,058. This tells us that only 5, 8% of the variance of compliance is being explained by the variable of relationship quality satisfaction. So it is obvious that there is a very weak relation between the independent and the dependent variable. In table 4 it is shown that that this regression is statistically significant, while $F(1,279)=18,298$, $P=0,000$ at a significance level of 0,05.

The results of Table 5 give more information about the regression equation. In this case $T(279)=4,278$, $P= 0,000$ at a 0, 05 significance level

Applied to this regression, the regression equation looks like:

$$\text{Compliance} = 4,772 + 0,200 * \text{relationship quality satisfaction}$$

Based on this regression equation it is clear that the independent variable of the relationship quality satisfaction has a very small, but still statistically significant positive effect on the dependent variable of compliance. This means that when customers are satisfied with the relationship quality they have with their provider, they are more willing to be compliant.

General conclusion

Hypothesis 8 stated that it was expected that a positive customer relationship has a positive influence on compliance. Based on the results discussed above, it can be concluded that this hypothesis is supported. In the table below, there is a summary of the main statistics relevant to this regression analysis.

Statistics of relationship quality satisfaction on compliance							
	N	Mean	SD	Adjusted R-Square	T-Statistics	Significance (P-Value<0,05)	Beta-coefficient
Dependent: Compliance	281	5,6014	1,04772				
Relationship quality satisfaction	281	4,1412	1,29814	0,058	4,278	0,000	0,200

Table 4: Statistics of influence of relationship quality satisfaction on compliance

The fifth regression analysis is to investigate whether or not the relationship quality satisfaction has an influence on the amount of help the customers of the mobile phone providers provide to other customers. The tables of this regression can be found in appendices 8.7 on page 68.

The determination coefficient adjusted R square =0,284. This tells us that almost 28,4% of the variance of helping other customers is being explained by the variable of relationship quality satisfaction. This can result can be found in Table 3. So it is obvious that there is a moderate relation between the independent and the dependent variable. In table 4 it is shown that that this regression is statistically significant, while $F(1,270)=108,556$, $P=0,000$ at a significance level of 0,05.

The results of Table 5 give more information about the regression equation. In this case $T(270)=10,419$, $P=0,000$ at a 0,05 significance level.

Applied to this regression, the regression equation looks like:

$$\text{Helping other customers} = 1,845 + 0,590 * \text{relationship quality satisfaction}$$

Based on this regression equation it is clear that the independent variable of the relationship quality satisfaction has a moderately strong and statistically significant positive effect on the dependent variable of helping other customers. This means that when customers are satisfied with the relationship quality they have with their provider, they are more willing to help the other customers of their provider.

General conclusion

Hypothesis 9 stated that it was expected that a positive customer relationship has a positive influence on helping other customers. Based on the results discussed above, it can be concluded that this hypothesis supported.

Statistics of relationship quality satisfaction on helping other customers							
	N	Mean	SD	Adjusted R-Square	T-Statistics	Significance (P-Value<0,05)	Beta-coefficient
Dependent: Helping other customers	272	4,2914	1,43971				
Relationship quality satisfaction	272	4,1495	1,30776	,284	10,419	0,000	0,590

Table 5: Statistics of influence of relationship quality satisfaction on helping other customers

With the sixth and final regression analysis I would like to test whether or not the relationship quality satisfaction has an influence on the spreading of word of mouth by the customers about their experiences with their mobile phone providers. For this regression I will make a distinction between spreading positive or negative word of mouth. The explanation for this is that when customers are not satisfied with the relationship they have with their mobile phone provider, they might also share this experience with others.

Positive word of mouth:

The tables of this regression can be found in appendices 8.8 on page 70. From Table 3 we learn that the determination coefficient adjusted R square =0,397. This tells us that almost 39,70% of the variance of positive word of mouth is being explained by the variable of relationship quality satisfaction. So it is obvious that there is a strong relation between the independent and the dependent variable. In table 4 it is shown that this regression is statistically significant, while $F(1,262)=174,185$, $P= 0,000$ at a significance level of 0,05.

The results of Table 5 give more information about the regression equation. In this regression $T(262)=13,198$, $P= 0,000$ at a 0,05 significance level.

Applied to this regression, the regression equation looks like:

$$\text{Positive word of mouth} = 2,247 + 0,645 * \text{relationship quality satisfaction}$$

Based on this regression equation it is clear that the independent variable of the relationship quality satisfaction has a strong and significant positive effect on the dependent variable of positive word of mouth. In other words, when customers are satisfied with the relationship quality they have with their provider, they are will share this positive experience with their friends and family.

Statistics of relationship quality satisfaction on positive word of mouth							
	N	Mean	SD	Adjusted R-Square	T-Statistic	Significance (P-Value<0,05)	Beta-coefficient
Dependent: Positive word of mouth	264	4,9129	1,33681				
Relationship quality satisfaction	264	4,1351	1,31026	,397	13,198	0,000	0,645

Table 6: Statistics of influence of relationship quality satisfaction on positive word of mouth

Negative word of mouth:

The tables of this regression can be found in appendices 8.9 on page 71. From Table 3 we learn that the determination coefficient adjusted R square =0,079. This tells us that only 7,90% of the variance of negative word of mouth is being explained by the variable of relationship quality satisfaction. So it is obvious that there is a very weak relation between the independent and the dependent variable. This relation is, however, significant while Table 4 showed that $F(1,262)=23,458$, $P= 0,000$ at a significance level of 0,05.

The results of Table 5 give more information about the regression equation. In this regression $T(262) = -4,846$, $P= 0,000$ at a 0,05 significance level.

Applied to this regression, the regression equation looks like:

$$\text{Negative word of mouth} = 6,029 - 0,257 * \text{relationship quality satisfaction}$$

Based on this regression equation it is clear that the independent variable of the relationship quality satisfaction has a negative effect on the dependent variable of negative word of mouth. In other words, when customers are not satisfied with the relationship quality they have with their provider, they are will share this negative experience with their friends and family by spreading negative word of mouth about their provider.

General conclusion

Hypothesis 10A stated that it was expected that the relationship quality satisfaction has a positive influence on spreading positive word of mouth, while hypothesis 10B suggested that relationship quality satisfaction has a negative effect on spreading negative word of mouth. Based on the results discussed in the section above, it can be concluded that both hypotheses are supported.

Statistics of relationship quality satisfaction on negative word of mouth							
	N	Mean	SD	Adjusted R-Square	T-Statistic	Significance (P-Value<0,05)	Beta-coefficient
Dependent: Negative word of mouth	264	5,0379	1,17179				
Relationship quality satisfaction	264	3,8649	1,31026	,079	-4,486	0,000	-0,257

Table 7: Statistics of influence of relationship quality satisfaction on negative word of mouth

In the table below there is a summary of the entire 10 hypotheses examined in this research. For every hypothesis it is mentioned whether or not it is being supported by the data, the beta-coefficients, the T-statistics and the P-Value.

Summary hypotheses				
Hypothesis	T-Statistic	Significance (P-Value<0,05)	Beta-coefficient	Supported / Not supported by data
H1: Direct mail has a positive influence on the perceived relationship investment	0,434	0,665	0,016	Not supported
H2: Preferential treatment has a positive influence on the perceived relationship investment	3,057	0,002	0,121	Supported
H3: Interpersonal communication has a positive influence on the perceived relationship investment	6,961	0,000	0,323	Supported
H4: Tangible rewards have a positive influence on the perceived relationship investment	12,609	0,000	0,492	Supported
H5: a positive perceived relationship investment has a positive influence on the customer relationship	19,474	0,000	0,663	Supported

H6: A positive customer relationship has a positive influence on cooperation				Not applicable in the Mobile phone industry
H7: A positive customer relationship has a positive influence on feedback	6,573	0,000	0,335	Supported
H8: A positive customer relationship has a positive influence on compliance	4,278	0,000	0,200	Supported
H9: A positive customer relationship has a positive influence on helping other customers	10,419	0,000	0,590	Supported
H10A: The customer relationship has a positive influence on the spreading of positive word of mouth	13,198	0,000	0,645	Supported
H10B: The customer relationship has a negative influence on the spreading of negative word of mouth	-4,486	0,000	-0,257	Supported

Table 8: summary statistics hypothesis

4.3.2 Descriptive analysis

First, I will compare the different providers (Base, Proximus, Mobile Vikings, Mobistar and Telenet) with each other through a One-Way Anova test. This test is used to see whether or not there is a significant difference in the sample means on two or more independent samples. In this case this means that I would like to compare the sample means of the different mobile phone providers with each other. There were only 7 respondents who choose the answer option "Others" at the question "What mobile phone provider do you use?". Therefore I will not take this group into account when comparing the different providers with each other. When performing a One-Way Anova test, it is important to investigate whether there are equal or unequal variances. This can be done by conducting the test of homogeneity of variances. Based on this I can then choose the option Tukey for the equal variances as a Post-Hoc comparison or the Dunnett's C for the unequal variances to see whether or not there are statistically significant differences between 2 groups on a 0,05 level of significance (De Vocht, 2014). All the results of the descriptive statistics can be found in the summary table on page 40 or in the appendices 8.10 on page 73.

The first comparison is between the different providers on the variable direct mailing. In the questionnaire there were 4 different items used to measure this variable, namely direct mailing send through e-mails, letters, brochures and text messages.. For each of these 4 variables there was a statistically significant difference between groups as determined by the One-Way Anova Test. For the e-mails $F(4,297) = 14,770$, $P = 0,000$; for the letters $F(4,297) = 5,583$, $P = 0,000$; for the brochures $F(4,297) = 7,106$, $P = 0,000$; for the text messages $F(4,297) = 4,126$, $P = 0,003$.

Because it is clear that there are statistically significant differences between the groups, I conducted a Levene's Test to see whether or not there were equal variances. The results from the Levene's test for the e-mails were e-mails $F(4,297) = 10,540$, $P = 0,000$; letters $F(4,297) = 6,672$, $P = 0,000$; brochures $F(4,297) = 10,777$, $P = 0,000$; text message $F(4,297) = 4,028$; $P = 0,003$. Because Levene's test indicated that the unequal variance can be assumed between the groups, a Dunnett's C test was used for the follow-up test in order to control for Type I error across the pairwise comparisons.

There were some statistically significant differences between the different providers on sending e-mails to their customers. The Dunnett's C post-hoc test revealed that the provider Mobile Vikings was statistically significant better in sending e-mails to their customers (Mean=5,98; SD= 3,363) compared to the other providers Base (Mean=3,48; SD=2,080), Proximus (Mean=3,46; SD= 2,007), Mobistar (Mean=4,60; SD=2,060) and Telenet (Mean=4,39; SD=2,246). There is also a statistically significant difference between the providers Mobistar (Mean=4,60; SD=2,060) and Proximus (Mean=3,46; SD=2,007). The second difference can be found in the sending of letters to the customers. The mobile phone providers Proximus (Mean=3,37; SD=1,881) and Telenet (Mean=3,39; SD=2,033) were statistically and significantly better in sending letters to their

customers than Mobile Vikings (Mean=2,28; SD=0,397). There were also some important differences in the sending of brochures to the customers. The providers Proximus (Mean=2,89; SD=1,738), Mobistar (Mean=2,68; SD=1,702) and Telenet (Mean=3,14; SD=1,986) were statistically significantly better in distributing brochures to their customers than Mobile Vikings (Mean=1,64; SD=0,921). The fourth and final way to send a direct mailing is through sending a text message to the customers. Here Proximus (Mean=5,29; SD=1,501) and Mobile Vikings (Mean=5,44; SD=1,618) were significantly better than Telenet (Mean=4,27; SD=2,040).

