Relationship and Transactional Marketing Integration Aspects

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There is no consensus among marketing scholars and practitioners regarding transactional and relationship marketing differences and correlations. Coviello, Brodie and Munro (1997) have sought to understand the nature of these phenomena and suggested an integrated approach towards a variety of marketing types. They created a classified scheme based on Europe and the US marketing schools' ideas'. By synthesizing various conceptual marketing approaches the scholars defined two main marketing perspectives (transactional and relationship) that incorporate four marketing types (transactional, database, interaction, and network). However this classification lack empirical evidence as very little research has been conducted to test it.

The present research is aimed to assess the relationship among these marketing types and their correlation with organization's performance success in IT market. The survey questionnaire was designed using Coviello et al. (1997) suggested scheme that encompass nine dimensions: purpose of relational exchange, pattern of communication, type of customer contact, the level of relationships' formality, duration of relationship exchange, managerial intent, managerial planning focus, and managerial resource investment.

The research results indicated that all four marketing types (transactional, database, interaction, network) are practiced in IT market at different levels. The most developed marketing types are interaction marketing (8.19) and database marketing (7.33). Transactional marketing (6.38) and network (6.65) marketing are practiced less. The relationships between different marketing types were measured using correlation analysis. The results of this analysis indicate no statistically significant correlations between transactional marketing and relationship marketing. These findings imply that relationship marketing practice development does not cause the decrease of transactional marketing elements. Statistically significant medium correlation was found between database marketing and interaction marketing (r=0.786, p<0.01). No statistically significant correlation was found between database and transactional marketing ((p≥0.05). Strong correlation between database marketing and interaction marketing types confirm the theory that database marketing employment creates better conditions for effective one-to-one communication which is the essence of interaction marketing. These findings lead to conclusion that database marketing belongs to relationship marketing

orientation. The strong correlation between interaction and network marketing are consistent with Ford, Hakansson and Johanson (1986) findings that dyadic relationships emerging in transactional marketing are network marketing micro level phenomenon.

The research data comply with Coviello (1996) theory about relationship marketing that claims that relationship marketing incorporates different marketing types. The research findings also indicated that there is no correlation between different marketing types and organizations' performance success. On the other hand, a strong relationship was found between database marketing and customer retention. These findings suggest that organizations with more developed level of database marketing demonstrate better customer retention level.

Keywords: *relationship marketing, transactional marketing, database marketing. interaction marketing, network marketing.*

Introduction

Contemporary dynamic business environment, technological development, more demanding markets as well as growing competition force organizations to change, look for new more effective forms of work organization and process management inside the organization and outside it developing relationships with other market players. As a result, in many cases short-term transactional exchanges are replaced by long-term relationship-oriented marketing models.

From the academic perspective, there is no consensus regarding attitude towards relationship and transactional marketing. Scientists argue about the similarities and differences of the two approaches and introduce various concepts to define them.

Christopher, Payne, Ballantyne (1991), Gummesson (1999), and Lambin (2000) consider relationship and transactional marketing as absolutely opposite or alternative approaches, while Hultman and Shaw (2003) treat them as complementary marketing strategies.

Pels, Coviello, Brodie (2001) claim that marketing is much more complex phenomenon and, therefore, it cannot be revealed as a dichotomy. While transactional marketing is viewed from a marketing mix perspective, relationship marketing encompasses a range of approaches from database marketing to personalized service, loyalty programs, internal marketing, personal and social rela-

tionships, business-to-business relationships between seller and customer to the creation of strategic alliances.

The problem. The increased researchers' emphasis on relationship marketing importance engages organizations into thinking about its practical value: when and how to use relationship marketing, and whether transactional marketing still could be effective? (Pels et al., 2001). Thus, to explore the applicability of relationship marketing, the research questions are: Does marketing practice confirm the paradigm shift idea that transactional marketing should be replaced by relationship marketing? Do the transactional and relationship marketing approaches contradict or complement each other?

The object of the research. Relationship and transactional marketing integration aspects.

The aim of the article. Researchers' discussions and controversial evaluation of marketing approaches indicate necessity to explore contemporary marketing practice more thoroughly. Thus, the research aims to evaluate the relationship level among different marketing types and explore transactional and relationship marketing correlation with the organizations' performance success.

The objectives of the article are:

1. To conduct a comparison analysis of different marketing types: transactional, relationship, database, interaction, and network.
2. To evaluate the relationship among different marketing types and explore their correlation with organizations' performance success.
3. To provide discussion of the implications of the findings
4. To outline research limitations and directions for further research

The research method includes the comparative marketing literature analysis and empirical quantitative research on marketing types in IT firms.

The outline of the article. The paper is presented in five sections. First the conceptual framework of the study will be developed. Second the method, and third the respondents' profile and data collection will be presented. Finally, research findings are revealed and discussed before providing limitations, further studies and drawing conclusions, offering managerial implications.

