



140360534X



**SWP 13/99 A MULTIPLE, EMBEDDED CASE STUDY OF
CONTEMPORARY PRACTICES OF RELATIONSHIP
MARKETING IN THE DANISH-BRITISH AND NEW
ZEALAND-BRITISH FOOD SUPPLY CHAINS:
PRELIMINARY FINDINGS FROM THE DANISH-
BRITISH FOOD SUPPLY CHAIN**

ADAM LINDGREEN & IAN CRAWFORD

**Silsoe College
Cranfield University
Silsoe**

Bedfordshire MK45 4DT

Tel: +44 (0)1525 863000

Fax: +44 (0)1525 863001

Email: A.Lindgreen@cranfield.ac.uk

I.Crawford@cranfield.ac.uk

The Cranfield School of Management Working Papers Series has been running since 1987, with approximately 450 papers so far from the nine academic groups of the School: Economics; Enterprise; Finance and Accounting; Human Resources; Information Systems; Logistics and Transportation; Marketing; Operations Management; and Strategic Management. Since 1992, papers have been reviewed by senior members of faculty before acceptance into the Series. A list since 1992 is included at the back of this paper.

For copies of papers (up to two free, then £5 per copy, cheques to be made payable to the Cranfield University), please contact Wayne Bulbrook, Research Administrator, at the address on the back of this booklet.

Cranfield School of Management: Working Papers Series
June 1999



A Multiple, Embedded Case Study of
Contemporary Practices of Relationship Marketing in the
Danish-British and New Zealand-British Food Supply Chains:
Preliminary Findings from the Danish-British Food Supply Chain

Doctoral candidate Adam Lindgreen, Cranfield University¹
Senior lecturer Ian Crawford, Cranfield University²

¹ Correspondence should be addressed to Adam Lindgreen, Department of Marketing, University of Auckland, Private Bag 92019, Auckland City, New Zealand. E-mail A.Lindgreen@auckland.ac.nz. Telephone + 64 – 9373 7599 external 3958. Fax + 64 – 9373 7444.

² Ian Crawford, Department of Management and Marketing, Silsoe College, Cranfield University, Silsoe, Bedfordshire MK45 4DT, England. E-mail I.Crawford@cranfield.ac.uk.

ABSTRACT

In the context of the international food supply chain this research project is studying contemporary practices of relationship marketing. The rationale for carrying out the research project has been that although coined more than fifteen years ago relationship marketing still remains ambiguous. Our paper is structured as follows. First, the reader is introduced to the concept of relationship marketing, the main research questions and the context for the research project. Second, the research methodology is discussed but only briefly, as that was the topic of an earlier paper - please refer to Lindgreen and Crawford (1999a). Third, preliminary findings from three case studies are examined in detail. The cases are Flensted Catering A/S, the Danish-British bacon supply chain and MD Foods A/S. Fourth, a number of implications and propositions are put forward, and future steps in the research project are outlined.

In 1996, Flensted Catering A/S embarked on relationship marketing. First, focus groups were conducted and questionnaires issued to determine customer perceptions of company performance. Then project teams were established, staff training instituted and customer communications improved. The monitoring system reveals that Flensted Catering A/S is now rated as a better supplier by 43 per cent of its customers and that customer retention has risen to 94 per cent. Other returns include increased employee satisfaction and reformed service and administrative procedures. This case study points toward the need for corporate commitment and the involvement of front-line people in the development of marketing relationships. It also yields empirical examples of methods and techniques that can be used to design a programme of relationship marketing and to measure its effects. Finally, the study supports models that have expanded the traditional buyer-seller dyad with other dyads.

The export of pig meat products provides Denmark with more than 10 per cent of total export earnings with Britain importing about 90 per cent of the Danish bacon export. However, Denmark's position on the British market has been challenged in recent years, and market power has shifted. Farmers in Britain now have a potential comparative advantage in producing and processing pigs one of the reasons being their compliance with recent British legislation that bans stall-and-tether production in Britain. Moreover, British consumers are increasingly demanding that food products are safe and of high quality and that production systems are environmentally friendly and conform to animal welfare. This case study illustrates how the Danish bacon industry is using trust as a valuable strategic variable to retain consumers (by way of meat assurance schemes). It confirms that there are different sources of trust and that when one source of trust is not available it is possible to draw on other sources of trust. The study also confirms the existence of inter-organisational relationships and multiple dyads. Finally, an actual programme of relationship marketing is examined.

MD Foods A/S, one of the mayor players in the Danish-British dairy supply chain, has embraced a pluralistic approach to marketing employing transaction marketing and relationship marketing at the same time. At MD Foods A/S, transaction marketing is focused on short-term, discrete economic transactions whereas relationship marketing is combined of vertical value adding chains, category management and efficient consumer response. The firm uses three overall criteria for deciding when to lift a supplier or customer from a trader status (transaction marketing) to a preferred status (relationship marketing). These criteria are will, skills and importance. The pluralistic approach to marketing has resulted in a variety of marketing practices of which some are more relevant for transaction marketing and others are more appropriate for relationship marketing.

INTRODUCTION

In this section, three subjects are discussed,

- *The concept of relationship marketing.*
- *The main research questions.*
- *The context for the research project.*

The Concept of Relationship Marketing

Since the early 1980s, *relationship marketing* has been challenging *transaction marketing* (the 4Ps). It is argued that it is no longer enough to plan and execute the conception, pricing, promotion and distribution of ideas, goods and services. One reason is that competition in the marketplace has intensified. Another reason is that demand has reached saturation (e.g., Crainer 1996; Newell 1997). To achieve growth it is argued that businesses change their paradigm to that of relationship marketing (e.g., Berry 1983; Grönroos 1994; Gummesson 1995a). The argument is straightforward: Transactional businesses search for short-term, discrete economic transactions whereas relational businesses focus on long-term, mutually satisfying relationships with suppliers, customers and other markets. And so transaction marketing was more appropriate in the 1950s and 1960s – the era of mass manufacturing and marketing of packaged consumer goods in America. The market was so huge that marketing was more about attracting *new customers* than retaining *existing customers* (Buttle 1996; Christopher *et al.* 1991; Jackson 1985; Zeithaml and Bitner 1996). With increased competition and saturation, however, businesses must shift their focus from new customers to existing customers. But is it really the best strategy for businesses to forget about transaction marketing or should they perhaps employ a pluralistic approach to marketing – and if the latter is the case then how can a business segment its suppliers and customers into transactional and relational oriented suppliers and customers? This is one of the fundamental questions that this research project addresses.