So as a general conclusion it can be said that Mobile Vikings and Mobistar were better in sending e-mails to their customers than Base, Proximus and Telenet. The providers Proximus and Telenet were better in sending letters to their customers compared to Mobile Vikings. Mobistar and Proximus were also better in sending brochures to their customers than Mobile Vikings and Proximus and Mobile Vikings were better in sending text messages compared to their competitor Telenet.

The second comparison is between the different providers on the variable preferential treatment towards new customers in comparison to the regular customers. The results indicated that there were statistically significant differences in the preferential treatment between the groups $F(4,286)=24,210$, $P=0,000$. Based on this the results from the Levene's test were $F(4,286)=0,850$, $P=0,494$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. The results indicated that the mobile phone provider Base (Mean=4,9333; SD=1,34307) and Mobile Vikings (Mean=5,6200; SD= 1,10659) treat their regular customers significantly better than their new customers compared to the competitors Proximus (Mean=3,7529; SD=1,36389), Mobistar (Mean=3,6762; SD=1,29904) and Telenet (Mean=3,9821; SD=1,45678).

As a third comparison I investigated whether or not there were any significant differences between the different providers on the variable interpersonal communication with the customers. The results indicated that there were indeed significant differences in the interpersonal communication between the groups $F(4,284) = 7,670$, $P= 0,000$. Based on this the results from the Levene's test were $F(4,284)=2,000$, $P= 0,098$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. These findings revealed that Mobile Vikings (Mean=3,2754; SD=1,08816) is significantly better in having a interpersonal communication with their customers, compared to the other mobile phone providers Base (Mean=2,8111; SD=1,24932), Proximus (Mean=2,6078; SD=1,30949) and Telenet (Mean=2,9758; SD=1,28597) . The results also showed that the provider Mobistar (Mean=3,2754; SD= 1,39672) is also significantly better in this compared to their competitor Proximus.

A next comparison is between the different providers on the tangible rewards they give to their customers. The results indicated that there were statistically significant differences in the tangible rewards between the groups $F(4,277)=15,228$, $P=0,000$. Based on this the results from the Levene's test were $F(4,277)=1,203$, $P=0,310$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. The results showed that Mobile Vikings (Mean=5,2067; SD=1,40922) was significantly better in offering their customers tangible rewards compared to their competitors Base (Mean=3,0111; SD=1,48681), Proximus (Mean=3,5432; SD=1,66953), Mobistar (Mean=3,7059; SD=1,55766) and Telenet (Mean=3,1635; SD=1,44947).

Another comparison has been made between the different mobile phone providers on the variable perceived relationship investment. According to the findings, there were statistically significant differences in the perceived relationship investments between the groups $F(4,273)=25,765$, $P=0,000$. Based on this the results from the Levene's test were $F(4,273)=3,022$, $P=0,018$. Because Levene's test indicated that the unequal variance can be assumed between the groups, a Dunnett's C test was used for the follow-up test. The findings indicated that the customers of the mobile phone provider Mobile Vikings (Mean= 5,5667; SD= 1,00396) have a statistically significant better perception of the investments their provider is making towards their relationship compared to their competitors Base (Mean=3,2889; SD=1,55791), Proximus (Mean= 3,4542; SD=1,41644), Mobistar (Mean= 3,5897; SD=1,23236) and Telenet (Mean= 3,5897; SD=1,20387).

The sixth comparison is between the different providers on the relationship quality satisfaction of their customers. The results indicated that there were statistically significant differences in the relationship quality satisfactions between the groups $F(4,271)=19,990$, $P=0,000$. Based on this the results from the Levene's test were $F(4,271)=1,197$, $P=0,312$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. The results of this Tukey test indicated that the customers of Mobile Vikings (Mean=5,4444; SD=0,90005) are significantly more satisfied with their relationship with their provider compared to the customers of Base (Mean=3,6667; SD=1,35046), Proximus (Mean=3,7125; SD=1,19156), Mobistar (Mean=3,9192; SD=1,21256) and Telenet (Mean=4,1282; SD=1,09694).

The seventh comparison is made to see whether or not there were any significant differences between the different providers on the variable feedback from their customers. The results indicated that there were, however, no statistically significant differences in giving feedback between the groups $F(4,268)=0,587$, $P=0,673$. So this means that the customers of one provider did not give more or less feedback to their provider compared to the customers of the other mobile phone providers.

The eighth comparison is between the different providers on the variable compliance of their customers. The results indicated that there were no statistically significant differences between the groups $F(4, 271) = 0,876$, $P = 0,479$. So this means that the customers of one provider were not more compliant for their provider compared to the customers of the other mobile phone providers.

The following comparison is between the different providers on the variable of helping other customers. The findings revealed that there were statistically significant differences between the groups $F(4,262)=12,1923$, $P = 0,000$. Accordingly the results from the Levene's test were $F(4,262)=1,400$, $P = 0,234$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. Based on these results it can be concluded that the customers of the mobile phone provider Mobile Vikings (Mean= 5, 5319; SD=1,03291) were statistically significantly more eager to help other customers compared to the customers of Base (Mean=4, 2759; SD=1,3518), Proximus (Mean=3,9481; SD=1,39745), Mobistar (Mean= 4,0726; SD=1,34554) and Telenet (Mean=3,9231; SD=1,43019).

Another comparison is made to see if there if were any significant differences in the means between the different providers on the variable word of mouth. Results showed that there were indeed significant differences in the spreading of word of mouth between the groups $F(4,259)=8,262$, $P = 0,000$. Based on this the results from the Levene's test were $F(4,259)=2,104$, $P=0,081$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. Based on the results of this Tukey test it can be concluded that the customers of the mobile phone provider Mobile Vikings (Mean= 5,7790; SD=0, 0435) are statistically significantly more eager to share their experiences of their mobile phone provider with others compared to the customers of Base (Mean= 4,9368; SD= 1, 29591), Proximus (Mean=4,7149; SD=1,11349), Mobistar (Mean=4,7876; SD=1,04113) and Telenet (Mean=4,7810; SD=1,18016).

The eleventh comparison is between the different providers on the variable customer retention. The results indicated that there were statistically significant differences in the customer retention between the groups $F(4, 256)=9,249$, $P = 0,000$. Based on this the results from the Levene's test were $F(4,256) = 2,205$, $P = 0,069$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. The results indicated that the customers of the mobile phone provider Mobile Vikings (Mean= 6,35; SD=0,849) were statistically significantly more likely to stay loyal to their provider compared to the customers of the competitors Base (Mean=4,93; SD=1,361), Proximus (Mean=5,24; SD=1,221), Mobistar (Mean=5,431; SD=0,231) and Telenet (Mean=5,18; SD=1,219).

The twelfth and final comparison is between the different providers on the variable *satisfaction* with their current mobile phone provider. The findings showed that there were statistically significant differences in the satisfaction rate between the groups $F(4,256)=11,450$, $P=0,000$. Based on this the results from the Levene's test were $F(4,256)=1,80$, $P=0,155$. Because Levene's test indicated that the equal variance can be assumed between the groups, a Tukey test was used for the follow-up test. The results revealed that the customers of the mobile phone provider Mobile Vikings (Mean=8,50; SD=0,837) rated their satisfaction statistically and significantly higher than the customers of the competitors Base (Mean=6,83; SD=1,311), Proximus (Mean=6,93; SD=1,500), Mobistar (Mean=7,00; SD=1,506) and Telenet (Mean=7,08; SD=1,66).

On the graph below it is shown how satisfied the customers are with their current mobile phone provider on a scale from 0 to 10. Most customers are quite satisfied with their current providers because the majority gave a score between 6/10 and 9/10. It is, however, also obvious that almost 45% of the customers of the mobile phone provider Mobile Vikings rated their satisfaction with a 9/10 while only around 15% of the customers of the other providers gave such a high score to their provider.

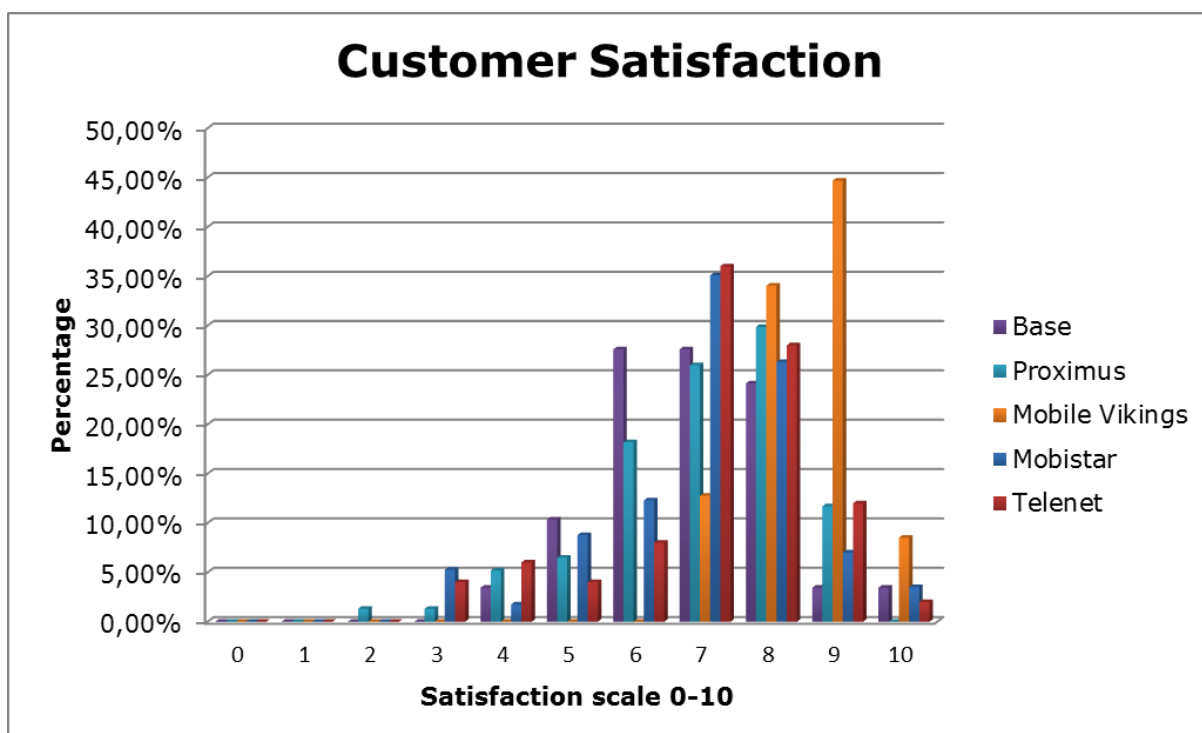


Figure 3: Satisfaction with current mobile phone provide

The main statistical findings that were discussed in the sections above are summarized in the table below. The complete tables used can be found in the appendices 8.10 on page 73.