Conceptual framework

Relationship marketing as the contemporary marketing concept. It was Berry (1995) who first introduced 'relationship marketing' term as a method to attract and maintain customers in service organizations. While Jackson (1985) the importance of relationship marketing focused on the business-to-business field, relating relationship marketing to strong and long-term relational with individual customers orientation. The emergence of relationship marketing phenomenon was mainly caused by the fact that majority of academics and managers considered traditional transactional marketing model irrelevant to service firms. First of all because this model was focused on discrete exchanges rather than relational exchanges. Moller (1992) suggests that according to tradi-

tional marketing approach customer is a passive actor and that 'stimulus respond' type relationship dominates between sellers and buyers. The researchers in Europe agree that traditional marketing approach is outdated and appropriate only for some organizations or markets (Brodie et al., 1997).

In the context of conventional marketing limitations and external environment change the marketing paradigm shift is vital (Gronroos, 1995) if we want to treat marketing as subject (Brodie et al., 1997). This 'new paradigm' is a 'relationship marketing' concept that evolved from the numerous empirical research and broad conceptual analysis.

Pels et al. (2001) the increased attention to relational aspects of marketing associate with the changes in environment and organizations. With increasing number of firms they started cooperate more often; create new alliances, competition coordinate with cooperation. As a result organizational structures became flatter; the network relationships began to be established inside the organizations. Due to technological growth communication has become global, interactive and instantaneous, and decreased the cost of data collecting and managing allowing for more complex use of databases.

Unlike traditional marketing term which definition is provided by AMA and unanimously accepted by academics, there is no consensus regarding the relationship marketing definition (Brodie et al., 1997). However, it is clear that relationship marketing is oriented towards personal long-term, win-win seller-buyer relationships (Sin et al., 2005). Moreover, relationship marketing is oriented towards the relationship network creation between various market participants, allowing them to keep promises and build trust in service and selling processes (Hopertienė, Bagdonienė, 2005).

The comparison of marketing types. Gronroos (1994) marketing types differences evaluated employing seven criteria: time perspective, price elasticity, dominating quality dimension, customer satisfaction measurement, information from customers system, marketing, processes and personnel correlations, and internal marketing. Gummesson (1999) explains that transactional marketing is not oriented towards future customer purchase profitability and long-term relationship. Lambin (2000) agrees that the difference between relationship and transactional marketing is evident. Relationship marketing focuses on the creating and maintaining long-term relationship and on-going profitability, whilst transactional marketing is concerned with an isolated transaction. Relationship marketing is based on mutual benefit assumption, while transactional marketing relates to the controversial model: buyer wants good price – seller wants good profit. Christofer et al. (1991) defining the key differences between the two marketing approaches, identifies not only time perspective differences but also compares product characteristics in transactional marketing and product benefits' communication in relationship marketing situation.

Coviello et al. (1997) integrated a variety of marketing approaches and created classified scheme based on Europe and the US marketing schools' ideas' and encom-

passing service, interaction, channel, and network perspectives. By synthesizing various conceptual marketing approaches and empirical research findings the scholars defined two main marketing perspectives incorporating four different marketing types (Table 1).

<div align="right">Table 1</div>

Marketing perspectives and types

Marketing perspectives	Marketing types
Transactional Exchange	1. Transactional marketing
Relational Exchange	2. Database Marketing 3. Interaction marketing 4. Network marketing

Course: Coviello et al. (1997)

Pels et al. (2001) arguing with Coviello et al. (1997) database marketing relate to transactional oriented actions stating that database marketing has more similarities with transactional marketing than interaction or network marketing. They claim that transactional and database exchanges may be short-term and isolated, without any personal relationship. Transactional and database exchanges have similar management processes of investment, and are oriented towards the internal organization resources' value creation. In the first case they are oriented towards products or services, in the second (database marketing) case – towards the internal communication, technology, and information systems (Pels et al., 2001).

Database Marketing. According to Coviello et al. (2002) Database Marketing involves using a variety of information tools to reach and maintain customers. Wehmeyer (2005) suggests that Database Marketing supplements 'marketing mix' allowing to segment and analyze value, control and prepare reports. Moreover, he claims that Database Marketing holds some relational aspects. Due to present relational aspects in IT database management Database Marketing is often compared to CRM however Wehmeyer (2005) states that database marketing and CRM are different. The latter phenomenon makes the differentiation of the two approaches even more complicated. Database Marketing is the most important tool in successful implementation of relationship marketing (Wehmeyer, 2005). As CRM is strongly associated with relationship marketing, it tools could be used in relationship marketing orientation. However Tapp (2001) argues that the aim of Database Marketing is the increase of sales, not the relationship with customers development. On the other hand, the relationship marketing and CRM purpose may be reached by database means.

Interaction Marketing. While Database Marketing involves relationships that are personalized yet distant, Interaction Marketing implies 'face-to-face' interaction, mutually beneficial relationship and cooperation between the communicating partners. Brodie et al. (2002) identify that Interaction Marketing aims at the development of interpersonal relationship in order to create mutually beneficial cooperative communication between buyer and seller. As a matter of fact, this approach of marketing could be defined as the closest to relationship marketing approach.