Despite a large literature, however, there is yet no consensus as to what relationship marketing constitutes (e.g., Brodie *et al.* 1997; Gummesson 1994). At some times, relationship marketing is described as one of several forms of marketing, for example database marketing, quality management, services marketing, customer partnering and ‘catch-all phrases’ embracing almost every marketing discipline. For different views on relationship marketing, see Berry (1983), Copulsky and Wolf (1990), Gummesson (1988), Magrath and Hardy (1994) and Morgan and Hunt (1994). At other times, relationship marketing is specified in terms of marketing objectives, for example customer share, customer retention and employee loyalty (Dawkins and Reichheld 1990; Peppers and Rogers 1995; Reichheld 1996). But not only that, several approaches to implementing these activities of relationship marketing have been advocated (e.g., Baye 1995; DeSouza 1992; Rosenberg and Czepiel 1984). But still no set of best practice has been promoted. Indeed, Grande (1996) and Pinto (1996) suggest that no guidelines guarantee an effective implementation. Moreover, the measuring of returns on relationship marketing is still in its infancy (Gummesson 1997) – the literature has focused mostly on customer retention and levels of customer and employee satisfaction (Heskett 1987; Reichheld 1993). However, there is evidence to suggest that returns on relationship marketing may not be well correlated to satisfaction, let alone loyalty (Jones and Sasser 1995; Stewart 1997).

There are thus gaps in our knowledge with regard to how to develop effective programmes of relationship marketing and how to monitor and measure the level of effectiveness of such programmes. Overall, this research project therefore seeks to identify activities, if any, that if practised can be presented as substantive evidence of the practice of relationship marketing itself. The research project also seeks to identify best practices of implementing and monitoring these activities and ways of measuring the returns on actual programmes of relationship marketing. Consider for example trust that is often seen as an important element of relationship marketing (e.g., Anderson and Narus 1990; Anderson and Weitz 1992; Ganesan 1994; Geyskens and Steenkamp 1995; Moorman *et al.* 1992; Morgan and Hunt 1994; Young and Wilkinson 1989). It is traditionally argued that trust emerges from factors specific to the buyer-seller interaction but recent research suggests that there are other sources of trust (Johnson and Grayson 1999). If so, the historical focusing on process-based trust is too restrictive a perspective. This research project thus investigates whether the different sources of trust are additional strategic variables for marketers to consider by asking, Are trust and economic success on the one hand and the positive effect of trust on anticipated future interactions on the other hand correlated?

The Main Research Questions

A research project was established with the primary aim of developing the theory of relationship marketing by studying contemporary practices of relationship marketing. There are four main research questions comprising the project,

- *Are there identifiable activities that, if practised, can be presented as substantive evidence of the practice of relationship marketing itself?*
- *Are there identifiable patterns in the way activities of relationship marketing are implemented?*
- *How, if at all, are programmes of relationship marketing monitored?*
- *In what way(s), if at all, might returns on relationship marketing be measured?*

The Context for the Research Project

In the international business arena buyers and sellers are forming closer ties (Ellram 1992; Grønnegaard 1998; Lewin and Johnston 1997; Morris and Hergert 1987). However, only few studies (e.g., Ahmed *et al.* 1998; Freytag 1991; Freytag and Nielsen 1990; Madsen 1987) have empirically examined the role and nature of such business relationships. This research project studies contemporary practices of relationship marketing in the international food supply chain, more specifically the Danish-British and New Zealand-British food supply chains. The British food market is an appropriate setting for the research project. Although one of the world's largest food exporters, Britain still imports products from sectors where it does not have an inherent competitive disadvantage. The reason is said to be associated with strong relationships between the British importers and the foreign exporters as opposed to efficiency of production (Shaw 1994; Woolven 1996).

Denmark and New Zealand are two of the major food producers and exporters for the British consumer. Although both countries have many similar trading patterns the marketing philosophy and way of conducting business may be different from each other (Coviello *et al.* 1998; Rasmussen 1998). For example, the resemblance between New Zealand and Britain in legal and accounting systems – and also in business practice – makes Britain an ideal country in which New

Zealand farmers can introduce their products or increase their current sales (Ministry of Foreign Affairs 1988). As we saw in the previous paper on data collection and analysis (Lindgreen and Crawford 1999a), these similarities and differences allow for a robust multiple case study design. Moreover, relationship marketing has not previously been studied in the setting of the Danish-British and New Zealand-British food supply chains (Lindgreen 1998).

RESEARCH METHODOLOGY

In the following, the overall research methodology is briefly summarised. For specific details, please refer to Lindgreen and Crawford (1999a). Three subjects are discussed,

- *Justification of paradigm.*
- *Case research method.*
- *Developing theory from case research data.*

Justification of Paradigm

With the many schools on relationship marketing it is difficult and not desirable to begin with a set of hypotheses, in particular because the objective of this research project is to understand how practitioners have implemented relationship marketing. It has thus been suggested that,

"The exploratory research is appropriate to any problem about which little is known. Exploratory research then becomes the foundation for a good study." (Churchill 1997: 103)

And so realism is the appropriate epistemological guide for this research project and the case research method is the appropriate research method (please refer to next section). Relationship marketing is contemporary and pre-paradigmatic. There is no consensus as to what it constitutes, and no accepted principles and constructs have been established. Moreover, in contrast to critical theory and constructivism, realism does not suffer from the limitations of relativism. According to realism, there is an external reality that can be reached by collecting observable and unobservable phenomena. Finally, findings are evaluated by ways of reliability and validity, consideration of research topic and methodology, peer and examiner reviews, etc. This evaluation is not so evident in other paradigms such as critical theory and constructivism (Easterby-Smith *et al.* 1991; Guba and Lincoln 1994; Perry 1998).

Case Research Method

The business culture and the structure of production and marketing systems in Denmark and New Zealand are contextual variables with a possible significant effect on the adoption and implementation of relationship marketing (Lindgreen 1998). Therefore, for probing into the research questions the case research method is considered the most suitable strategy. Also, relationship marketing is an on-going phenomenon and must be investigated within its real-life context and that allows little prospect of simplifying matters by excluding some variables whilst controlling and manipulating others. Moreover, the case research method facilitates the exploration of complex social processes by taking a holistic perspective on real-life events with all of their potentially rich and meaningful characteristics intact. Uniquely, the method avoids the need to pre-select the context type variables to be included in the investigations. Instead the

researcher observes the important contextual variables impinging on the behaviour of interest, over time (Crawford 1997; Punch 1998; Yin 1994).

Developing Theory from Case Research Data

For an overview of the process for developing theory from case research data, please refer to Figure 1.