Summary descriptive Statistics						
Variable	N	Mean	SD	Std. Error	F-Value	Significance (P-Value< 0,05)
Direct mailing						
- <u>E-mails</u>	<u>302</u>	<u>4,33</u>	<u>2,159</u>	<u>0,124</u>	14,770	0,000
• Base	31	3,48	2,080	0,374		
• Proximus	90	3,46	2,007	0,212		
• Mobile Vikings	50	5,98	1,363	0,193		
• Mobistar	75	4,60	2,060	0,238		
• Telenet	56	4,39	2,246	0,300		
- <u>Letters</u>	<u>302</u>	<u>2,95</u>	<u>1,854</u>	<u>0,107</u>	5,583	0,000
• Base	31	2,45	1,524	0,274		
• Proximus	90	3,37	1,881	0,198		
• Mobile Vikings	50	2,08	1,397	0,198		
• Mobistar	75	2,89	1,857	0,214		
• Telenet	56	3,39	2,033	0,272		
- <u>Brochures</u>	<u>302</u>	<u>2,60</u>	<u>1,706</u>	<u>0,098</u>	7,106	0,000
• Base	31	2,16	1,393	0,250		
• Proximus	90	2,89	1,738	0,183		
• Mobile Vikings	50	1,64	0,921	0,130		
• Mobistar	75	2,68	1,702	0,197		
• Telenet	56	3,14	1,986	0,265		
- <u>Text Messages</u>	<u>302</u>	<u>5,07</u>	<u>1,737</u>	<u>0,100</u>	4,126	0,003
• Base	31	5,03	1,906	0,342		
• Proximus	90	5,29	1,501	0,158		
• Mobile Vikings	50	5,44	1,618	0,229		
• Mobistar	75	5,16	1,619	0,187		
• Telenet	56	4,27	2,040	0,273		
Preferential Treatment	<u>291</u>	<u>4,2211</u>	<u>1,45678</u>	<u>0,08540</u>	24,210	0,000
- Base	30	4,9333	1,34307	0,24521		
- Proximus	85	3,7529	1,36389	0,14793		
- Mobile Vikings	50	5,6200	1,10659	0,15650		
- Mobistar	70	3,6762	1,29904	0,15527		
- Telenet	56	3,9821	1,16588	0,15580		

Interpersonal Communication	<u>289</u>	<u>3,0657</u>	<u>1,34367</u>	<u>0,07904</u>	7,670	0,000
- Base	30	2,8111	1,24932	0,22809		
- Proximus	85	2,6078	1,30949	0,14203		
- Mobile Vikings	50	3,8067	1,08816	0,15389		
- Mobistar	69	3,2754	1,39672	0,16815		
- Telenet	55	2,9758	1,28597	0,17340		
Tangible Rewards	<u>282</u>	<u>3,7494</u>	<u>1,68784</u>	<u>0,10051</u>	15,228	0,000
- Base	30	3,0111	1,48681	0,27145		
- Proximus	81	3,5432	1,66953	0,18550		
- Mobile Vikings	50	5,2067	1,40922	0,19929		
- Mobistar	68	3,7059	1,55766	0,18889		
- Telenet	53	3,1635	1,44947	0,19910		
Perceived Customer Relationship	<u>2783</u>	<u>3,9556</u>	<u>1,49743</u>	<u>0,08981</u>	25,765	0,000
- Base	30	3,2889	1,55791	0,28443		
- Proximus	80	3,4542	1,41644	0,15836		
- Mobile Vikings	50	5,5667	1,00396	0,14198		
- Mobistar	66	3,9343	1,23236	0,15169		
- Telenet	52	3,5897	1,20387	0,16695		
Relationship quality satisfaction	<u>276</u>	<u>4,1365</u>	<u>1,30217</u>	<u>0,07838</u>	19,990	0,000
- Base	30	3,6667	1,35046	0,24656		
- Proximus	80	3,7125	1,19156	0,13322		
- Mobile Vikings	48	5,4444	,90005	0,12991		
- Mobistar	66	3,9192	1,21256	0,14926		
- Telenet	52	4,1282	1,09694	0,15212		
Compliance	<u>276</u>	<u>5,6014</u>	<u>1,04822</u>	<u>0,06310</u>	0,876	0,479
- Base	30	5,5167	1,48836	0,27174		
- Proximus	80	5,6125	1,02183	0,11424		
- Mobile Vikings	48	5,8333	,94719	0,13671		
- Mobistar	66	5,4773	1,01690	0,12517		
- Telenet	52	5,5769	,90956	0,12613		
Feedback	<u>273</u>	<u>4,3568</u>	<u>1,19079</u>	<u>0,07207</u>	0,587	0,673
- Base	30	4,2333	1,29197	0,23588		
- Proximus	78	4,3564	1,12152	0,12699		
- Mobile Vikings	48	4,4083	1,17633	0,16979		
- Mobistar	65	4,5046	1,10573	0,13715		
- Telenet	52	4,1962	1,35617	0,18807		

Helping Other Customers	<u>267</u>	<u>4,2865</u>	<u>1,44424</u>	<u>0,08839</u>	12,1923	0,000
- Base	29	4,2759	1,35183	0,25103		
- Proximus	77	3,9481	1,39745	0,15925		
- Mobile Vikings	47	5,5319	1,03291	0,15066		
- Mobistar	62	4,0726	1,34544	0,17087		
- Telenet	52	3,9231	1,43019	0,19833		
Word Of Mouth	<u>264</u>	<u>4,9545</u>	<u>1,14332</u>	<u>0,07037</u>	8, 262	0,000
- Base	29	4,9368	1,29591	0,24065		
- Proximus	76	4,7149	1,11349	0,12773		
- Mobile Vikings	46	5,7790	,80435	0,11860		
- Mobistar	62	4,7876	1,04113	0,13222		
- Telenet	51	4,7810	1,18016	0,16525		
Customer Retention	<u>261</u>	<u>5,43</u>	<u>1,256</u>	<u>0,078</u>	9,249	0,000
- Base	29	4,93	1,361	0,253		
- Proximus	76	5,24	1,221	0,140		
- Mobile Vikings	46	6,35	,849	0,125		
- Mobistar	61	5,43	1,231	0,158		
- Telenet	49	5,18	1,219	0,174		
Satisfaction Rate	<u>261</u>	<u>7,24</u>	<u>1,509</u>	<u>0,093</u>	11,450	0,000
- Base	29	6,83	1,311	0,243		
- Proximus	76	6,93	1,500	0,172		
- Mobile Vikings	46	8,50	,837	0,123		
- Mobistar	61	7,00	1,506	0,193		
- Telenet	49	7,08	1,566	0,224		

Table 9: Descriptive statistics

5 Discussion and Implications

The main purpose of this research was to investigate whether or not customer relationship management had a significant influence on customer citizenship behaviors. To see whether or not there is even any influence, it is important to discover first what the main techniques are to build such a relationship with the customer and to see if they are considered important or relevant to this customer.

There are in total 4 different CRM techniques discussed in this thesis. These are direct mailing, preferential treatment, interpersonal communication and offering tangible rewards. Based on the results it was clear that preferential treatment, interpersonal communication and tangible rewards had a statistically significant positive effect on the perceived relationship investment with the customers. Only the CRM technique of sending different kinds of direct mailings to the customers was considered not to be statistically significant. The mobile phone providers Mobile Vikings and Base appeared to be much better in the preferential treatment of their regular customers compared to the 3 other providers. For the variable related to having interpersonal communication with the customers, it was again the provider Mobile Vikings that was statistically significantly better in it compared to Base, Proximus and Telenet. Only the provider Mobistar was also better in this in comparison with the provider Proximus. The variable that was of most important influence on the perceived relationship investments according to the customers, was receiving tangible rewards. Mobile Vikings appeared to be statistically and significantly better in this compared to all the other providers.

Based on this, it is very clear that the mobile phone provider Mobile Vikings is making the best efforts in perceived relationship investments towards their customers. The result of this is that their customers were also significantly more satisfied with this provider and the relationship they have with them compared to the customers of the other mobile phone providers. Based on the findings, we can conclude that the customer retention of Mobile Vikings is significantly much higher than with their competitors. The other providers like Base, Proximus, Mobistar and Telenet should try to make some efforts in increasing the perception of the relationship investment in the mind of their customers. This can be done by enhancing actions towards interpersonal communication, preferential treatment of the regular customers and offering them some tangible rewards.

It is also generally agreed that researchers should compare their results with a rival model to see whether or not there are any remarkable differences (De Wulf, Odekerken-Schröder, Iacobucci, 2001). Since I based my research on the paper of De Wulf, Odekerken-Schröder, and Iacobucci, I will compare my findings with theirs. Their research was conducted in the food and apparel industries in the United States, The Netherlands and Belgium. To make a logical comparison, I will, therefore, only compare my results with the Belgium sample.

As shown in the table below, there were quite some remarkable differences between this research study and that of De Wulf, Odekerken-Schröder, and Iacobucci. The first and most remarkable difference is that in their research the sending of direct mailings to the customers was considered to be statistically significant to the perceived relationship investments in both industries, while in this research it was not significant. A second important difference is that the variables of preferential treatment and interpersonal communication were not statistically significant in the food industry. They were, however, in the apparel industry. A third difference is that the variable of tangible rewards is statistically significant in the food industry, but not in the apparel industry.

So based on this it can be concluded that the results gathered and analyzed by De Wulf, Odekerken-Schröder, and Iacobucci were quite different than the results of this research study. A possible explanation for these contrasts is that the 2 research studies were conducted in a completely different setting. Another possible reason is the time laps between these 2 studies. The research of De Wulf, Odekerken-Schröder, and Iacobucci was completed in 2001, while this one was conducted in 2015, which is a gap of 14 years. Customers and their expectations, preferences and demands can change a lot in such a time period.

There were, however, also some similarities. In this research, it was concluded that giving the customers some tangible rewards would lead to the highest significant impact on the perceived relationship investment, which is identical to the findings in the study of De Wulf, Odekerken-Schröder, and Iacobucci for the food industry. Another similarity is that in both studies it was concluded that a positive perceived relationship investment has a positive influence on the relationship quality satisfaction that customers have.

Comparison with De Wulf, Odekerken-Schröder, and Iacobucci			
	Food	Apparel	Mobile Phone
H1: Direct mail → PRI (+)	0,16* (0,07)	0,28** (0,07)	0,020 (0,046)
H2: Preferential treatment → PRI (+)	0,08 (0,09)	0,15* (0,07)	0,123** (0,040)
H3 Interpersonal communication → PRI (+)	0,08 (0,08)	0,16* (0,08)	0,318** (,048)
H4: Tangible rewards → PRI (+)	0,47** (0,10)	0,12 (0,09)	0,489** (0,039)
H5: PRI → relationship quality satisfaction (+)	0,61** (0,08)	0,48** (0,07)	0,663** (0,034)

*p<0,05 (one-sided)

**p<0,01(one-sided)

Table 10: comparison statistics research study De Wulf, Odekerken-Schröder, and Iacobucci, 2001

Furthermore, this research study complements the paper of De Wulf, Odekerken-Schröder, and Iacobucci. In that paper there was only some research done regarding the possible effect that being satisfied about the relationship can have on the behavioral loyalty of the customers. In this research, however, I have made a clear distinction between some different kinds of behavioral outcomes. There were in total 5 behavioral outcomes admitted to this research. These were giving feedback to the mobile phone provider, compliance, customers helping other customers and the spreading of positive or negative word of mouth.

When customers are satisfied with the quality of the relationship they have with their provider, they are significantly more willing to give their provider some feedback. Other actions from the customers are that they are more willing to be compliant, to help other customers and to spread some word of mouth. Between the different mobile phone providers there were no statistically significant differences in compliance and giving feedback to the provider. Customers of Mobile Vikings were, however, statistically significantly more eager to help other customers of their provider and to share their experiences with their provider to others compared to the mobile phone providers Base, Proximus, Mobistar and Telenet.

A logical explanation for this is that the mobile phone provider Mobile Vikings was also better in acting upon the different CRM techniques discussed earlier. Therefore the perception of their customers regarding the relationship investments Mobile Vikings makes for them was statistically significantly higher, which had a very positive impact on the satisfaction the customers had with the quality of their relationship with Mobile Vikings. Because the customers are so satisfied with the relationship they have with their provider, they are more willing to do something back for their provider. This means in other words, that there will be a certain form of customer citizenship behavior towards their mobile phone provider. So in general it can be concluded that customer relationship management definitely has a statically significant influence on customer citizenship behaviors.