Dwyer et al. (1987) explain that relationship marketing is focused on seller-buyer relationship development and is often compared to marital relationship. This attitude however ignores the role of other business participants in long-term relationship development and management. The focus on seller-buyer relationship in relationship marketing started to spread and encompass other market players (Mattson, 1997) consequently the network approach to relationship marketing has emerged.

Network Marketing As discussed by Morgan and Hunt (1994) organizations have to cooperate effectively with other organizations in a business network if they want to gain competitive advantage in the contemporary global market. Therefore marketing scholars recognize the global importance of relational and empathize the network nature of relationship marketing. However, these aspects are often analyzed not in the context of relationship marketing but other marketing theories, such as channel relationships (Perrien et al., 1993), network theory (Ford, 1990) and 'neo-relationship marketing' (Healy et al., 2001). Network Marketing in literature is defined differently: from 'multi-level' marketing or pyramid type sale (Croft, Woodruffe, 1996) and described as a process of relationship between firms development and maintenance (Gummesson, 1994). Network Marketing concept is not clearly distinguished from relationship marketing or Interaction Marketing concept (Coviello et al., 1997).

Research methodology and design

Given the fact that little empirical research has been conducted to evaluate the relationship level among different marketing types and explore transactional and relationship marketing correlation with the organizations' performance success the following survey aim has been raised: survey aims to assess empirically the relationship level among different marketing approaches and explore transactional and relationship marketing correlation with the organizations' performance success.

Hypoteses development. As it has been discussed above, relationship marketing concept stress the need to develop long-term relationships with customers and other stakeholders. Although most scholars claim that relationship marketing should be a preferred strategy of marketing sometimes transactional marketing (short-term exchange) is more appropriate (Jackson, 1985). Coviello et al. (1997) identified four main types of marketing including transactional, database, interaction, and network marketing functioning in contemporary business environment. Thus, the assumption can be made that all these types of marketing correlate (positively or negatively) and may influence organization's performance success. On the basis of these insights the following hypotheses are put forth:

H1: Transactional marketing is negatively related to interactive marketing

H2 Transactional marketing is negatively related to database marketing

H3: Transactional marketing is negatively related to network marketing

H4: There is stronger positive relationship between

database and interactive marketing, than database and transactional marketing

H5: Firms performing successfully more likely practice better developed relationship marketing

The aim of the empirical survey is to evaluate the relationship among different marketing types (relationship, transactional, database, interactive and network) and explore their correlation with organizations' performance success. The survey was performed in IT organizations functioning in Lithuania. According to Infobalt association data there are more than 500 IT firms in Lithuania. The major market players, ten IT organizations take two thirds of the whole market. The forecasted growth of the IT market in the nearest future is 11.8 % per year.

B2B markets (for example IT market) are characterized by functional interdependence and buyer-seller interdependence, thus business relationships in this market are different from the consumer market due to their continuity, complexity, symmetry and informality. The relationships with customers' development in this type of market is becoming more complex due to a growing demand and importance of a personalized attitude to customer. Stewart (2005) provides an empirical prove that B2B market may receive up to 50% more income from their customers focusing on the investigation of their real clients' needs and requirements and the fulfillment of these needs and wishes.

A self-administered structured questionnaire was developed to collect quantitative data pertaining to aspects of marketing practice and both respondent and organizational demographics. The questionnaire was designed using Coviello et al. (1997) suggested model. Coviello et al. (1997) explains that marketing type is determined by purpose of relational exchange, pattern of communication, type of customer contact, the level of relationships' formality, duration of relationship exchange, managerial intent, managerial planning focus, and managerial resource investment. The questionnaire items fell under the following four marketing types: transactional, database, interaction, and network. Total 40 questions composed the four main sections of the questionnaire providing 10 questions to each type of marketing. The respondents were asked to rank their agreement/disagreement with the provided statements on a ten-point Likert scale, where 1-totally disagree, 10-totally agree.

Organization's performance success could be evaluated taking into consideration such aspects as short-term and long-term functioning, financial and organizational success, etc. Although scholars (Sin et al., 2005, Chakravarthy, 1986) indicate the two aspects: organization activity evaluation based on the certain evaluation measurements and organization activity evaluation comparing it with the main competitors. The latter was employed in the survey due to the fact that organizations do not tend to reveal their financial activity data, and that there is strong empirical evidence that correlations exist between the two organization performance success evaluation approaches (Dawes, 1999; Pearce, Venkatraman, Ramanujam, 1986).

The following organization performance success characteristics were employed in the survey: turnover, profit, market share growth, and customer retention. The respondents were asked to evaluate organization's performance success comparing it with the main competitors' performance success. The respondents were asked to rank their evaluation of the organization's performance success on a two sided five-point scale, where '0' positioned in the middle of the scale indicated the organization's performance similarity with its competitors' performance; the left side scale measured 'worse than competitor', and right side scale – 'better than competitor' evaluations. The respondents also were asked to indicate the organization's turnover during the last three months on the scale: decreased, remained the same, increased by 1-10%, increased by more than 10%. The sales volume change index was used due to the fact that it is valid as organizations' activities' efficiency indicator (Walker, Ruekert, 1987).