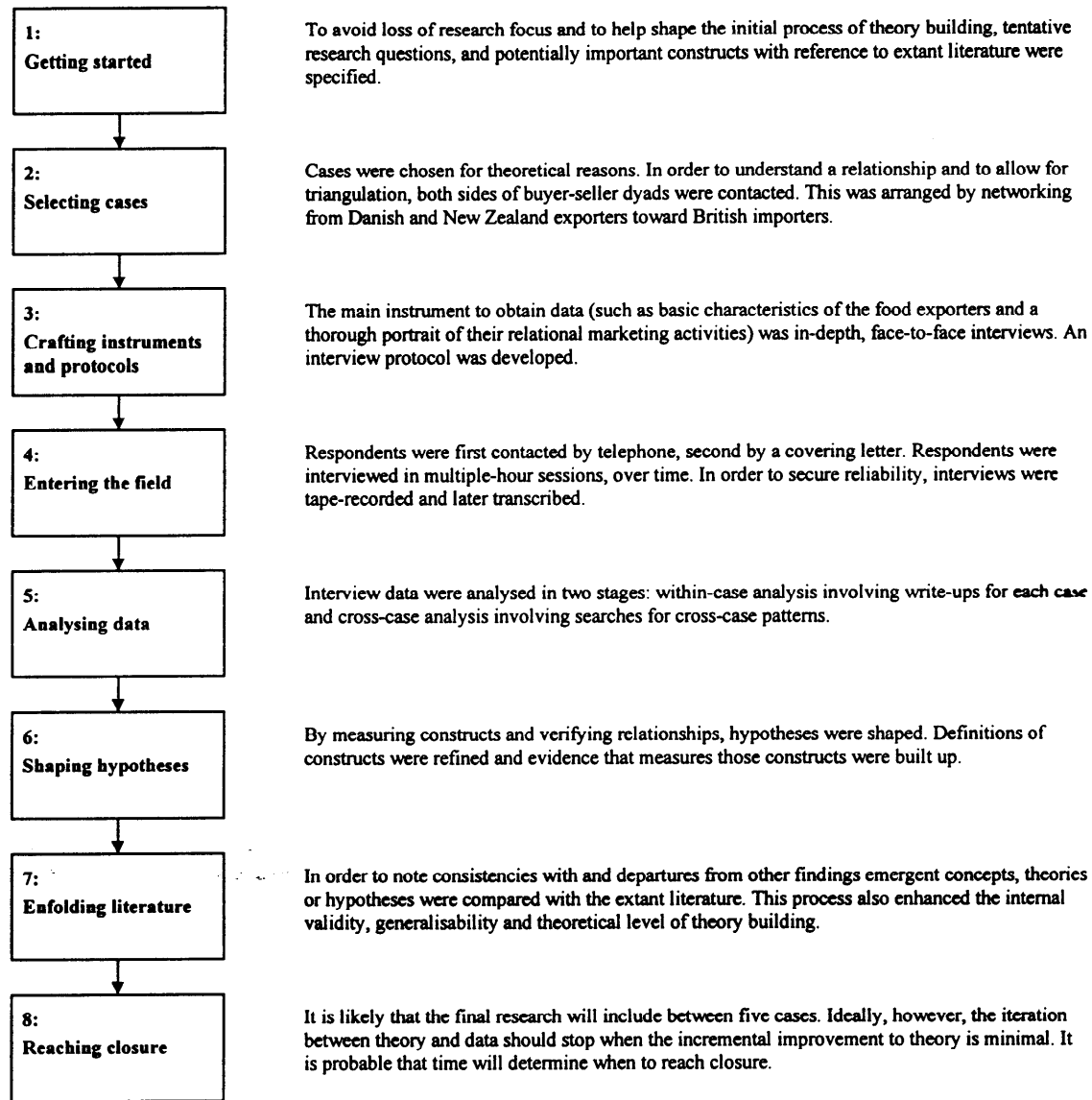


Figure 1. Steps in Developing Theory from Case Research Data

Of note, multiple case studies are prone to loss of focus and an interview protocol was developed (please refer to Table 1) following the guidelines of Crawford (1997) and Yin (1994).

Table 1. Topics from the original interview protocol

1: Practising relationship marketing <ul style="list-style-type: none"> • Joint planning • Manufacturing to a customer's specifications • Negotiation of price, discounts, customer lists, etc. • Joint performance review • Information exchange • Just-in-time logistics 	3: Monitoring relationship marketing <ul style="list-style-type: none"> • Customer retention • Customer loyalty (attraction and satisfaction) • Share of customer • Employee satisfaction • Value flow statement • Service tracking system • Complaint tracking system
2: Implementing relationship marketing <ul style="list-style-type: none"> • Design, implementation, assessment and re-design • Company audits • Focus groups and questionnaires • Staff training • Communication 	4: Measuring relationship marketing <ul style="list-style-type: none"> • Lifetime value of customer • Strength of relationships • Non-opportunistic behaviour • Mutual benefits

FLENSTED CATERING A/S

Founded in 1966, Ole Flensted Holding A/S is among the 500 fastest growing companies in Europe. It is one of the key actors in the Danish and Swedish salad and potato industry but operates in Britain and Germany, too. Recently, a range of fish, pasta and pizza products was added to the assortment. Its six subsidiary companies (Flensted A/S, Flensted Catering A/S, Flensted Konserves A/S, Flensted Potatis A/S, Flensted Skurna Grönsaker A/S and Vätternpotatis A/S) have a combined annual turnover of DKK 350 million and a workforce of more than 300. Flensted Catering A/S caters for some 4,000 customers who include hospitals, prisons, hotels and canteens. It has an annual turnover of DKK 190 million and a workforce of 77 employees. Among the workforce are 34 so-called sales chauffeurs (i.e., in addition to delivering the goods the chauffeurs do selling and advising) and 17 sales consultants, geographically based at 7 sales offices throughout Denmark. (All figures are for 1996/97.)

Competition in the food industry is becoming fiercer not only because the number of possible customers are declining and demand has reached saturation but also because advances in technology have reduced the potential for unique product differentiation (Hughes 1994; Tansey and Worsley 1995; Woolven 1996). Flensted Catering A/S was known to have implemented a programme of relationship marketing (Christensen 1998; Hvidt *et al.* 1998; Laursen 1997). And so Flensted Catering A/S was approached for a case study. Said the marketing director,

"The strategy for success - Flensted Catering A/S finds - is to maintain relationships (i.e., customer retention) and to enhance relationships (i.e., customer share) with customers so that both parties gain from the relationship. And this is our definition of relationship marketing."

Flensted Catering A/S chose this particular strategy because the cost of serving existing customers is considerably less than that of new customers since transactions become routinised with both the buyer and seller building upon their past experiences and knowledge of service and administrative procedures. Moreover, the monitoring of sales and customer retention shows that profits increase with retained customers who also buy more of the other products that the company offers. Finally, the close buyer-seller relationship is considered a pre-requisite for new generations of products to be innovated and produced. Thus customer suggestions often result in improved products and procedures.

According to the marketing director the firm's relationship marketing philosophy and its objectives can be summarised as follows,

"Marketing activities need to be directed to a number of different markets because there is a relationship between profitability, the customer market and the internal market. When customer retention is high, customers and employees are satisfied which means that employee retention goes up - personal relationships between customers and employees can then be formed and customer retention rises even further. But there are other benefits: for example, the value of customer-focused staff training is increased. Overall, value is added to the products which can be sold at premium prices."

However, in the early 1990s, the management at Flensted Catering A/S recognised that while they had paid sufficient attention to customer attraction, customer retention had received inadequate consideration. Indeed, a 1996 company audit, carried out by a consultancy company, revealed that although Flensted Catering A/S was good at winning customers it retained only 80 per cent losing 20 per cent every year. That is, on an average, every five years the original customer base was lost (see later discussion). To address the question of how to maintain, and enhance, relationships with its customers, Flensted Catering A/S embarked on a three-phase programme of relationship marketing (Figure 2).