6 Limitations and Directions for Further Research

Some limitations might be related to collecting and analyzing the data and interpreting the results. A first limitation is that the variable of cooperation was not taken into account in the data collection. The reason for this was that it was not applicable to the chosen research setting. There is no realistic form in which customers can cooperate with their mobile phone provider. Due to this limitation I decided not to include this variable during the data collection. I am, however, strongly convinced that cooperation is an important variable in explaining some possible actions of CCB. Therefore, I advise to take this variable into account for further research studies regarding this topic.

A second limitation is that I only collected data from the Flemish part of Belgium. There is, however, a possibility that the results might have been different if gathered throughout the whole country. It is of course also possible that when the data collection happens on an even broader scale, like for example Europe, it will give some interesting insights on the influences of the CRM techniques on CCB across the different countries and cultures. Another limitation is that I did not pay any attention to the particular reason why customer had chosen for their provider. Variables like pricing, promotion, product package or the customer life time value were not taken into account for this research. They may, however, also make an important contribution to the perception of the relationship investment.

A fourth possible limitation is that I took the variable of tangible rewards as a whole. There are, however, differences in offering these and they are not all valued equally by the customers. Within the mobile phone industry some examples of tangible rewards are free minutes to call, a certain amount of free text messages or free internet. Not every customer values these 3 tangible rewards equally and this will probably have an impact on their perceived relationship investment and their relationship quality satisfaction.

7 Bibliography

Bettencourt, Lance A. "Customer Voluntary Performance: Customers as Partners in Service Delivery." *Journal of Retailing* 73.3 (1997): 383-407.

DE VOCHT, A., *IBM SPSS Statistics 22*, 1ste druk, Bijleveld, Utrecht, 2014, 256p.

Evanschitzky, Heiner, B. Ramaseshan, David M. Woisetschläger, Verena Richelsen, Markus Blut, and Christof Backhaus. "Consequences of Customer Loyalty to the Loyalty Program and to the Company." *Journal of the Academy of Marketing Science* 40.5 (2012): 625-38.

Fitzgibbon, Christopher, and Lesley White. "The Role of Attitudinal Loyalty in the Development of Customer Relationship Management Strategy within Service Firms." *Journal of Financial Services Marketing* 9.3 (2005): 214-30.

Goldstein, N. J., V. Griskevicius, and R. B. Cialdini. "Reciprocity by Proxy: A Novel Influence Strategy for Stimulating Cooperation." *Administrative Science Quarterly* 56.3 (2012): 441-73.

Gouldner, Alvin W. "The Norm of Reciprocity: A Preliminary Statement." *American Sociological Review* 25.2 (1960): 161.

Groth, M. "Customers as Good Soldiers: Examining Citizenship Behaviors in Internet Service Deliveries." *Journal of Management* 31.1 (2005): 7-27.

Harris, Lloyd C., and Emmanuel Ogbonna. "Forms of Employee Negative Word-of-mouth: Study of Frontline Workers." *Emerald Group Publishing Limited* 35.1 (2012): 39-60.

Hoppner, Jessica J., and David A. Griffith. "The Role of Reciprocity in Clarifying the Performance Payoff of Relational Behavior." *Journal of Marketing Research* 48.5 (2011): 920-28.

Hur, Won-Moo, Jungkun Park, and Minsung Kim. "The Role of Commitment on the Customer Benefits-loyalty Relationship in Mobile Service Industry." *The Service Industries Journal* 30.14 (2010): 2293-309.

Kotler, Philip. "Hoofdstuk 8 Relatiemarketing." *Principes Van Marketing*. Amsterdam: Pearson, 2009. 319-351.

Kumar Tiwari, Rupesh, and Anish Abraham. "Customer Loyalty and Perceptions Underlying Constructs." *Journal of Marketing and Communication* 6.2 (2010): 14-20.

Palmatier, Robert W., Cheryl Burke Jarvis, Jennifer R. Bechkoff, and Frank R. Kardes. "The Role of Customer Gratitude in Relationship Marketing." *Journal of Marketing* 73.5 (2009): 1-18.

Payne, Adrian, and Pennie Frow. "A Strategic Framework for Customer Relationship Management." *Journal of Marketing* 69.4 (2005): 167-76.

Rababah, Khalid, Haslina Mohd, and Huda Ibrahim. "Customer Relationship Management (CRM) Processes from Theory to Practice: The Pre-implementation Plan of CRM System." *International Journal of E-Education, E-Business, E-Management and E-Learning* 1 (2011): 22-27.

Rafiq, Mohammed, Heather Fulford, and Xiaoming Lu. "Building Customer Loyalty in Online Retailing: The Role of Relationship Quality." *Journal of Marketing Management* 29.3-4 (2013): 494-517.

Rintamäki, Timo, Hannu Kuusela, and Lasse Mitronen. "Identifying Competitive Customer Value Propositions in Retailing." *Managing Service Quality: An International Journal* 17.6 (2007): 621-34.

STATISTICS.LAERD, 'multiple-regression-using-spss-statistics', <<https://statistics.laerd.com/spss-tutorials/multiple-regression-using-spss-statistics.php>>, 30 april 2015

STATISTICS.LAERD, 'one-way-anova-using-spss-statistics-2', <<https://statistics.laerd.com/spss-tutorials/one-way-anova-using-spss-statistics-2.php>>, 27 april 2015

Tetteh, Vanessa A. "Customer Relationship Management Research Paper Starter - ENotes.com." *Enotes.com*. Enotes.com,, n.d. Web. 10 Feb. 2015

Verleye, Katrien, Paul Gemmel, and Deva Rangarajan. "Managing Engagement Behavior in a Network of Customers and Stakeholders: Evidence from the Nursing Home Sector." *Journal of Service Research* 17 (2013): 68-84.

Wulf, Kristof De, Gaby Odekerken-Schröder, and Dawn Iacobucci. "Investments in Consumer Relationships: A Cross-Country and Cross-Industry Exploration." *Journal of Marketing* 65.4 (2001): 33-50.

8 Appendices

8.1 Appendices 1: Questionnaire

Initial Report

Last Modified: 04/20/2015

1. Bij welke GSM provider bent u zelf klant?

#	Answer	Response	%
1	Base	33	10%
2	Proximus	99	30%
3	Mobile Vikings	56	17%
4	Mobistar	77	23%
5	Scarlet	0	0%
6	United Telecom	0	0%
7	Telenet	58	17%
8	andere:	11	3%
	Total	334	100%

andere:

Tele2

Tele 2

tele2

Lyaka

mobile viking

Aldi talk

carrefour mobile

T-mobile

-

dommel

Ello

2. De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen. Mijn provider informeert mij regelmatig via ...

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	e-mails	55	34	27	22	41	79	54
2	brieven	94	73	39	29	35	29	13
3	brochures	108	86	37	25	28	19	9
4	SMS	21	16	23	25	65	102	60

3. De volgende stellingen gaan over de dienstverlening die u krijgt van uw GSM provider. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen. Mijn provider ...

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	biedt nieuwe klanten een betere service aan dan vaste klanten	31	46	26	108	44	23	23
2	helpt nieuwe klanten beter dan vaste klanten	31	51	25	131	38	12	13
3	doet meer voor nieuwe klanten dan voor vaste klanten	28	50	20	109	48	24	22

4. De volgende stellingen gaan over het persoonlijke contact tussen u en uw GSM provider. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen. Mijn provider....

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	neemt de tijd om mij persoonlijke te leren kennen	62	75	48	57	40	12	4
2	kent mijn behoeften	41	61	31	60	67	34	4
3	informeert naar mijn persoonlijk welzijn	87	75	44	50	29	12	1

5. De volgende stellingen gaan over de extra voordelen die uw GSM provider voorziet aan zijn klanten voor hun loyaliteit. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen. Mijn provider....

#	Question	Helemaal niet akkoord	Niet akkoord	Niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	beloont klanten voor hun loyaliteit	39	55	37	39	57	35	29
2	geeft klanten iets extra zodat ze daar blijven	34	53	40	53	51	41	19
3		39	57	43	67	32	35	18

6. De volgende stellingen gaan over de inspanningen die uw GSM provider doet voor zijn klanten. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen. Mijn provider....

#	Question	Helemaal niet akkoord	Niet akkoord	niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	doet moeite om de loyaliteit van zijn klanten te verhogen	27	69	22	71	48	32	17
2	doet moeite om de band met zijn klanten te verbeteren	24	74	26	68	52	30	12
3	vindt het behouden van zijn klanten belangrijk	15	31	20	76	60	58	26

7. De volgende stellingen gaan over de klantenrelatie tussen u en uw GSM provider . Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen.

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	ik heb een goede relatie met mijn provider	19	28	29	116	39	41	12
2	ik weet welke inspanningen mijn provider doet voor mij	27	52	40	92	41	22	10
3	ik ben tevreden met de klantenrelatie die ik heb met mijn provider	10	14	21	71	86	52	30

8. De volgende stellingen gaan over, als klant, ook bereid bent iets te doen voor uw GSM provider. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen.

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	Ik betaal mijn rekening altijd op tijd	1	1	4	13	17	89	159
2	Ik ben bereid een enquête voor mijn provider in te vullen	13	26	19	42	62	77	45

9. De volgende stellingen gaan over feedback geven aan uw GSM provider. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen. Ik vertel mij GSM provider.....

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	wanneer ik een probleem heb	3	13	11	26	79	106	43
2	dat ik tevreden ben	14	48	57	83	36	29	14
3	wat ik verwacht van hem	17	45	41	89	40	36	13
4	wat mijn behoeften zijn	16	39	34	81	48	51	12
5	dat ik ontevreden ben	9	28	27	51	72	67	27

10. De volgende stellingen gaan over het helpen van andere klanten van uw GSM provider. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen.

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	Ik leg aan andere klanten uit welke services mijn provider voorziet	15	32	27	53	69	57	22
2	Ik help andere klanten als ze vragen hebben over mijn provider	13	27	14	56	84	57	24
3	Ik leg aan andere klanten de website van mijn provider uit	30	45	36	70	34	42	18
4	ik leg aan andere klanten uit hoe ze hun kaart moeten herladen	24	37	24	49	63	58	20

11. De volgende stellingen gaan over mond-tot-mond reclame over uw GSM provider. Gelieve aan te duiden in welke mate u akkoord gaat met deze stellingen.

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	Ik raad deze provider aan bij mensen die advies vragen over GSM providers	10	24	17	64	59	53	45
2	Ik raad deze provider aan bij vrienden/familie	10	22	17	62	61	58	42
3	Ik deel mijn goede ervaringen met vrienden/familie	3	23	17	52	77	63	37
4	Ik deel mijn slechte ervaringen met vrienden/familie	0	14	16	51	93	69	29
5	Ik deel mijn goede ervaringen met mensen die geïnteresseerd zijn	1	13	8	46	96	77	31
6	Ik deel mijn slechte ervaringen met mensen die geïnteresseerd zijn	3	9	13	52	101	65	28

12. De volgende stelling gaat over uw loyaliteit ten opzichte van uw GSM provider in de toekomst. Gelieve aan te duiden in welke mate u akkoord gaat met deze stelling.