Respondents' profile and data collection

The sample of the survey consisted of 20 biggest IT organizations. According to the 'key informant approach' theory senior managers are main suppliers of valid and reliable data (Tan, Litschert, 1994) Thus, data was collected from the IT organizations' upper level managers and heads of departments.

The interview (based on questionnaires) was conducted in the work place. The interview time was arranged on the phone call in advance. The benefit to the organization was empathized to increase managers' interest and sincerity. Confidentiality was quaranteed to all respondents. The respondents demographic characteristics are provided in Table 2.

Table 2

Respondents' demographic characteristics

Characteristics	Organizations' number
Organization's performance in IT market	
< 10	3
>11	17
Full-time employees number	
10-20	2
21-50	4
51-100	8
101-200	2
201-300	3
>300	1
Main activity type	
Selling	13
Service	7
Key customers	
Individual customers	3
Organizations	17
The position of the respondent	
Upper level manager	9
Head of the department	11

Results

Comparing marketing practices across four types of marketing– transactional, database, interaction, network – manifestation of all four types was identified. Figure 1 shows that difference emerges only regarding the level of application of the four marketing types.
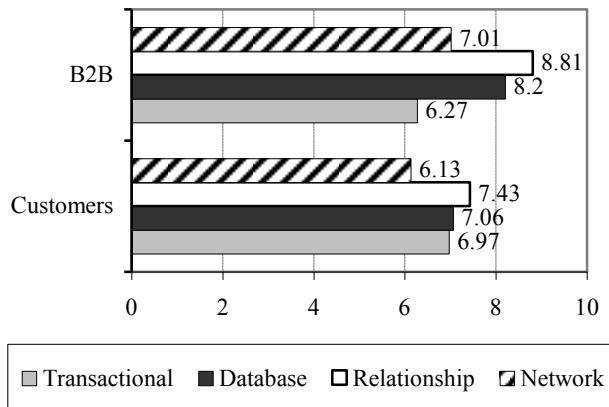

Figure 1. Mean ratings of marketing types' application

The results indicate that B2B service organizations are more likely to emphasize relationship marketing types: interaction (8.81), database (8.20) and network marketing (7.00). Transactional marketing mean (6.27) is not very high and is very close to the general (all the surveyed organizations') transactional marketing mean.

To test the study hypotheses, the relationships between the four variables were assessed by calculating Spearman's correlation coefficient (Figure 2).

As seen from the research results, there is no statistically significant correlation between transactional marketing and other types of marketing. This data shows that the application of relationship marketing types (database, interaction, and network) at a higher level does not indicate the growth of transactional marketing. Therefore, the hypotheses H1, H2 and H3 are rejected.

H4: There is stronger positive relationship between database and interactive marketing, than database and transactional marketing. A positive, medium, and statistically significant correlation was found between database and interaction marketing types (r=.786, p<0.01). The findings did not indicate statistically significant correlation between database and transactional marketing (p≥0.05). Hypothesis 4 was supported by empirical evidence.
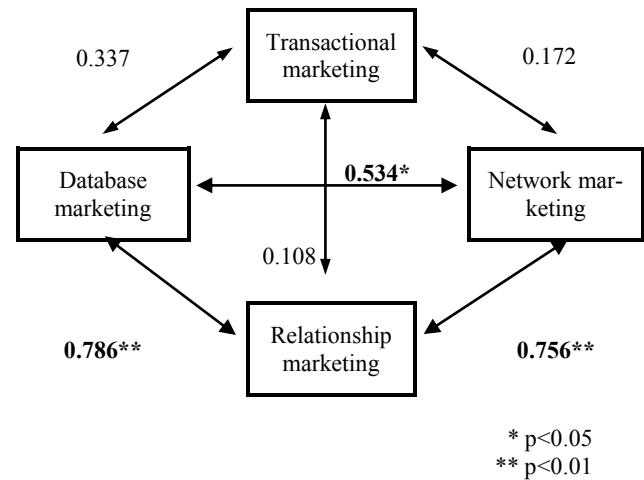

* p<0.05
** p<0.01

Figure 2. Relationship of marketing types

The above finding (strong relationship between database marketing and interaction marketing) is consistent with the theory that database marketing application assists the effective interactive „one-to-one" communication. This implies that database marketing belongs to relationship marketing orientation.

A strong relationship between interaction and network marketing (r=.756, p<0.01) accords with Ford, Hakansson and Johanson (1986) observations that dyadic relationships emerging in the interaction marketing environment indicates network marketing micro level.

To test Hypothesis 5 relationship marketing and overall performance success evaluation indexes were calculated. As seen from the research results, the level of the relationships among marketing types indicates that database marketing, interactive, and network marketing belong to relationship marketing category.

No evidence was found (Table 3) that any marketing type (database, interaction, or network) influence organization's performance success. Hypothesis 5 was not supported by empirical evidence. However, a positive medium correlation was found between database marketing application and customer retention (r=.500, p < 0.05).