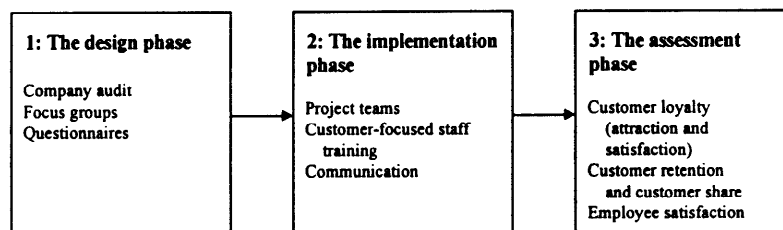


Figure 2. Three-phase programme of relationship marketing

The Design Phase

To gain a better understanding of why Flensted Catering A/S lost 20 per cent of its customer base every year, 140 customers (20 customers from each sales office so as to get a representative sample) attended focus groups to discuss the strengths and weaknesses of the company. Strengths included a good assortment to choose from, helpful and knowledgeable staff, and 'inspiration leaflets'. Weaknesses included late or wrong deliveries, no up-dated products and price lists, and inefficient distribution of samples. Points raised from the 7 two-hour meetings were analysed and put into a 115-issues questionnaire that was sent to all 4,000 customers - typically the purchasing manager within that particular company. Some 1,200 questionnaires were returned.

After an initial analysis the responses were ranked according to their perceived importance. Although a response rate below 50 per cent often is said to be poor, Flensted Catering A/S did not find it too worrying that 'only' 30 per cent of the customers sent back the questionnaire. However, in an effort to learn about the remaining 70 per cent the company invited all of its customers to complete a somewhat reduced questionnaire a year later. To increase the response rate further, this time all contributors participated in a lottery draw. This case study is based upon the reduced questionnaire sample - together with other business documents and in-depth, face-to-face interviews with the marketing director and members of the board, over time.

The Implementation Phase

To deal with some of the more substantive problems identified in the design phase small project teams were put together. Teams, consisting of sales chauffeurs, sales consultants, sales office leaders and administrative personnel, were provided with the necessary support and resources. For illustration, team members were discharged from their normal duties that meant that fellow colleagues experienced additional work pressure. When members thus can devote themselves entirely to a customer complaint everyone knows that the management is serious about the whole programme. In order for employee empowerment to work there have been investments in proper customer-focused staff training enhancing such different skills as industry knowledge, customer service, communication, presentation and team work. Project teams were steered by a special committee, *Frit Forum*,³ composed of the management at Ole Flensted Holding A/S and Flensted Catering A/S.

Frequent, effective communication is seen as one of the main reasons why Flensted Catering A/S has been more successful than its closest competitors: communication builds trust. It was decided to publish a quarterly company newsletter, *Frit Nyt*,⁴ informing both customers and employees of current and planned progress. Furthermore, customers were invited to attend a site visit at Flensted Catering A/S, and regular telephone contact was maintained with customers by the sales consultants while sales chauffeurs met with the customers twice a week. Finally, each customer has been provided with a stock of green and yellow post-free 'To the Managing Director' coupons the idea being that in the event of a complaint the yellow coupon is mailed and in the case of an extraordinary positive experience the green coupon is posted. Both compliments and complaints are communicated to the sales leader who has no more than one hour to rectify a 'yellow' situation. In every issue of *Frit Nyt* a number of these green and yellow customer remarks appear with a discussion of what action was taken on earlier complaints.

The Assessment Phase

To assess the design and the implementation phases three measurements were used, customer loyalty, customer retention and customer share and finally employee satisfaction.

Customer loyalty

Customer loyalty was measured employing a loyalty accounting matrix that follows a customer's relative attraction to, and satisfaction with, Flensted Catering A/S (Figure 3). Every customer is categorised according to a colour scheme: green, yellow and red. In contrast to 'yellow customers' and 'red customers', 'green customers' are generally more attracted to, and satisfied with, the company than competing businesses. Although 'red customers' and 'yellow customers' have the potential of turning green, experience has taught Flensted Catering A/S that 'red customers' are strongly deal-oriented and will usually move their business around to suppliers of lower priced products. With that knowledge, Flensted Catering A/S concentrated its efforts on the 'green customers' and 'yellow customers'. Customer records show that in 1996 14 per cent of the customers were 'green' but already a year after the implementation of the programme the number had risen to 20 per cent. Indeed, following the two-year programme, 43 per cent of the customers

³ In English, Free Forum.

⁴ In English, Free News.

believed that Flensted Catering A/S had become a better supplier with only 3 per cent having the opposite view.

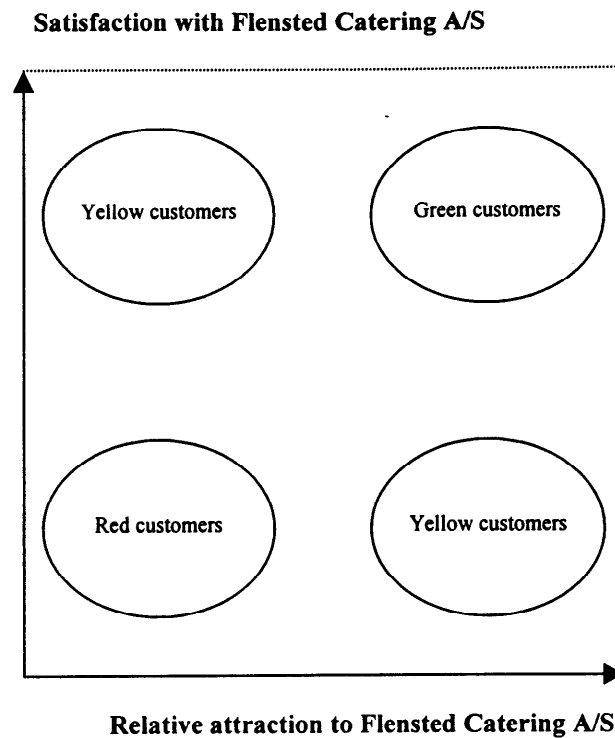


Figure 3. Customer loyalty

Customer retention and customer share

In the case of customer retention, most customers have products delivered twice a week and Flensted Catering A/S considers them lost if they have not had their usual shipments in the last two weeks. A retained customer is thus defined as one who over a two-week period buys the same (or more) amount of products from the company. In the case of customer retention, because Flensted Catering A/S knows which products the customer buys, it can calculate its sales as a percentage of total possible sales thus giving the share of the customers' business that Flensted Catering A/S was capturing. Results from the programme are impressive: an analysis of customer records reveal that customer retention has gone up from 80 per cent to 94 per cent which means that the average length of a customer relationship has increased from 5 years to 20 years. Provided that customer retention stays at 94 per cent, the value of an average customer will have gone up by 300 per cent.

Employee satisfaction

Flensted Catering A/S has adopted a simple philosophy explained the marketing director,

"Green employees result in green customers."

'Green employees' are those who can answer and respond to customer queries competently and who are helpful, eager and committed to the company. The approach to achieve employee satisfaction has been a five-fold process (Figure 4).