#	Question	Helemaal niet akkoord	Niet akkoord	Eerder niet akkoord	Noch akkoord, noch niet akkoord	Eerder akkoord	Akkoord	Helemaal akkoord
1	Ik ben bereid om in de toekomst klant te blijven bij mijn huidige provider	1	3	17	42	63	86	57

13. Op een schaal van 0-10, hoe tevreden bent u met uw provider?

#	Answer		Response	%
0	0		0	0%
1	1		0	0%
2	2		1	0%
3	3		6	2%
4	4		9	3%
5	5		17	6%
6	6		35	13%
7	7		73	27%
8	8		78	29%
9	9		42	16%
10	10		8	3%
	Total		269	100%

14. Wat is uw geslacht?

#	Answer		Response	%
1	Man		99	37%
2	Vrouw		170	63%
	Total		269	100%

15. Wat is uw leeftijd?

Text Response

16. Wat is uw hoogst behaalde graad?

#	Answer		Response	%
1	Middelbaar onderwijs		109	41%
2	Professionele bachelor		73	27%
3	Academische bachelor		25	9%
4	Master		50	19%
5	Doctoraat		0	0%
6	Andere:		12	4%
	Total		269	100%

Andere:

Bachelor na bachelor

mbo

hbo 5

technisch A3

Regentes

Graduaat elektromechanica bedrijfsmechanisatie

3a2 verpleegkunde

& banaba

universitair

17. Heeft u nog verdere opmerkingen / vragen over deze enquête of over uw GSM provider?

Text Response

Meer mobiele data (5GB+) zou zeer wenselijk zijn.

/

nee

/

Mobile vikings!

Nee.

/

opgelet met mensen boven de 40 - benaming onderwijs benaming van nu bestond toen niet dus vrij onduidelijk welk diploma nu welke benaming heeft

Als ik eerlijk moet zijn, ik kan niet meteen zeggen of andere klanten meer krijgen dan ik want ik let daar niet op. Het is niet zo dat ik ga klagen als andere mensen meer krijgen dan ik. Nu hebben ze een actie lopen dat als je een klant bij hun maakt dat je mobiele netwerk verdubbelt maar heel mijn familie en vrienden hebben al mobile vikings dus dat was bij mij niet nodig. Ervoor was het dat je punten kreeg voor herladingen. Maar mijn mama heeft ons toen op haar account klant gemaakt dus ik ben vrij blij. Ik doe ook via domiciliëren mijn rekening betalen dus het wordt automatisch herladen. Ik spaar daardoor veel geld maar gebruik dat vooral in het buitenland.

Nee

/

Voor mijn behoefte is er geen abonnement, ze zijn allen te duur (gemiddeld 5€ per maand aan bellen en sms samen), dus ik blijf met mijn pre-paid kaart toch ergens op mijn adem zitten als eens een langere tijd naar buitenland ga en naar huis wil bellen, ik heb navraag gedaan waarom dat soms mislukt krijg je als antwoord met een abonnement zou je dat probleem niet hebben. En dat is niet alleen zo bij Mobistar maar ook bij anderen waar ik navraag deed

Buh

Nee

er staat nergens de mogelijkheid om: "weet ik niet" te antwoorden! Veel succes

/

neen

In het algemeen zeer tevreden over Mobile Vikings door hun aanbod en hun prijs. Ze zijn mee met de tijd door bepaalde apps en acties. Toch is het moeilijk om ontevredenheid of problemen te uiten omdat ze geen tele-klantendienst hebben (bv. Proximus).

In de enquête wordt niet gevraagd of de gsm factuur door de persoon zelf of zijn/haar werjgever wordt betaald. Dit geeft m.i. toch andere antwoorden.

nee, veel geluk ermee!

neen

ze mogen iets goedkoper worden

neen

Neen

Neen

Beste dekking in mijn omgeving toen ik met gsm begon en nog steeds denk ik

Nee

Succes met je thesis!

neen

neen

Vraag over op tijd betalen speelt niet in op voorafbetaalde abonnementen.

.

Er stond volgens mij een klein foutje in het zinnetje : ik vertel mij gsm provider , moet het mijn gsmprovider zijn

neen

Een antwoord geven op "wat mijn provider vindt" is moeilijk ;)

Nee

Nee

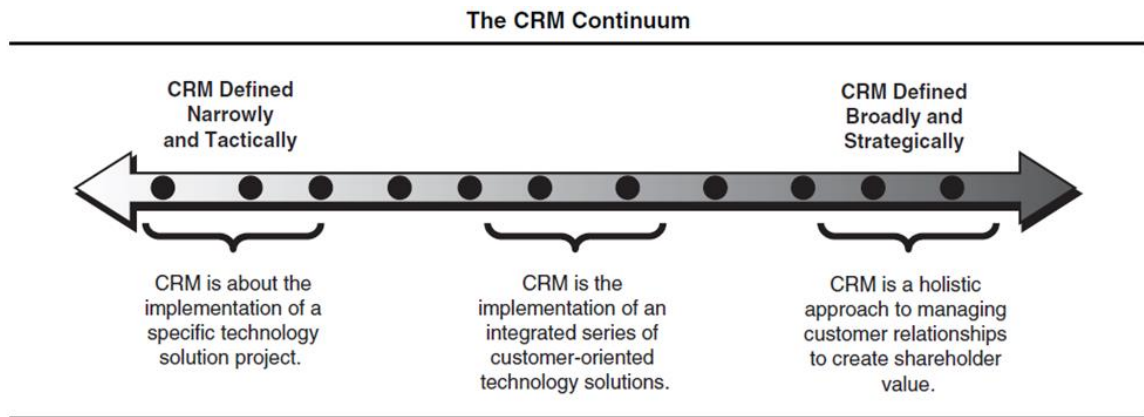
nee

De vraagstelling is onduidelijk. Je vraag enkele keren wat de stelling is bij goede en slechte ervaringen, bv deel je je goede ervaringen/ slechte ervaringen met vrienden en familie. Ik twijfel of de vraag is: 'je hebt al slechte ervaringen gehad, heb je die gedeeld' of 'als je slechte ervaringen zou hebben, zou je die dan delen'. Ten tweede: de optie 'eerder akkoord, eerder niet akkoord' vind ik onduidelijk. voor mij kan dat betekenen 'ik weet het niet', maar evengoed 'ik heb geen mening' of 'ik wil deze vraag niet beantwoorden' of 'deze vraag is niet relevant omdat ik hier nog geen ervaring mee heb gehad' Succes met je studie!

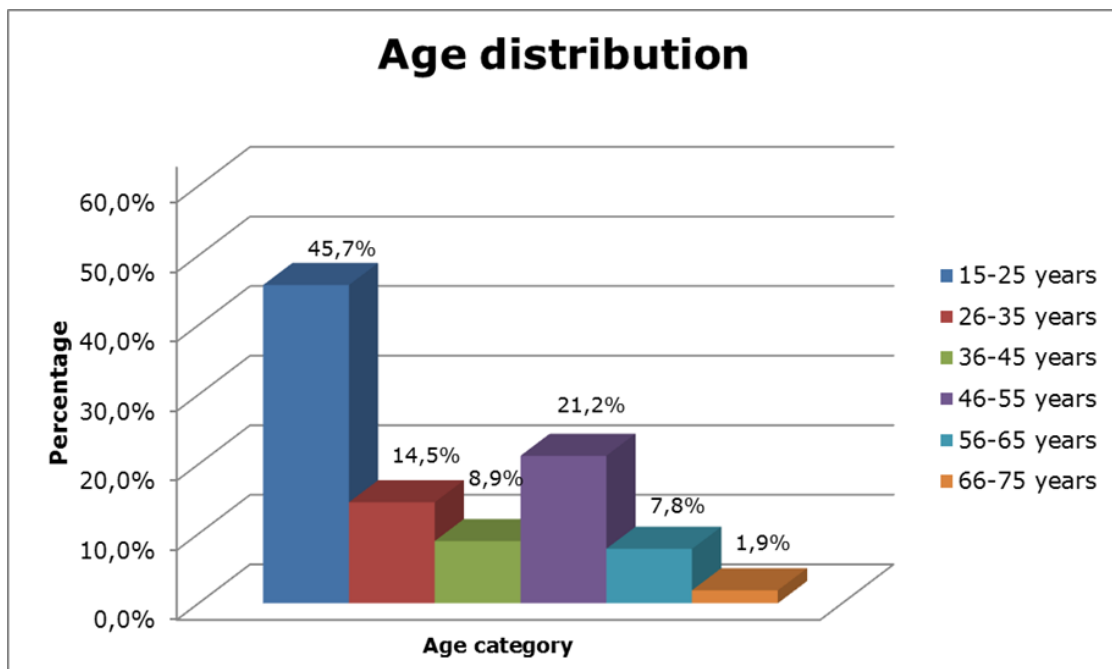
/

8.2 Appendices 2: List Of Figures

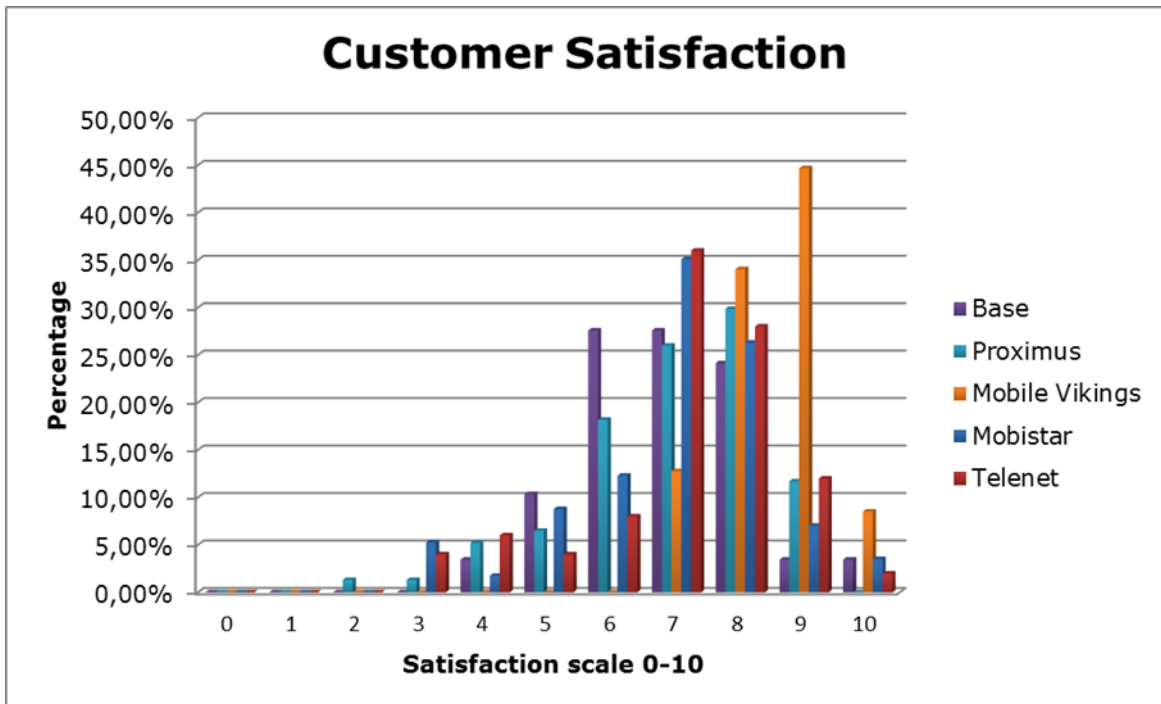
8.2.1 Figure 1: The CRM Continuum



8.2.2 Figure 2: Age Distribution



8.2.3 Figure 3: Satisfaction with current provider



8.3 Appendices 3: Tables regression of the CRM techniques on Perceived Relationship Investment

8.3.1 Table 1: Descriptives

Descriptive Statistics

	Mean	Std. Deviation	N
PRI	3,9556	1,49743	278
DM	3,7518	1,20936	278
Preferential_treatment_recode_2	4,2278	1,47341	278
InterpersonalCommunication	3,0528	1,35171	278
TangibleRewards	3,7458	1,69522	278