Table 3

Correlations between organizations' performance indexes and marketing types

	Transactional marketing	Database marketing	Interaction marketing	Network marketing	Relationship marketing
Turnover growth	.084	.197	.032	.031	.065
Profit growth	.062	.248	.262	.153	.233
Market share growth	.029	.211	.106	.164	.143
Customer retention	.313	.500(*)	.419	.392	.427
Overall performance success	.097	.313	.224	.184	.239

*p<0.05

The research data implies that all four marketing types are being practiced in IT market. *Spearman* correlation coefficient indicated that correlations exist between database marketing, interaction marketing, and network marketing. This data comply with Coviello (1996) theory about relationship marketing that incorporates different marketing approaches. The research findings indicated that there is no correlation between different marketing types and organizations'performance success. On the other hand, a strong relationship was found between database marketing and customer retention. These findings suggest that organizations with more developed level of database marketing demonstrate better customer retention level.

Discussion

Within the academic marketing literature 'marketing types' recently became a concept with plenty of rhetoric. Marketing practitioners and scholars dispute over the differences and correlations between transactional and relationship marketing concepts. However, they generally agree upon transactional marketing concept, relationship marketing issue is viewed very differently. Some authors relationship marketing consider as narrow, functional perspective which is just an extra relationship dimension of traditional marketing, although others relate it to marketing orientation to partnership (Anderson, Narus, 1990), even new network paradigm development (Axelsson, Easton, 1992). Yet others associate it with database marketing. Coviello et al. (1997) developed a conceptual model that integrated different practitioners and scholars attitudes to marketing. This approach served the framework of the conducted empirical research aimed to evaluate different marketing types' application and correlations as well as their impact on the biggest IT organizations' in Lithuania performance success.

The research findings showed that all four types of marketing (interaction, database, network, and transactional) are applied in practice. None of the marketing types dominate. However, interaction and database marketing application is more evident. Thus all four marketing types are relevant in IT market, customers seek both transactional and relational exchanges. This finding also supports the pluralistic approach perspective relevance in IT market. Transactional marketing assists in attracting new customers, increasing sales by special offers, evaluating customers potential, while relationship marketing helps to create long-term relationship with „biggest" and „prestigious" customers who will recommend organization to others and in this way generate financial return.

High degree of database marketing application may be determined by the IT organizations nature. IT organizations are more oriented towards the technological development and understand the value of 'one-to-one' marketing in B2B market. The survey findings indicated that regarding the high mean of database marketing applicability, the degree level differs across the organizations. This data implies that bigger organizations have more sophisticated (and more expensive) technological systems than the smaller ones. Another limitation could be the respondents' preference to IT technologies while answer-

ing the questionnaire, although they do not necessarily use them.

The research hypotheses H1, H2, and H3 were framed in the context of Gronroos (1996) and Coviello (1996) theories. There was no empirical evidence found to support these hypothesis. The fact that there is no negative correlation between transactional marketing and other marketing types in IT market, could be explained that organizations had different aims. It is obvious that with market increase organizations are looking for new customers, new activity niches, and this phenomenon engages them into transactional marketing orientation and fast profit gain. On the other hand, relationship marketing elements are employed because of a certain amount of „big" „important" customers retention that is necessary prerequisite of their performance success. Another reason why they use relationship marketing is the shift from "hard" type goods to "soft" goods (service). Given above assumptions organizations may be using different marketing types not as dichotomies but rather as complementary depending on organizations' aims and customer types. This approach is broadly discussed in recent marketing literature and is supported by some Scandinavian scholars even though majority of them are relationship marketing paradigm advocates.

Since Pels et al. (2001) defines database marketing as transactional marketing orientation, while Coviello (1996) defines it as relationship marketing orientation the hypothesis was formed to test that database marketing correlates stronger with relationship marketing. This hypothesis was supported by empirical data. The finding suggests that if organizations practice more database marketing elements they also practice more developed relationship marketing and network marketing. The assumption could be made that database information in this case is employed more often to develop relationships with customers than to offer special products to customers. In general, rather high degree of network marketing practice in IT market indicates their orientation towards the development of flat relationships with suppliers, competitors, and government institutions. The conclusion may be drawn that increasing co-opetition practice (i.e. simultaneous competition and cooperation) is becoming more popular in Lithuania.

Finally, the Hypothesis 5 was formed to test the relationship between organization's performance success and employed relationship marketing orientation. The Hypothesis 5 stated that firms performing successfully more likely practice better developed relationship marketing. No evidence was found that relationship marketing influence organization's performance success. However, a positive medium correlation was found between database marketing application and customer retention. This finding accords with Coviello et al. (2002) attitude that database marketing is a tool to maintain customers.