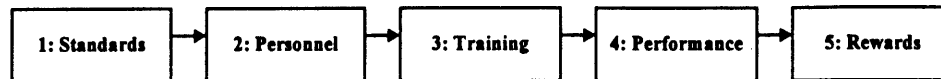


Figure 4. Approach to achieve employee satisfaction

First, the so-called 10 Flensted Commandments set out the standards for the company and its employees. The commandments are displayed throughout the organisation. Second, only personnel with the capacity to actually 'live' these commandments were employed; as can be seen in job descriptions in newspapers, sales office leaders were usually recruited from within the company after having shown commitment to the high principles for a number of years. Third, staff was trained so that their knowledge and skills met customer requirements; all employees thus participated in several intensive customer-focused training and development programmes throughout the year. Fourth, staff performance was monitored annually in so-called 'climate check-ups'. Fifth, staff competence was rewarded; for instance, sales consultants were paid according to customer retention and not solely customer attraction. Findings from the two-year old programme implied that sales offices with a majority of 'green sales consultants' have seen the number of 'green customers' increase; in addition, these employees have acted as role models for less green employees.

A new data system is currently being set up that will allow sales consultants to monitor sales to a given customer in two ways. First, sales for a particular month are compared to the sales for the same month in the previous year. Second, daily sales in the current year are contrasted to the corresponding daily sales for the previous year. Whenever there is a fall in sales in the current year, compared to the previous year, the sales office leader will contact the customer to determine the reason. Interestingly, no customer has found this inquiry intrusive; if anything, customers think of the initiative as confidence inspiring and trust building. Another initiative will seek to underline senior management's commitment to relationship marketing: the marketing director will visit all the sales offices and speak personally with each of the 'sales chauffeurs' explaining to them how they can increase customer loyalty and thus customer retention.

THE DANISH-BRITISH BACON SUPPLY CHAIN

At almost DKK 100 billion annually, total agricultural exports equate to over 30 per cent of Denmark's total export earnings. Pig meat is the most important export with about 8 per cent of total export earnings. About 80 per cent of the Danish pig meat is exported with two-thirds going to EU countries. Almost 20 per cent of the pig meat export and about 90 per cent of the total bacon export are for the British market (Boon 1998; Danske Slagterier 1998). However, in recent years, Denmark's share of the British food market has fallen. That development has caused concern,

"For the Dane, in a country with few natural resources other than farming, it is important to maintain a share of world [food] trade." (Tansey and Worsley 1995: 174)

For example, market power has shifted toward British retailers and consumers and that has changed both bargaining relationships and social relationships. Furthermore, farmers in Britain now has a potential comparative advantage in producing and processing pigs because of high-quality pigs and low-cost labour force. More importantly is perhaps the fact that British farmers,

processors and retailers have adapted to consumer demands for environmentally friendly farming systems and especially safe and high quality meat products and animal welfare (Shaw 1994).

Safe and High Quality Meat Products

In the 1980s and certainly in the 1990s, there have been several crises of consumer confidence in Britain as a result of poor food safety and quality such as outbreaks of *Salmonella*, *Escherichia coli* and *Camphylobacter* (Tansey and Worsley 1995). British consumers have also voiced their concern over the increasing use of growth hormones in livestock systems and genetically modified organisms. Most recently, research has linked bovine spongiform encephalopathy in cattle to a new variant of Creutzfeldt-Jacob disease. The number of cases of Creutzfeldt-Jacob disease now stands at forty in Britain (Murray 1999). As a result, British consumers want to be assured that the food supply chain is designed to deliver safe and high quality meat products.

Animal Welfare

From 1 January 1999, sows in Britain must be kept in stall-and-tether free production systems. The legislation affects only Britain who nevertheless argue that British retailers must impose the same restriction on Danish farmers because otherwise they can sell at lower prices as they do not have to invest in new production systems. The biggest British retailers have already announced that they will follow the demands from the British farmers and it is probable that other retailers will follow suit. Well in excess of 80 per cent of British pig meat production now complies with the new legislation. After some hesitation Danish farmers are catching up, however, and at this time about 15 per cent of the Danish pig meat production conforms to British legislation (Andersen 1998a; May 1998; Vestjyske Slagterier A/S 1997; Vig 1998).⁵

One response has been for the Danish food industry to launch a research initiative combining technological research with consumer science research to make value-added products thus hoping to create competitive advantages over its international competitors. Danish farmers have also examined the practice of stall-and-tether production and tail clipping. Moreover, they are discussing the use of inclusion of meat and bone meal in rations (Meat and Livestock Commission 1997; Tansey and Worsley 1995). Yet a third response has been effective communication between all sectors of the food supply chain including providing consumers with assurances about production methods in addition to safety and quality of the meat products (Slovan 1998). The main focus for this case study is such meat assurance schemes.

Key Players in the Danish Pig (and Bacon) Production

In 1997, the total production of pigs in Denmark was 21,126,557 of which 19,153,208 were supplied to Danish Crown A/S, Vestjyske Slagterier A/S, Steff-Houlberg A/S and TiCan A/S (Danske Slagterier 1998). It is difficult to point at the most successful Danish slaughterhouse (Table 2).

⁵ Of note: The problem for Danish farmers is that when they conform to British legislation they automatically turn off other markets. At the moment, the middle of a pig is sent to Britain and the shoulder is sent to Germany. With a stall-and-tether free production system the shoulder can no longer be sold in Germany at a price premium because there is no demand for that type of pig meat product. Danish farmers and slaughterhouses will therefore have to use the whole carcass in Britain. This is the dilemma Danish farmers are facing when deciding whether to changed to a stall-and-tether free production system or not.

Table 2. Performance measures of Danish pig slaughterhouses (late 1990s)

Performance measure	Unit	Danish Crown	Vestjyske Slagterier	Steff-Houlberg	TiCan
General figures					
Turnover	[million DKK]	12,178	9,911	3,806	1,120
Market share	[%]	49.7	30.9	13.9	5.5
Profitability					
Return on sales	[%]	6.1	5.4	5.5	6.0
Return on assets	[%]	17.7	13.8	14.7	22.8
Return on equity	[%]	93.8	72.8	93.1	78.1
Growth					
Growth in turnover	[%]	10.2	8.5	-1.4	10.3
Growth in operating profit	[%]	7.5	-11.7	-13.5	44.4
Efficiency					
Total asset turnover		2.9	2.6	2.6	3.9
Turnover per employee	[DKK]	1,591,697	1,928,912	1,476,719	1,564,016
Operating profit per employee	[DKK]	97,323	102,759	81,077	93,075
Profitability relative to production volume					
Number of pigs	[million]	9,526	5,918	2,661 (a)	1,048
Pork produced	[million kg]	683.5	417.2	190.0	74.0
Turnover	[DKK/100 kg]	1,782	2,376	2,000	1,514
Production costs	[DKK/100 kg]	1,680	2,262	1,857	1,398
Operating profit	[DKK/100 kg]	102	114	143	116
Net result	[DKK/100 kg]	84	93	69	87
Pork price including patronage refund	[DKK/kg]	11.17	11.16	11.04	11.16

Figures in bold indicate best performing slaughterhouse. (a) Beyond pigs received from Sweden 1997: 2,930 head.
Source: Boon (1998), Danske Slagterier (1998).