8.3.2 Table 2: Correlations

Correlations

		PRI	DM	Preferential_treatment_recode_2	InterpersonalCommunication	TangibleRewards
Pearson Correlation	PRI	1,000	,254	,453	,632	,767
	DM	,254	1,000	,029	,314	,259
	Preferential_treatment_recode_2	,453	,029	1,000	,315	,435
	InterpersonalCommunication	,632	,314	,315	1,000	,544
	TangibleRewards	,767	,259	,435	,544	1,000
Sig. (1-tailed)	PRI	.	,000	,000	,000	,000
	DM	,000	.	,313	,000	,000
	Preferential_treatment_recode_2	,000	,313	.	,000	,000
	InterpersonalCommunication	,000	,000	,000	.	,000
	TangibleRewards	,000	,000	,000	,000	.
N	PRI	278	278	278	278	278
	DM	278	278	278	278	278
	Preferential_treatment_recode_2	278	278	278	278	278
	InterpersonalCommunication	278	278	278	278	278
	TangibleRewards	278	278	278	278	278

8.3.3 Table 3: Model Summary

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,816 ^a	,665	,660		,87251

a. Predictors: (Constant), TangibleRewards, DM, Preferential_treatment_recode_2, InterpersonalCommunication

8.3.4 Table 4: Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	413,290	4	103,322	135,722	,000 ^b
	Residual	207,830	273	,761		
	Total	621,120	277			

a. Dependent Variable: PRI

b. Predictors: (Constant), TangibleRewards, DM, Preferential_treatment_recode_2, InterpersonalCommunication

8.3.5 Table 5: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,555	,226		2,455	,015
	DM	,020	,046	,016	,434	,665
	Preferential_treatment_recode_2	,123	,040	,121	3,083	,002
	InterpersonalCommunication	,318	,048	,287	6,674	,000
	TangibleRewards	,489	,039	,554	12,393	,000

a. Dependent Variable: PRI

8.4 Appendices 4: Tables correlation Perceived Relationship Investment on Relationship Quality Satisfaction

8.4.1 Table 1: Descriptives

Descriptive Statistics

	Mean	Std. Deviation	N
CustomerRelationship	4,1412	1,29814	281
PRI	3,9478	1,48553	281

8.4.2 Table 2: Correlations

Correlations

		CustomerRelationship	PRI
Pearson Correlation	CustomerRelationship	1,000	,759
	PRI	,759	1,000
Sig. (1-tailed)	CustomerRelationship	.	,000
	PRI	,000	.
N	CustomerRelationship	281	281
	PRI	281	281

8.4.3 Table: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,759 ^a	,576	,575	,84666

a. Predictors: (Constant), PRI

b. Dependent Variable: CustomerRelationship

8.4.4 Table 4: Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	271,849	1	271,849	379,235	,000 ^b
	Residual	199,996	279	,717		
	Total	471,845	280			

a. Dependent Variable: CustomerRelationship

b. Predictors: (Constant), PRI

8.4.5 Table 5: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,523	,144		10,600	,000
	PRI	,663	,034	,759	19,474	,000

a. Dependent Variable: CustomerRelationship

8.5 Appendices 5: Tables correlation Relationship Quality Satisfaction on Feedback

8.5.1 Table 1: Descriptives

Descriptive Statistics

	Mean	Std. Deviation	N
Feedback	4,3590	1,18762	278
CustomerRelationship	4,1463	1,30390	278

8.5.2 Table 2: Correlations

Correlations

		Feedback	CustomerRelationship
Pearson Correlation	Feedback	1,000	,368
	CustomerRelationship	,368	1,000
Sig. (1-tailed)	Feedback	.	,000
	CustomerRelationship	,000	.
N	Feedback	278	278
	CustomerRelationship	278	278

8.5.3 Table 3: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,368 ^a	,135	,132	1,10633

a. Predictors: (Constant), CustomerRelationship

b. Dependent Variable: Feedback

8.5.4 Table 4: Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52,875	1	52,875	43,200	,000 ^b
	Residual	337,817	276	1,224		
	Total	390,693	277			

a. Dependent Variable: Feedback

b. Predictors: (Constant), CustomerRelationship

8.5.5 Table 5: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,970	,222		13,404	,000
	CustomerRelationship	,335	,051	,368	6,573	,000

a. Dependent Variable: Feedback

8.6 Appendices 6: Tables correlation Relationship Quality Satisfaction on Compliance

8.6.1 Table 1: Descriptives

Descriptive Statistics

	Mean	Std. Deviation	N
Compliance	5,6014	1,04772	281
CustomerRelationship	4,1412	1,29814	281

8.6.2 Table 2: Correlations

Correlations

		Compliance	CustomerRelationship
Pearson Correlation	Compliance	1,000	,248
	CustomerRelationship	,248	1,000
Sig. (1-tailed)	Compliance	.	,000
	CustomerRelationship	,000	.
N	Compliance	281	281
	CustomerRelationship	281	281

8.6.3 Table 3: Model Summary

Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,248 ^a	,062	,058		1,01678

a. Predictors: (Constant), CustomerRelationship

b. Dependent Variable: Compliance

8.6.4 Table 4: Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,917	1	18,917	18,298	,000 ^b
	Residual	288,442	279	1,034		
	Total	307,359	280			

a. Dependent Variable: Compliance

b. Predictors: (Constant), CustomerRelationship

8.6.5 Table 5: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	4,772		
	CustomerRelationship	,200	,047	,248	4,278	,000

a. Dependent Variable: Compliance

8.7 Appendices 7: Tables correlation Relationship Quality Satisfaction on Helping Other Customers

8.7.1 Table 1: Descriptives

Descriptive Statistics

	Mean	Std. Deviation	N
HelpingOtherCustomers	4,2914	1,43971	272
CustomerRelationship	4,1495	1,30776	272

8.7.2 Table 2: Correlations

Correlations

		HelpingOtherCu stomers	CustomerRelati onship
Pearson Correlation	HelpingOtherCustomers	1,000	,536
	CustomerRelationship	,536	1,000
Sig. (1-tailed)	HelpingOtherCustomers	.	,000
	CustomerRelationship	,000	.
N	HelpingOtherCustomers	272	272
	CustomerRelationship	272	272

8.7.3 Table 3: Model Summary

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,536 ^a	,287	,284		1,21814

a. Predictors: (Constant), CustomerRelationship

8.7.4 Table 4: Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161,081	1	161,081	108,556	,000 ^b
	Residual	400,641	270	1,484		
	Total	561,722	271			

a. Dependent Variable: HelpingOtherCustomers

b. Predictors: (Constant), CustomerRelationship

8.7.5 Table 5: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,845	,246		7,496	,000
	CustomerRelationship	,590	,057	,536	10,419	,000

a. Dependent Variable: HelpingOtherCustomers

8.8 Appendices 8: Tables correlation Relationship Quality Satisfaction on positive WOM

8.8.1 Table 1: Descriptives

Descriptive Statistics

	Mean	Std. Deviation	N
WOM_Positive	4,9129	1,33681	264
CustomerRelationship	4,1351	1,31026	264

8.8.2 Table 2: Correlations

Correlations

		WOM_Positive	CustomerRelationship
Pearson Correlation	WOM_Positive	1,000	,632
	CustomerRelationship	,632	1,000
Sig. (1-tailed)	WOM_Positive	.	,000
	CustomerRelationship	,000	.
N	WOM_Positive	264	264
	CustomerRelationship	264	264

8.8.3 Table 3: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,632 ^a	,399	,397	1,03803

a. Predictors: (Constant), CustomerRelationship

8.8.4 Table 4: Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	187,687	1	187,687	174,185	,000 ^b
	Residual	282,309	262	1,078		
	Total	469,996	263			

a. Dependent Variable: WOM_Positive

b. Predictors: (Constant), CustomerRelationship

8.8.5 Table 5: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,247	,212		10,605	,000
	CustomerRelationship	,645	,049	,632	13,198	,000

a. Dependent Variable: WOM_Positive

8.9 Appendices 9: Tables correlation Relationship Quality Satisfaction on negative WOM

8.9.1 Table 1: Descriptives

Descriptive Statistics

	Mean	Std. Deviation	N
WOM_Negative	5,0379	1,17179	264
Relationship_quality_satisfaction	3,8649	1,31026	264

8.9.2 Table 2: Correlations

Correlations

		WOM_Negative	Relationship_quality_satisfaction
Pearson Correlation	WOM_Negative	1,000	-,287
	Relationship_quality_satisfaction	-,287	1,000
Sig. (1-tailed)	WOM_Negative	.	,000
	Relationship_quality_satisfaction	,000	.
N	WOM_Negative	264	264
	Relationship_quality_satisfaction	264	264

8.9.3 Table 3: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,287 ^a	,082	,079	1,12469

a. Predictors: (Constant), Relationship_quality_satisfaction

8.9.4 Table 4: Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29,707	1	29,707	23,485	,000 ^b
	Residual	331,414	262	1,265		
	Total	361,121	263			

a. Dependent Variable: WOM_Negative

b. Predictors: (Constant), Relationship_quality_satisfaction

8.9.5 Table 5: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,029	,216		27,918	,000
	Relationship_quality_satisfaction	-,257	,053	-,287		

a. Dependent Variable: WOM_Negative

8.10 Appendices 10: Tables descriptive statistics

8.10.1 Table 1: Descriptives

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		
					Lower Bound	Upper Bound	
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-e-mails	Base	31	3,48	2,080	,374	2,72	4,25
	Proximus	90	3,46	2,007	,212	3,04	3,88
	Mobile Vikings	50	5,98	1,363	,193	5,59	6,37
	Mobistar	75	4,60	2,060	,238	4,13	5,07
	Telenet	56	4,39	2,246	,300	3,79	4,99
	Total	302	4,33	2,159	,124	4,09	4,58
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brieven	Base	31	2,45	1,524	,274	1,89	3,01
	Proximus	90	3,37	1,881	,198	2,97	3,76
	Mobile Vikings	50	2,08	1,397	,198	1,68	2,48
	Mobistar	75	2,89	1,857	,214	2,47	3,32
	Telenet	56	3,39	2,033	,272	2,85	3,94
	Total	302	2,95	1,854	,107	2,74	3,16
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brochures	Base	31	2,16	1,393	,250	1,65	2,67
	Proximus	90	2,89	1,738	,183	2,52	3,25
	Mobile Vikings	50	1,64	,921	,130	1,38	1,90
	Mobistar	75	2,68	1,702	,197	2,29	3,07

	Telenet	56	3,14	1,986	,265	2,61	3,67
	Total	302	2,60	1,706	,098	2,41	2,80
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-SMS	Base	31	5,03	1,906	,342	4,33	5,73
	Proximus	90	5,29	1,501	,158	4,97	5,60
	Mobile Vikings	50	5,44	1,618	,229	4,98	5,90
	Mobistar	75	5,16	1,619	,187	4,79	5,53
	Telenet	56	4,27	2,040	,273	3,72	4,81
	Total	302	5,07	1,737	,100	4,87	5,26
Preferential_treatment_recode_2	Base	30	4,9333	1,34307	,24521	4,4318	5,4348
	Proximus	85	3,7529	1,36389	,14793	3,4588	4,0471
	Mobile Vikings	50	5,6200	1,10659	,15650	5,3055	5,9345
	Mobistar	70	3,6762	1,29904	,15527	3,3664	3,9859
	Telenet	56	3,9821	1,16588	,15580	3,6699	4,2944
	Total	291	4,2211	1,45678	,08540	4,0530	4,3892
InterpersonalCommunication	Base	30	2,8111	1,24932	,22809	2,3446	3,2776
	Proximus	85	2,6078	1,30949	,14203	2,3254	2,8903
	Mobile Vikings	50	3,8067	1,08816	,15389	3,4974	4,1159
	Mobistar	69	3,2754	1,39672	,16815	2,9398	3,6109
	Telenet	55	2,9758	1,28597	,17340	2,6281	3,3234
	Total	289	3,0657	1,34367	,07904	2,9102	3,2213