Overall, the study shows that IT organizations are successfully practicing various marketing orientations. It is obvious that the right portfolio of marketing types allows firms to create long-term competitive advantage and enhance their performance. Although it should be take into consideration the fact that the decreasing trust in IT organizations may indicate the demand to review em-

ployed marketing types' portfolio. Marketing practice should be adjusted to competitive environment, organization's aims, and, more importantly, customer preferences. Moreover, much research (Binks, Ennew, 1996, Garbarino, Johnson, 1999, Pels, Snehota, 1995) provided evidence that customers may seek for both transactional and relational exchanges.

The research complies with the multiple theories which identified that both marketing orientations (transactional and relational) may be practiced simultaneously. According to this approach we cannot support the statements that transactional paradigm is changing. Although the changes are evident: the increased focus on customer, partnerships and relationships, and structural changes of the organizations. Managers more often give serious thought to adopting an internal marketing philosophy and recognize the significance of the internal relationship marketing role while seeking to compete successfully in the dynamic contemporary market environment.

The advocates of a different position do not agree with the dualistic and multiple attitude to marketing and claim that different marketing practices to customers may cause the emergence of serious ethical and management problems and do not reveal how organizations could retain profitable customers.

Limitations and further studies

As in any empirical research, the results of the current study cannot be interpreted without taking into account the study's limitations. Furthermore, this research generates a set of researchable questions that need to be addressed in future research.

First, the sample of the study is not representative of the population of It market in Lithuania. The data was collected in 'key informant' approach, future research could obtain information from multiple respondents across levels and functions. In addition, the respondents were answering questionnaires in their departments which may have caused the confidentiality fear.

Second, according to Easterby-Smith, Thorpe, Lowe (1997) different research methods (quantitative and qualitative) should be employed in research seeking to receive more precise empirical data.

Conclusions

1. A review of literature on marketing perspectives leads to the conclusion that marketing practitioners and scholars generally agree over the conceptualization of transactional marketing concept, but they dispute over relationship marketing phenomenon: some scholars relationship marketing view as a relationship supplement to classical marketing, others relationship marketing link to marketing orientation towards partnership, creation of strategic alliances, part of network paradigm development, or database marketing.

2. Both transactional and relationship marketing perspectives are complementary and could be implemented at different levels depending on competitive environment. Organizations could engage in

one of them or use a portfolio of marketing approaches. Although both approaches can be appropriate and beneficial to organization's performance success under certain conditions, the importance of each might be determined by organizations goal's and role's in the market.

3. Although many scholars acknowledge that transactional marketing is the opposite concept to relationship marketing some believe that both marketing approaches are complementary rather than competing. The research of Lithuanian IT market findings provide empirical evidence that both transactional and relationship marketing could be employed at the same time and complement each other.

4. The results of this study demonstrated that there is correlation between database marketing, interaction marketing, and network marketing. This data confirms Coviello (1996) theory about relationship marketing approaches.

5. No evidence was found that relationship marketing influences organization's performance success. However, a positive medium correlation was found between database marketing application and customer retention. This finding accords with Coviello et al. (2002) attitude that database marketing is a tool to maintain customers.

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Santykių ir sandorių marketingo integracijos aspektai

Santrauka

Mokslinėje literatūroje egzistuoja daugialypis požiūris į santykių ir sandorių marketingo skirtumus, prieštaringai vertinamos šių marketingo tipų sąsajos.

Mokslininkai vis dažniau akcentuoja santykių aspekto svarbą, tuo tarpu marketingo praktikams aktualiausias klausimas – kada pradėti naudoti santykių marketingo elementus vietoj sandorių, bei tai, ar sandorių marketingas vis dar aktualus? (Pels, Coviello ir Brodie, 2001). Šie klausimai padėjo suformuluoti tokią mokslinę problemą: ar marketingo praktika patvirtina marketingo paradigmos pokyčio idėją, kad sandorių marketingą keičia santykių? Ar sandorių ir santykių marketingas yra viena kitai prieštaraujančios koncepcijos ar papildančios viena kitą?

Straipsnio tikslas – atlikus lyginamąją marketingo tipų analizę, nustatyti sąsajas tarp skirtingų marketingo tipų bei jų sąsajas su įmonės sėkme.

Tikslui pasiekti buvo suformuluoti šie **uždaviniai**:

1. Atlikti lyginamąją skirtingų marketingo tipų (santykių, sandorių, sąveikos, tinklo) analizę.
2. Empiriniu tyrimu nustatyti ryšius tarp skirtingų marketingo tipų bei jų sąsajas su įmonės sėkme.
3. Palyginti empirinio tyrimo ir teorinio tyrimo rezultatus.
4. Įvertinti tyrimo ribotumus ir pateikti pasiūlymų tolimesniems tyrimams.

Pastaraisiais metais polemika marketingo tipų klausimais itin paaštrėjusi. Dėl sandorių marketingo autoriai sutaria, o santykių marketingas yra vertinamas gana prieštaringai. Vieni autoriai santykių marketingą vertina kaip siaurą, labiau funkcinę perspektyvą, tiesiog santykių elemento „priedą" prie klasikinio marketingo, kiti šį terminą sieja su marketingo orientacija į partnerystę (Anderson, Narus, 1990), naujos „tinklo" (angl. *network*) paradigmos vystymosi dalį (Thorelli, 1986, Axelsson, Easton, 1992), dar kiti ją sieja su duomenų bazių marketingu, atsiradusiu dėl informacinių technologijų dėka supaprastėjusio ir atpigusio klientų duomenų rinkimo, kaupimo bei valdymo.