More importantly, however, is that Steff-Houlberg A/S is oriented strongly toward the Danish market and that TiCan A/S has only recently installed its own marketing and distribution activities (Boon 1998). It was therefore decided not to include those two slaughterhouses in the case study because relationships have not had time to settle. In addition to Danish Crown A/S and Vestjyske Slagterier A/S, the industry association Danske Slagterier, the secondary processor Tulip International A/S and the distributor ESS-Food A/S were brought into the study. Danske Slagterier co-ordinates the overall marketing of Danish bacon, ESS-Food A/S distributes 20 per cent of all Danish pig meat, and Tulip International A/S 'channels' all bacon from Danish Crown A/S to the British market. ESS-Food A/S is owned by Danish Crown A/S, Steff-Houlberg A/S and TiCan A/S, and Tulip International A/S is controlled by Danish Crown A/S and ESS-Food A/S. However, both organisations operate on market conditions and are only loosely associated to their parent companies (Boon 1998; Danske Slagterier 1998).

The Competitiveness of the Danish Pig Industry

Based upon both literature studies (e.g., Andersen 1998a, 1998b, 1998c; Boon 1998; Vig 1998) and discussions with marketing directors and senior managers from the participating organisations, the competitiveness of the Danish pig industry was first assessed using Porter's five forces model (Porter 1985). Overall, this assessment shows that retailers want timely deliveries of high quality, consistent meat products at low prices from preferred processors and that farmers want to supply the market with meat products at guaranteed prices. The consumers expect meat products not to vary between purchases and, most importantly, they demand that

meat products are safe and of high quality and that farming methods are environmentally friendly and that they conform to animal welfare (Figure 5).

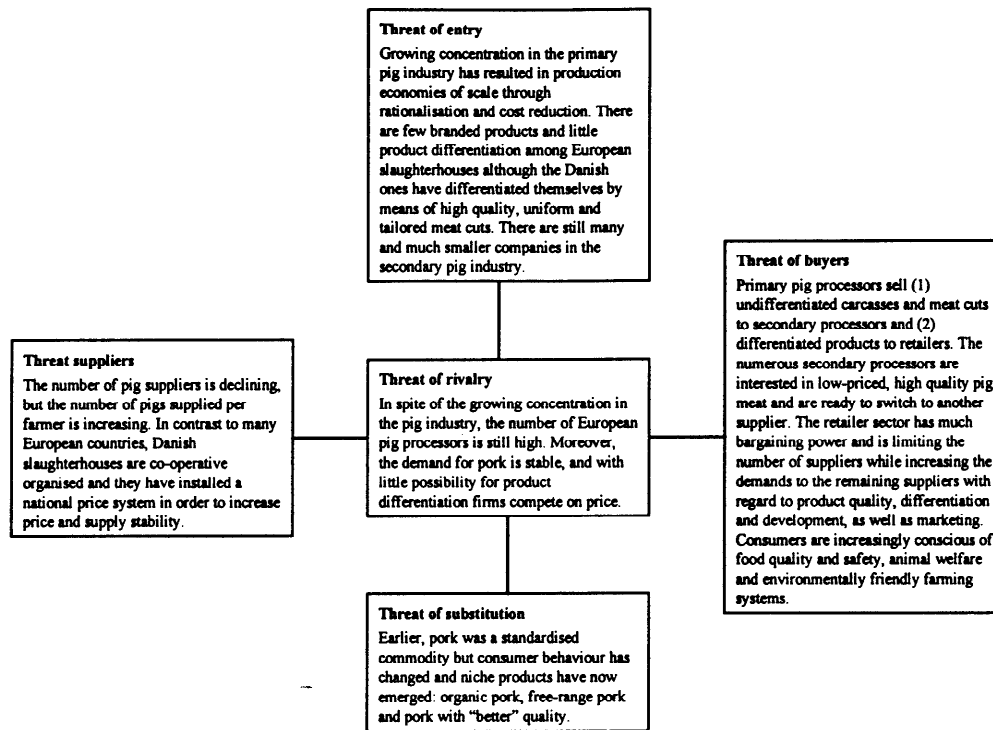


Figure 5. Competitiveness of the Danish pig industry based upon Porter's five forces model

Meat Assurance Schemes

As earlier mentioned, there are different sources of trust. For example, *system trust* is written down in rules and controlled by legislative and regulatory institutions such as trade commissions and health departments. People base their trust upon the written rules and how effective the legislative and regulatory institutions are in enforcing the rules. *Process-based trust* is developed through repeated interactions between two parties, and so process-based trust depends on the behaviour of each party and the history of interactions among the parties. It appears that trust is built through 'spiral re-enforcement': thus process-based trust moves from being fragile to being resilient (Johnson and Grayson 1999).

The case study found that when one source of trust is failing it becomes necessary for marketers to draw on other sources. Thus when the British government failed to protect its citizens from bovine spongiform encephalopathy infected beef retailers in the Danish-British bacon supply chain realised that they could no longer rely on the government to foster comfort with food safety and quality. And so the retailers turned from the British legislation to their own meat assurance schemes. The retailers did so believing that with such schemes (1) there is greater food product safety and quality as problems can more quickly be identified and (2) the diligence with which the retailer, and the farmer and processor, operate can be communicated to the consumer. And communication was felt to foster trust resulting in the consumers continuing to buy the meat products.

In Britain, meat assurance schemes set up by the retailers include the 'Farm Assured British Pigs scheme' and the 'Scottish Pig Industry Initiative scheme'. The former scheme has some 1,800 members, equal to 70 per cent of national kill. The latter scheme has 270 members, equal to 80 per cent of national kill (Baines and Davies 1998). Also the British meat processors are setting up their own meat assurance schemes. Malton Foods is one of the biggest players in the British pig slaughterhouse and processing industry. By banning castration and inclusion of meat and bone meal in rations, Malton Foods' meat assurance scheme goes further than what British retailers have required (Andersen 1998c). In a response to the British meat assurance schemes, a quality assurance scheme has been launched in Denmark. At this time, about 150 pig breeders, equal to 10 per cent of national production, have qualified (Boesen 1998; Larrain 1998; Lindhardt 1998).

The case study also shows that process-based trust can replace system trust and be applied as a valuable strategic variable. Through campaigns British consumers pressed for improved animal welfare, and the British government turned these requirements into legislation. And in an effort to comply with the British consumers the Danish farmers are not only changing to stall-and-tether free production systems but are also looking into their practice of teeth-and-tail clipping and the inclusion of meat and bone meal in rations. The result has been that British consumers feel that the Danish farmers can be relied on and so also process-based trust has led to greater trust with the consumers continuing to buy the meat products.

Inter-organisational Relationships

It has been suggested that in adopting relationship marketing businesses must make a transition to a more horizontal organisation in which employees from different departments in the seller and buyer organisations work together in multi-disciplinary groups (Christopher *et al.* 1991). The relationship between Vestjyske Slagterier A/S and Roach Foods Limited, its single biggest customer, is typical (Figure 6). There are monthly meetings between the sales department at Vestjyske Slagterier A/S and the purchasing department at Roach Foods Limited where sales volumes and prices for the following month are agreed. On a daily basis, the logistics department at Vestjyske Slagterier A/S keeps in contact with the operations department at Roach Foods Limited, as do technicians from the two businesses. Finally, senior managers from the two businesses meet with each other, when necessary.