TangibleRewards	Base	30	3,0111	1,48681	,27145	2,4559	3,5663
	Proximus	81	3,5432	1,66953	,18550	3,1740	3,9124
	Mobile Vikings	50	5,2067	1,40922	,19929	4,8062	5,6072
	Mobistar	68	3,7059	1,55766	,18889	3,3288	4,0829
	Telenet	53	3,1635	1,44947	,19910	2,7640	3,5630
	Total	282	3,7494	1,68784	,10051	3,5516	3,9473
PRI	Base	30	3,2889	1,55791	,28443	2,7072	3,8706
	Proximus	80	3,4542	1,41644	,15836	3,1390	3,7694
	Mobile Vikings	50	5,5667	1,00396	,14198	5,2813	5,8520
	Mobistar	66	3,9343	1,23236	,15169	3,6314	4,2373
	Telenet	52	3,5897	1,20387	,16695	3,2546	3,9249
	Total	278	3,9556	1,49743	,08981	3,7788	4,1324
CustomerRelationship	Base	30	3,6667	1,35046	,24656	3,1624	4,1709
	Proximus	80	3,7125	1,19156	,13322	3,4473	3,9777
	Mobile Vikings	48	5,4444	,90005	,12991	5,1831	5,7058
	Mobistar	66	3,9192	1,21256	,14926	3,6211	4,2173
	Telenet	52	4,1282	1,09694	,15212	3,8228	4,4336
	Total	276	4,1365	1,30217	,07838	3,9822	4,2908
Compliance	Base	30	5,5167	1,48836	,27174	4,9609	6,0724
	Proximus	80	5,6125	1,02183	,11424	5,3851	5,8399
	Mobile Vikings	48	5,8333	,94719	,13671	5,5583	6,1084
	Mobistar	66	5,4773	1,01690	,12517	5,2273	5,7273
	Telenet	52	5,5769	,90956	,12613	5,3237	5,8301

	Total	276	5,6014	1,04822	,06310	5,4772	5,7257
Feedback	Base	30	4,2333	1,29197	,23588	3,7509	4,7158
	Proximus	78	4,3564	1,12152	,12699	4,1035	4,6093
	Mobile Vikings	48	4,4083	1,17633	,16979	4,0668	4,7499
	Mobistar	65	4,5046	1,10573	,13715	4,2306	4,7786
	Telenet	52	4,1962	1,35617	,18807	3,8186	4,5737
	Total	273	4,3568	1,19079	,07207	4,2149	4,4987
HelpingOtherCustomers	Base	29	4,2759	1,35183	,25103	3,7617	4,7901
	Proximus	77	3,9481	1,39745	,15925	3,6309	4,2652
	Mobile Vikings	47	5,5319	1,03291	,15066	5,2286	5,8352
	Mobistar	62	4,0726	1,34544	,17087	3,7309	4,4143
	Telenet	52	3,9231	1,43019	,19833	3,5249	4,3212
	Total	267	4,2865	1,44424	,08839	4,1125	4,4605
WOM	Base	29	4,9368	1,29591	,24065	4,4438	5,4297
	Proximus	76	4,7149	1,11349	,12773	4,4605	4,9694
	Mobile Vikings	46	5,7790	,80435	,11860	5,5401	6,0178
	Mobistar	62	4,7876	1,04113	,13222	4,5232	5,0520
	Telenet	51	4,7810	1,18016	,16525	4,4491	5,1130
	Total	264	4,9545	1,14332	,07037	4,8160	5,0931
De volgende stelling gaat over uw loyaliteit ten opzichte van uw GSM provider in de toekomst. Gel...-Ik ben bereid	Base	29	4,93	1,361	,253	4,41	5,45
	Proximus	76	5,24	1,221	,140	4,96	5,52
	Mobile Vikings	46	6,35	,849	,125	6,10	6,60
	Mobistar	61	5,43	1,231	,158	5,11	5,74

om in de toekomst klant te Telenet blijven bij mijn huidige provider	Total	49	5,18	1,219	,174	4,83	5,53
Op een schaal van 0-10, hoe tevreden bent u met uw provider?	Total	29	6,83	1,311	,243	6,33	7,33
	Base	76	6,93	1,500	,172	6,59	7,28
	Proximus	46	8,50	,837	,123	8,25	8,75
	Mobile Vikings	61	7,00	1,506	,193	6,61	7,39
	Mobistar	49	7,08	1,566	,224	6,63	7,53
	Telenet	261	7,24	1,509	,093	7,06	7,43

8.10.2 Table 2: Test of homogeneity of Variances

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-e-mails	10,540	4	297	,000
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brieven	6,672	4	297	,000
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brochures	10,777	4	297	,000
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-SMS	4,028	4	297	,003
Preferential_treatment_recode_2	,850	4	286	,494
InterpersonalCommunication	2,000	4	284	,095
TangibleRewards	1,203	4	277	,310

PRI	3,022	4	273	,018
CustomerRelationship	1,197	4	271	,312
Compliance	2,588	4	271	,037
Feedback	,452	4	268	,771
HelpingOtherCustomers	1,400	4	262	,234
WOM	2,104	4	259	,081
De volgende stelling gaat over uw loyaliteit ten opzichte van uw GSM provider in de toekomst. Gel...- Ik ben bereid om in de toekomst klant te blijven bij mijn huidige provider	2,205	4	256	,069
Op een schaal van 0-10, hoe tevreden bent u met uw provider?	1,680	4	256	,155

8.10.3 Table 3: Anova

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-e-mails	Between Groups	4	58,205	14,770	,000
	Within Groups	297	3,941		
	Total	301			
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brieven	Between Groups	4	18,098	5,583	,000
	Within Groups	297	3,242		
	Total	301			

De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brochures	Between Groups	76,538	4	19,135	7,106	,000
	Within Groups	799,780	297	2,693		
	Total	876,318	301			
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-SMS	Between Groups	47,837	4	11,959	4,126	,003
	Within Groups	860,839	297	2,898		
	Total	908,675	301			
Preferential_treatment_recorde_2	Between Groups	155,677	4	38,919	24,210	,000
	Within Groups	459,768	286	1,608		
	Total	615,444	290			
InterpersonalCommunication	Between Groups	50,693	4	12,673	7,670	,000
	Within Groups	469,280	284	1,652		
	Total	519,973	288			
TangibleRewards	Between Groups	144,298	4	36,075	15,228	,000
	Within Groups	656,216	277	2,369		
	Total	800,514	281			
PRI	Between Groups	170,217	4	42,554	25,765	,000
	Within Groups	450,903	273	1,652		
	Total	621,120	277			

CustomerRelationship	Between Groups	106,239	4	26,560	19,990	,000
	Within Groups	360,065	271	1,329		
	Total	466,304	275			
Compliance	Between Groups	3,855	4	,964	,876	,479
	Within Groups	298,304	271	1,101		
	Total	302,159	275			
Feedback	Between Groups	3,347	4	,837	,587	,673
	Within Groups	382,343	268	1,427		
	Total	385,690	272			
HelpingOtherCustomers	Between Groups	91,428	4	22,857	12,923	,000
	Within Groups	463,403	262	1,769		
	Total	554,831	266			
WOM	Between Groups	38,902	4	9,726	8,262	,000
	Within Groups	304,886	259	1,177		
	Total	343,788	263			
De volgende stelling gaat over uw loyaliteit ten opzichte van uw GSM provider in de toekomst. Gel...-Ik ben bereid om in de toekomst klant te blijven bij mijn huidige provider	Between Groups	51,778	4	12,944	9,249	,000
	Within Groups	358,299	256	1,400		
	Total	410,077	260			

Op een schaal van 0-10, hoe tevreden bent u met uw GSM provider?	Between Groups	89,811	4	22,453	11,450	,000
	Within Groups	501,982	256	1,961		
	Total	591,793	260			

8.10.4 Table 4: Multiple comparisons

Multiple comparisons

Dependent Variable	(I) Bij welke GSM provider bent u zelf klant?	(J) Bij welke GSM provider bent u zelf klant?	Mean Difference (I-J)	Std. Error	Sig.
De volgende stellingen gaan over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-e-mails	Base	Proximus	,028	,413	
		Mobile Vikings	-2,496*	,454	
		Mobistar	-1,116	,424	
		Telenet	-,909	,444	
	Proximus	Base	-,028	,413	
		Mobile Vikings	-2,524*	,350	
		Mobistar	-1,144*	,310	
		Telenet	-,937*	,338	
	Mobile Vikings	Base	2,496*	,454	
		Proximus	2,524*	,350	
		Mobistar	1,380*	,362	
		Telenet	1,587*	,386	

	Mobistar	Base	1,116	,424	
		Proximus	1,144*	,310	
		Mobile Vikings	-1,380*	,362	
		Telenet	,207	,351	
	Telenet	Base	,909	,444	
		Proximus	,937	,338	
		Mobile Vikings	-1,587*	,386	
		Mobistar	-,207	,351	
De volgende stellingen gaan Dunnett C over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brieven	Base	Proximus	-,915	,375	
		Mobile Vikings	,372	,412	
		Mobistar	-,442	,384	
		Telenet	-,941	,403	
	Proximus	Base	,915	,375	
		Mobile Vikings	1,287*	,318	
		Mobistar	,473	,281	
		Telenet	-,026	,306	
	Mobile Vikings	Base	-,372	,412	
		Proximus	-1,287*	,318	
		Mobistar	-,813	,329	
		Telenet	-1,313*	,350	

Mobistar	Base	,442	,384		
	Proximus	-,473	,281		
	Mobile Vikings	,813	,329		
	Telenet	-,500	,318		
Telenet	Base	,941	,403		
	Proximus	,026	,306		
	Mobile Vikings	1,313 [*]	,350		
	Mobistar	,500	,318		
De volgende stellingen gaan Dunnett C over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-brochures	Base	Proximus	-,728	,342	
		Mobile Vikings	,521	,375	
		Mobistar	-,519	,350	
		Telenet	-,982	,367	
Proximus	Base	,728	,342		
	Mobile Vikings	1,249 [*]	,289		
	Mobistar	,209	,257		
	Telenet	-,254	,279		
Mobile Vikings	Base	-,521	,375		
	Proximus	-1,249 [*]	,289		
	Mobistar	-1,040 [*]	,300		
	Telenet	-1,503 [*]	,319		

	Mobistar	Base	,519	,350	
		Proximus	-,209	,257	
		Mobile Vikings	1,040*	,300	
		Telenet	-,463	,290	
	Telenet	Base	,982	,367	
		Proximus	,254	,279	
		Mobile Vikings	1,503*	,319	
		Mobistar	,463	,290	
De volgende stellingen gaan Dunett C over de informatie die u krijgt van uw GSM provider. Gelieve aan te...-SMS	Base	Proximus	-,257	,355	
		Mobile Vikings	-,408	,389	
		Mobistar	-,128	,364	
		Telenet	,764	,381	
	Proximus	Base	,257	,355	
		Mobile Vikings	-,151	,300	
		Mobistar	,129	,266	
		Telenet	1,021*	,290	
	Mobile Vikings	Base	,408	,389	
		Proximus	,151	,300	
		Mobistar	,280	,311	
		Telenet			
		1,172*	,331		