Siekdami susisteminti ir suderinti įvairius požiūrius į marketingą, Coviello, Brodie ir Munro (1997) sukūrė klasifikacinę schemą, kurioje išskiriamos dvi pagrindinės marketingo perspektyvos (sandorių ir santykių), jungiančios keturis marketingo tipus: (sandorių, duomenų bazių, sąveikos ir tinklo). Ši klasifikacija yra konceptuali, sudaryta išanalizavus literatūrą, tačiau empirinio pagrindimo neturi.

Duomenų bazių marketingas. Pasak Coviello et al. (2002), duomenų bazių marketingo esmė yra technologijomis grindžiamų įrankių naudojimas norint pasiekti vatotojus ir juos išlaikyti. Wehmeyer (2005) teigia, kad duomenų bazių marketingas papildo marketingo kompleksą, sudarydamas sąlygas detaliau segmentuoti, analizuoti vertę, kontroliuoti ir daryti ataskaitas, kartu pripažįsta, kad duomenų bazių marketingas turi ir tam tikrus santykių aspektus. Neginčytiną priskyrimą vienai ar kitai orientacijai apsunkina tai, kad dėl egzistuojančių santykių aspektų ir IT naudojimo duomenų bazių valdyme duomenų bazių marketingas dažnai prilyginamas CRM, nors, pasak

Wehmeyer (2005), duomenų bazių marketingas ir CRM yra skirtingi dalykai. Duomenų bazių marketingas yra vienas svarbiausių sėkmingo santykių marketingo įgyvendinimo instrumentų (Wehmeyer, 2005). Kadangi CRM vienareikšmiškai siejamas su santykių marketingu, tai ir su CRM susiję instrumentai taip pat gali būti skiriami santykių marketingui. Nors, Tapp (2001) nuomone, duomenų bazių marketingo tikslas – pardavimų didinimas, o ne santykių su vartotojais kūrimas. Antra vertus, remiantis duomenų bazių marketingo priemonėmis, galima siekti santykių marketingo arba CRM tikslų.

Sąveikos marketingas. Duomenų bazių marketingas pasižymi tik tam tikru – nuotoliniu – santykių aspektu, o sąveikos marketingui būdinga asmeninė sąveika, abiem šalim naudingi santykiai tarp sąveikaujančių šalių bei bendradarbiavimas. Pasak Brodie et al. (2002), sąveikos marketingo tikslas yra tarpasmeninių santykių vystymas, siekiant sukurti abipusiškai naudingą kooperatyvų tarpusavio bendravimą tarp pirkėjo ir pardavėjo. Šį marketingo tipą galima vadinti artimiausiu santykių marketingui.

Pasak Dwyer et al. (1987), santykių marketingas dažniausiai orientuojasi į pardavėjo ir pirkėjo santykius, tačiau toks požiūris ignoruoja kitų verslo proceso dalyvių vaidmenį kuriant ir valdant ilgalaikius ryšius. Dėmesys pardavėjo ir pirkėjo santykiams santykių marketinge išplito iki kitų susijusių šalių santykių (Mattson, 1997), atsirado tinklinis požiūris į santykių marketingą, sukėlęs didelį mokslininkų susidomėjimą šia tema.

Tinklo marketingas. Pasak Morgan ir Hunt (1994), organizacijos, norėdamos sėkmingai konkuruoti globalioje rinkoje, turi efektyviai kooperuotis su kitomis organizacijomis kuriame nors organizacijų tinkle. Todėl nemažai šiuolaikinių santykių marketingo teoretikų pirmenybę teikia globaliam požiūriui į santykius, akcentuodami tinklinę santykių marketingo prigimtį. Tiesa, šie aspektai dažnai nagrinėjami ne santykių marketingo kontekste, bet kitose marketingo teorijose, tokiose kaip kanalo santykiai (Perrien et al., 1993), tinklo teorija (Ford, 1990), neosantykių marketingas (Healy et al., 2001). Tinklinis marketingas literatūroje apibūdinamas įvairiai: jis vadinamas "multilevel" marketingu ar piramidinio tipo pardavimu (Fogg, 1995, Croft, Woodruffe, 1996), santykių tarp organizacijų kūrimo ir išlaikymo procesu (Gummesson, 1994). Tinklinio marketingo samprata nėra aiškiai atskiriama ne tik nuo santykių marketingo, bet ir nuo sąveikos marketingo sampratos (Coviello et al., 1997).

Siekiant patikrinti sąsajas tarp skirtingų marketingo tipų, buvo atliktas 20 didžiausių IT įmonių empirinis tyrimas. Tyrimo tikslas – nustatyti sąsajas tarp skirtingų marketingo tipų bei jų sąsajas su įmonės sėkme.