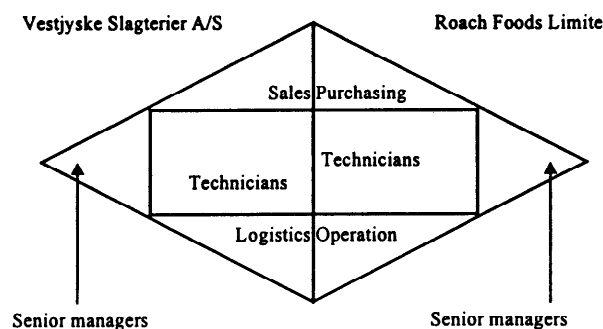


Figure 6. Multiple points of contacts between Vestjyske Slagterier A/S and Roach Foods Limited

Multiple Dyads

Most models of business relationships have been built around the buyer-seller dyad. However, authors such as Anderson (1994), Christopher *et al.* (1991), Gummesson (1995a), Morgan and Hunt (1994) and Webster (1992) argue that a business must engage in a number of equally important dyads. Once again, this study identified several such important dyads including farmers, primary and secondary processors, retailers, consumers, ancillary suppliers (e.g., ingredients, packaging and distributors), referrals (e.g., journalists), 'influencers' (e.g., the government), employees and consumers (Table 3).

Table 3. Dyads in the bacon supply chain

Dyad	Example
Processor – retailer	The processor advises the retailer on the range of bacon to be stocked, lay-out and price with the aim of maximising the return across the whole range.
Processor – employee	The processor encourages a brand culture. It does so through 'dedicated brand lines', internal conferences, advertising, etc. For example, only the best skilled employees work at the 'dedicated brand lines'. At internal conferences, the marketing department tells about the commercial value of the brands. Internal advertising includes displays of the company's quality food rewards, certificates and posters from bacon campaigns.
Processor – packaging	The processor relies heavily on innovative packaging to differentiate itself from own-labels. Its technicians therefore work together with the packaging supplier in order to develop environmentally friendly packaging, re-sealable packaging, etc.
Processor – farmer Processor – slaughterhouse	The processor's brand culture is taken back to farmers and slaughterhouses.
Distributor – processor Distributor – retailer	The distributor binds together all sectors in the bacon supply chain. Because the distributor takes time to nurture a business relationship they are difficult to replace or even bypass.
Industry association – farmer	The association advises the farmer on how best to breed and feed pigs.
Industry association – press	The association publishes articles in the daily press and academic journals not only to inform the public but also to put specific issues on the agenda. The association also arranges seminars and site visits at farms, slaughterhouses and Danske Slagterier.
Industry association – processor Industry association – retailer	Processors and retailers are invited to farms, slaughterhouses and Danske Slagterier. In co-operation with processors and retailers, the association plans the overall marketing of Danish bacon.
Retailer – consumer	The retailers pro-actively enter into a dialogue with the consumers in order to learn what they want.

A Programme of Relationship Marketing

Tulip International A/S has implemented a three-phase programme of relationship marketing (Figure 7). With the programme Tulip International A/S seeks to enter a partnership with the consumers, a relationship built upon trust. Said one marketing director,

"A lot of our classical marketing skills are as much as getting our product on the shelf and through to the end-consumer as they are just to influence the end-consumer. But I see relationship marketing somewhat by-passing the retailer – where we are almost talking directly to the end-user. And we are not talking so much about the place – we are just talking about the relationship between the manufacturer of a brand and the end-user."

For example, in traditional marketing consumers can call the firm if they have a complaint. But in the case of Tulip International A/S, consumers are encouraged to come forward with whatever comments they have. The business feels that doing this it will learn about what the consumers want and it also builds up a consumer database that is of use if, say, a new product is to be tested.

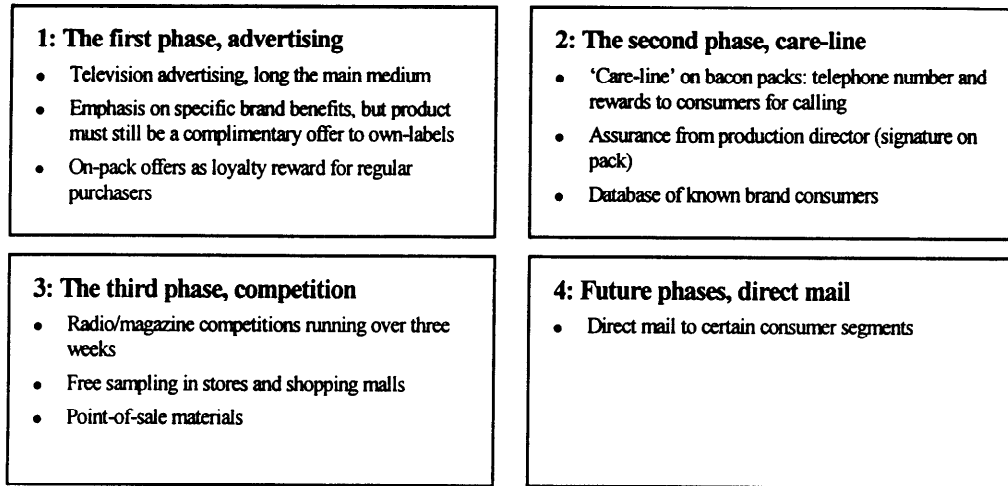


Figure 7. The programme of relationship marketing at Tulip International A/S

It is interesting that Tulip International A/S is interested in both attracting new consumers and keeping old consumers. Said the same marketing director,

"As far as I am concerned, our business is just about selling more brand and if that means that one of those options is to sell more to my existing users – then fine. If I can attract new users to the brand – then that is also fine. I wouldn't discount one to the favour of the other."

MD FOODS A/S

MD Foods A/S is one of the most important players in the Danish-British dairy chains. Since its formation in 1970 MD Foods A/S has grown to become the largest dairy company in Denmark. Moreover, as the potential for growth within Denmark is limited the company established MD Foods International Limited in 1989 for the purpose of operating an international dairy business and MD Foods A/S is now the fourth largest dairy group in Europe. With large acquisitions and subsequent rationalisations and concentrations MD Foods A/S is the third largest liquid milk company in Britain. Indeed, 80 per cent of MD Foods International's turnover derives from Britain (MD Foods A/S 1999). The case study included MD Foods A/S in Denmark and in Britain.

MD Foods A/S has been strongly oriented toward the international market, in particular the British market, since the beginning of this century. Since the late 1980's the company has actively been comparing and contrasting transaction marketing to relationship marketing. This work evolved naturally from MD Foods A/S' traditional trade marketing approach. At MD Foods A/S, relationship marketing is understood in terms of (1) vertical value adding chains, (2) category management and (3) efficient consumer response. Said one British marketing director,

"[Relationship marketing], at MD Foods, is composed of vertical value adding chains, category management and efficient consumer response, and most of our marketing efforts are directed towards these three issues."