		Mobistar	Base	,128	,364	
			Proximus	-,129	,266	
			Mobile Vikings	-,280	,311	
			Telenet	,892	,301	
		Telenet	Base	-,764	,381	
			Proximus	-1,021*	,290	
			Mobile Vikings	-1,172*	,331	
			Mobistar	-,892*	,301	
PreferentialTreatment_recode	Tukey HSD	Base	Proximus	1,06102*	,32310	,011
			Mobile Vikings	-,84541	,34914	,114
			Mobistar	1,29838*	,32852	,001
			Telenet	1,11491*	,36807	,023
		Proximus	Base	-1,06102*	,32310	,011
			Mobile Vikings	-1,90643*	,27845	,000
			Mobistar	,23736	,25210	,880
			Telenet	,05388	,30184	1,000
		Mobile Vikings	Base	,84541	,34914	,114
			Proximus	1,90643*	,27845	,000
			Mobistar	2,14379*	,28472	,000
			Telenet	1,96032*	,32957	,000

		Mobistar	Base	-1,29838 [*]	,32852	,001
			Proximus	-,23736	,25210	,880
			Mobile Vikings	-2,14379 [*]	,28472	,000
			Telenet	-,18347	,30764	,975
		Telenet	Base	-1,11491 [*]	,36807	,023
			Proximus	-,05388	,30184	1,000
			Mobile Vikings	-1,96032 [*]	,32957	,000
			Mobistar	,18347	,30764	,975
InterpersonalCommunication	Tukey HSD	Base	Proximus	,20327	,27298	,946
			Mobile Vikings	-,99556 [*]	,29686	,008
			Mobistar	-,46425	,28112	,466
			Telenet	-,16465	,29176	,980
		Proximus	Base	-,20327	,27298	,946
			Mobile Vikings	-1,19882 [*]	,22910	,000
			Mobistar	-,66752 [*]	,20830	,013
			Telenet	-,36791	,22245	,464
		Mobile Vikings	Base	,99556 [*]	,29686	,008
			Proximus	1,19882 [*]	,22910	,000
			Mobistar	,53130	,23874	,173
			Telenet			
				,83091 [*]	,25118	,009

		Mobistar	Base	,46425	,28112	,466
			Proximus	,66752*	,20830	,013
			Mobile Vikings	-,53130	,23874	,173
			Telenet	,29960	,23236	,698
		Telenet	Base	,16465	,29176	,980
			Proximus	,36791	,22245	,464
			Mobile Vikings	-,83091*	,25118	,009
			Mobistar	-,29960	,23236	,698
TangibleRewards	Tukey HSD	Base	Proximus	-,53210	,32896	,487
			Mobile Vikings	-,2,19556*	,35545	,000
			Mobistar	-,69477	,33735	,241
			Telenet	-,15241	,35166	,993
		Proximus	Base	,53210	,32896	,487
			Mobile Vikings	-,1,66346*	,27682	,000
			Mobistar	-,16267	,25315	,968
			Telenet	,37969	,27193	,631
		Mobile Vikings	Base	2,19556*	,35545	,000
			Proximus	1,66346*	,27682	,000
			Mobistar	1,50078*	,28674	,000
			Telenet	2,04314*	,30344	,000

		Mobistar	Base	,69477	,33735	,241
			Proximus	,16267	,25315	,968
			Mobile Vikings	-1,50078*	,28674	,000
			Telenet	,54236	,28202	,307
		Telenet	Base	,15241	,35166	,993
			Proximus	-,37969	,27193	,631
			Mobile Vikings	-2,04314*	,30344	,000
			Mobistar	-,54236	,28202	,307
PRI	Dunnett C	Base	Proximus	-,16528	,27514	
			Mobile Vikings	-2,27778*	,29680	
			Mobistar	-,64545	,28298	
			Telenet	-,30085	,29465	
		Proximus	Base	,16528	,27514	
			Mobile Vikings	-2,11250*	,23169	
			Mobistar	-,48018	,21371	
			Telenet	-,13558	,22893	
		Mobile Vikings	Base	2,27778*	,29680	
			Proximus	2,11250*	,23169	
			Mobistar	1,63232*	,24095	
			Telenet	1,97692*	,25455	

		Mobistar	Base	,64545	,28298	
			Proximus	,48018	,21371	
			Mobile Vikings	-1,63232*	,24095	
			Telenet	,34460	,23830	
		Telenet	Base	,30085	,29465	
			Proximus	,13558	,22893	
			Mobile Vikings	-1,97692*	,25455	
			Mobistar	-,34460	,23830	
CustomerRelationship	Tukey HSD	Base	Proximus	-,04583	,24677	
			Mobile Vikings	-1,77778*	,26827	
			Mobistar	-,25253	,25381	
			Telenet	-,46154	,26427	
		Proximus	Base	,04583	,24677	1,000
			Mobile Vikings	-1,73194*	,21045	,000
			Mobistar	-,20669	,19167	,818
			Telenet	-,41571	,20533	,257
		Mobile Vikings	Base	1,77778*	,26827	,000
			Proximus	1,73194*	,21045	,000
			Mobistar	1,52525*	,21866	,000
			Telenet			
				1,31624*	,23072	,000

		Mobistar	Base	,25253	,25381	,857
			Proximus	,20669	,19167	,818
			Mobile Vikings	-1,52525*	,21866	,000
			Telenet	-,20901	,21373	,865
		Telenet	Base	,46154	,26427	,407
			Proximus	,41571	,20533	,257
			Mobile Vikings	-1,31624*	,23072	,000
			Mobistar	,20901	,21373	,865
HelpingOtherCustomers	Tukey HSD	Base	Proximus	,32781	,28976	,790
			Mobile Vikings	-1,25605*	,31404	,001
			Mobistar	,20328	,29920	,961
			Telenet	,35279	,30823	,783
		Proximus	Base	-,32781	,28976	,790
			Mobile Vikings	-1,58386*	,24618	,000
			Mobistar	-,12453	,22693	,982
			Telenet	,02498	,23871	1,000
		Mobile Vikings	Base	1,25605*	,31404	,001
			Proximus	1,58386*	,24618	,000
			Mobistar	1,45933*	,25722	,000
			Telenet			
				1,60884*	,26767	,000

		Mobistar	Base	-,20328	,29920	,961
			Proximus	,12453	,22693	,982
			Mobile Vikings	-1,45933*	,25722	,000
			Telenet	,14950	,25008	,975
		Telenet	Base	-,35279	,30823	,783
			Proximus	-,02498	,23871	1,000
			Mobile Vikings	-1,60884*	,26767	,000
			Mobistar	-,14950	,25008	,975
WOM	Tukey HSD	Base	Proximus	,22187	,23681	,882
			Mobile Vikings	-,84220*	,25726	,011
			Mobistar	,14915	,24409	,973
			Telenet	,15574	,25234	,972
		Proximus	Base	-,22187	,23681	,882
			Mobile Vikings	-1,06407*	,20268	,000
			Mobistar	-,07272	,18568	,995
			Telenet			
				-,06613	,19639	,997

	Mobile Vikings	Base	,84220*	,25726	,011	
		Proximus	1,06407*	,20268	,000	
		Mobistar	,99135*	,21113	,000	
		Telenet	,99794*	,22062	,000	
	Mobistar	Base	-,14915	,24409	,973	
		Proximus	,07272	,18568	,995	
		Mobile Vikings	-,99135*	,21113	,000	
		Telenet	,00659	,20511	1,000	
	Telenet	Base	-,15574	,25234	,972	
		Proximus	,06613	,19639	,997	
		Mobile Vikings	-,99794*	,22062	,000	
		Mobistar	-,00659	,20511	1,000	
De volgende stelling gaat over uw loyaliteit ten opzichte van uw GSM provider in de toekomst. Gel...-Ik ben bereid om in de toekomst klant te blijven bij mijn huidige provider	Tukey HSD	Base	Proximus	-,306	,258	,760
			Mobile Vikings	-1,417*	,281	,000
			Mobistar	-,495	,267	,344
			Telenet	-,253	,277	,892
	Proximus	Base	Base	,306	,258	,760
			Mobile Vikings	-1,111*	,221	,000
			Mobistar	-,189	,203	,885
			Telenet	,053	,217	,999

Mobile Vikings	Base	1,417*	,281	,000	
	Proximus	1,111*	,221	,000	
	Mobistar	,922*	,231	,001	
	Telenet	1,164*	,243	,000	
Mobistar	Base	,495	,267	,344	
	Proximus	,189	,203	,885	
	Mobile Vikings	-,922*	,231	,001	
	Telenet	,243	,227	,822	
Telenet	Base	,253	,277	,892	
	Proximus	-,053	,217	,999	
	Mobile Vikings	-1,164*	,243	,000	
	Mobistar	-,243	,227	,822	
Op een schaal van 0-10, hoe tevreden bent u met uw provider?	Base	Proximus	-,107	,306	,997
		Mobile Vikings	-1,672*	,332	,000
		Mobistar	-,172	,316	,982
		Telenet	-,254	,328	,938
	Proximus	Base	,107	,306	,997
		Mobile Vikings	-1,566*	,262	,000
		Mobistar	-,066	,241	,999
		Telenet	-,147	,257	,979

Mobile Vikings	Base	1,672*	,332	,000
	Proximus	1,566*	,262	,000
	Mobistar	1,500*	,273	,000
	Telenet	1,418*	,287	,000
Mobistar	Base	,172	,316	,982
	Proximus	,066	,241	,999
	Mobile Vikings	-1,500*	,273	,000
	Telenet	-,082	,269	,998
Telenet	Base	,254	,328	,938
	Proximus	,147	,257	,979
	Mobile Vikings	-1,418*	,287	,000
	Mobistar	,082	,269	,998

Auteursrechtelijke overeenkomst

Ik/wij verlenen het wereldwijde auteursrecht voor de ingediende eindverhandeling:

The influence of customer relationship management on customer citizenship behavior

Richting: **Master of Management-International Marketing Strategy**

Jaar: **2015**

in alle mogelijke mediaformaten, - bestaande en in de toekomst te ontwikkelen - , aan de Universiteit Hasselt.

Niet tegenstaand deze toekenning van het auteursrecht aan de Universiteit Hasselt behoud ik als auteur het recht om de eindverhandeling, - in zijn geheel of gedeeltelijk -, vrij te reproduceren, (her)publiceren of distribueren zonder de toelating te moeten verkrijgen van de Universiteit Hasselt.

Ik bevestig dat de eindverhandeling mijn origineel werk is, en dat ik het recht heb om de rechten te verlenen die in deze overeenkomst worden beschreven. Ik verklaar tevens dat de eindverhandeling, naar mijn weten, het auteursrecht van anderen niet overtreedt.

Ik verklaar tevens dat ik voor het materiaal in de eindverhandeling dat beschermd wordt door het auteursrecht, de nodige toelatingen heb verkregen zodat ik deze ook aan de Universiteit Hasselt kan overdragen en dat dit duidelijk in de tekst en inhoud van de eindverhandeling werd genotificeerd.

Universiteit Hasselt zal mij als auteur(s) van de eindverhandeling identificeren en zal geen wijzigingen aanbrengen aan de eindverhandeling, uitgezonderd deze toegelaten door deze overeenkomst.

Voor akkoord,

Thijs, Kelly

Datum: **25/05/2015**