Empirinio tyrimo klausimynas buvo sudarytas remiantis Coviello at al. (1997) pasiūlyta schema. Į klausimyną buvo įtraukta ir demografinių klausimų bei klausimų, susijusių su įmonės veiklos sėkmės vertinimu.

Tiriant keturių marketingo tipų – sandorių, duomenų bazių, sąveikos, tinklo – paplitimą, nustatyta, kad visi keturi marketingo tipai yra taikomi visų įmonių, tik skiriasi jų taikymo laipsnis. Didžiausiu laipsniu IT įmonėse taikomas sąveikos marketingas (8,19) ir duomenų bazių marketingas (7,33). Šiek tiek mažesniu laipsniu – sandorių (6,38) ir tinklo marketingas (6,65).

Siekiant įvertinti skirtingų marketingo tipų sąsajas, atlikta koreliacijų analizė. Tyrimo metu nenustatyta statistiškai reikšmingo ryšio tarp sandorių marketingo bei kitų marketingo tipų. Didesniu laipsniu naudojant santykių marketingą (duomenų bazių marketingą, sąveikos marketingą bei tinklo marketingą), sandorių marketingo elementų kiekis nebūtinai mažėja.

Tarp duomenų bazių ir sąveikos marketingo esama statistiškai reikšmingo vidutinio stiprumo ryšio (r=0,786, p<0,01), tuo tarpu tarp duomenų bazių ir sandorių marketingo statistiškai reikšmingo ryšio nėra (p≥0,05). Stiprus duomenų bazių ir sąveikos marketingo tipų ryšys patvirtina teoriją, kad duomenų bazių marketingo naudojimas sudaro sąlygas efektyvesniam interaktyvios *one-to-one* tipo komunikacijos, o tai yra sąveikos marketingo naudojimo pagrindas. Galima daryti išvadą, kad duomenų bazių marketingas priklauso santykių marketingo orientacijai, o ne sandorių.

Stiprus sąveikos ir tinklo marketingo tipų ryšys (r=0,756, p<0,01) patvirtina Ford, Hakansson ir Johanson (1986) teiginį, kad diadiniai santykiai, atsirandantys sąveikos marketingo taikymo metu, yra tinklo marketingo mikrolygmuo.

Atlikto empirinio tyrimo rezultatai rodo, kad egzistuoja tiesioginė priklausomybė tarp duomenų bazių, sąveikos bei tinklo marketingo. Vadinasi, empiriškai buvo patvirtinama Coviello (1996) teorija apie santykių marketingo sudedamuosius elementus.

Empirinio tyrimo metu nustatyta, kad ryšio tarp skirtingų marketingo tipų bei įmonių bendros sėkmės vertinimo nėra, tačiau egzistuoja tiesioginis abipusis ryšys tarp duomenų bazių marketingo naudojimo bei klientų išlaikymo rodiklio. Šis ryšys pagrindžia Coviello et al. (2002) požiūrį į duomenų bazių marketingą kaip instrumentą išlaikyti klientus.

Apibendrinant galima teigti, kad IT organizacijos gana sėkmingai naudoja savo veikloje skirtingas marketingo orientacijas. Iš tiesų, teisingai parinkta marketingo tipų kombinacija gali būti vienas svarbiausių kelių kuriant ilgalaikį konkurencinį pranašumą. Tiesa, reikėtų atkreipti dėmesį, kad krentantis pasitikėjimas IT įmonėmis gali signalizuoti apie poreikį peržiūrėti taikomų marketingo tipų „portfolio". Marketingo veiklas vertėtų derinti ne tik prie konkurencinės aplinkos sąlygų ar organizacijos tikslų, bet ir prie klientų preferencijų. Ne vienas pastarųjų metų tyrimas (Binks, Ennew, 1996, Garbarino, Johnson, 1999, Pels, Snehota, 1995) atskleidė, kad pirkėjai gali siekti tiek sandorių, tiek santykių mainų.

Taigi atliktas tyrimas patvirtino šiuolaikinėje mokslinėje literatūroje vyraujančias teorijas, jog abi – sandorių ir santykių – orientacijos gali būti ir yra naudojamos kartu. Remiantis šiuo požiūriu, keblu pritarti teorijoms, deklaruojančioms, kad sandorių rinkodaros paradigma yra kaitos procese. Tačiau vertėtų pažymėti, kad pastebima mąstymo pokyčių: vis dažniau kalbama apie orientaciją į klientą, stengiamasi geriau jį suvokti, vystyti partnerystę ir santykius, vykdyti struktūrinius organizacijų pokyčius, siekiant minėtų tikslų. Perspektyvoje marketingas turi būti praktikuojamas kaip integruota veikla, įtraukiant visus organizacijos darbuotojus, siekiant vystyti ir išlaikyti ilgalaikius santykius su klientais bei kitais organizacijų partneriais. Kita vertus, to neturi būti daroma ignoruojant sandorių marketingo veiklos aspektų.

The article has been reviewed.