Relationship Marketing at MD Foods A/S

Let's briefly discuss each of the three sub-approaches to relationship marketing. In order to understand vertical value adding chains let's consider Porter's notion of an individual firm's value chain (Porter 1985). The *value chain* is made up of generic categories of activities that are linked together by shared characteristics, and a firm achieves a competitive advantage if it does these activities at a lower cost or better than its competitors. The *channel value chain*, according to Stern and El-Ansary (1992), is formed through linkages, co-ordinations and joint optimisations between the value chains of channel members. Again, competitive advantages are created through lower cost or enhanced differentiation. The value is the amount consumers are willing to pay for a product. Category management seeks to increase retail sales for a particular overall category and to develop new products within this category instead of focusing on a particular product. The implications of this strategy are that the retailers and consumers together decide which products will be in the particular category, not the rebate given by the manufacturer (Grønnegaard 1998). Efficient consumer response, really, is employing vertical value adding chains, category management, logistics and information technology to satisfy consumer demands.

Segmentation of Suppliers and Customers

MD Foods segments its suppliers and customers into five different groups according to their transactional and relational orientation (Figure 8). Explained one marketing director,

"At MD Foods, there are five different segments of business suppliers and customers... We assess each supplier or customer according to will, skills and importance."

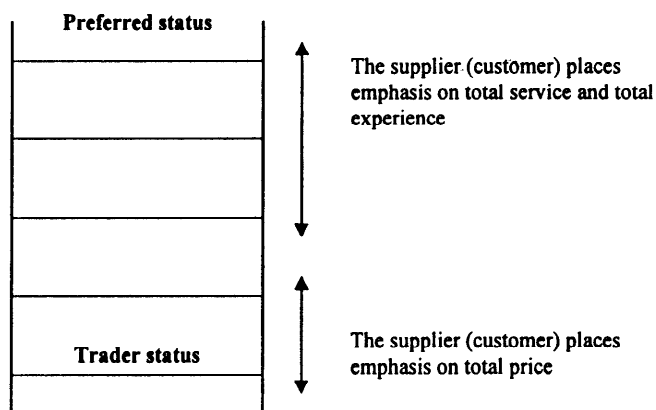


Figure 8. Moving from trader status to preferred status

Thus, MD Foods A/S is using three overall criteria for deciding when to move a supplier or customer from a trader status to a preferred status. These criteria are will, skills and importance. A number of sub-criteria that are also commonly used are found in Table 4.

Table 4. Will, skills and importance of suppliers and customers

Criteria	Examples of sub-criteria
Will	<ul style="list-style-type: none">• Willingness to share data• Willingness co-operate• Willingness to commit resources
Skills	<ul style="list-style-type: none">• Management team• Employee relations• Training programmes• Marketing orientation• Strategic direction
Importance	<ul style="list-style-type: none">• Financial strength (e.g., revenue, profit/loss, balance sheet)• Sales strength (e.g., sales and technical competence)• Product lines (e.g., competitive, compatible and complementary products)• Reputation• Market coverage

Will

A supplier (customer) must be ready to co-operate, collaborate, co-ordinate and share data. For example, MD Foods A/S is cutting its supplier base of plastic bottles down to only one supplier and the boundaries between the two firms are blurred, if not erased. Thus, the supplier is physically located at MD Foods A/S' plants. The SAP systems from each of the firms are fully integrated so that the supplier can adjust its plastic bottle production to the requirements of MD Foods A/S. Indeed, data are shared between the two firms several times a day for updating production forecasts. Overall, suppliers and customers should be willing to go for the 'big bang' meaning that they must appreciate that embracing relationship marketing means doing business in a very different way (see later).

Skills

However, although a supplier (customer) is willing to engage in close co-operation and collaboration this supplier (customer) may not have the necessary skills. For example, it is important for MD Foods A/S to know the skills of the supplier's management team and employee force. Do the two firms speak the same language or are the perceptions of marketing orientation and strategic direction too different from each other? Thus, MD Foods A/S believes that some suppliers (customers) are inherently traders and will never move to a preferred status and so they continue to do transactional business with them. This has important implications when the boundaries between the firms start to erode and MD Foods A/S employees suddenly physically are located at the supplier's (customer's) site.

Importance

Yet, even though a supplier (customer) has both the will and skills this supplier (customer) may not be important enough for MD Foods A/S to invest the substantial resources that are required. MD Foods A/S must therefore first assess a supplier (customer) on financial strength, sales strength and performance as well as its product lines, reputation and market coverage. Only when the supplier (customer) meets these criteria satisfactorily will MD Foods A/S start investing in a relational business relationship.

Some of MD Foods A/S' numerous suppliers and customers are inherently traders while others are not,

"In the British retail sector, there still are many traders. This will always be the case. And you shouldn't treat them as preferred business suppliers or customers. It is the price that matters, say, 93 pence per kilogramme. In other words, What's the price? Can you give me an offer that I cannot refuse? For example, they [i.e., the traders] will move their business around to suppliers of lower priced products, if possible... This is in contrast to the preferred business suppliers and customers who are looking for the total service offering or total experience."

It is important to note that in order to become a preferred supplier or customer the business must have the necessary will *and skills and importance*,

"With regards to importance, if a business customer has only little importance for MD Foods then it really doesn't matter whether this customer has the necessary will and skills ... It is important to realise that we commit substantive resources to a business partnership."

Marketing Practices

The segmentation of suppliers and customers has resulted in different practices of marketing, namely transaction marketing and relationship marketing. In the case of MD Foods A/S, the focus in transaction marketing is price whereas the focus in relationship marketing is a move from single points of contact to multiple points of contact,

"The old system looked like an inverse butterfly. For example, there was a MD Foods system and a business customer system and the contact between those two systems was through the key account manager. The key account manager would draw on the expertise at MD Foods. Nowadays, this system has literally been reversed... it has been replaced with a system with multiple points of contact... We have got rid of the term key account manager... Instead, we have a business manager. Business managers are not a point of contact between two different companies, rather they are door openers, co-ordinators and facilitators."

In transaction marketing, MD Foods A/S and the supplier (customer) are working independently of each other. The key account manager is the connecting point of contact between the two entities. In relationship marketing, however, MD Foods A/S and the supplier (customer) have multiple points of contact. Thus, the departments of logistics, marketing, product development and quality at MD Foods A/S co-operate and co-ordinate with the same departments at the supplier (customer). The firm is now moving toward the imaginary organisation (Gummesson 1995b): the boundaries between the firm and its suppliers and customers are blurred, if not erased. For example, just a few years ago three different suppliers delivered plastic milk bottles to MD Foods A/S. The supplier base is now being cut down to one supplier only (see earlier). And with its most important customers MD Foods A/S is planning to have a significant number of its employees at the site of the customer.

Some marketing practices are suitable for transaction marketing while others are more applicable to relationship marketing. Table 5 highlights some of these different marketing practices. It is

important to note that each marketing strategy has its share of advantages *and* disadvantages. With regards to the chief advantages transactional-oriented businesses remain independent whereas relational-oriented businesses accumulate an intimate knowledge of needs of markets. With regards to the chief disadvantages transactional-oriented businesses are vulnerable if competitors make a better offer whereas relational-oriented businesses are helpless if their close suppliers and customers disappear.

Table 5. Transaction marketing and relationship marketing

Transaction marketing	Relationship marketing
<ul style="list-style-type: none"> • Orientation is on product, price, place and promotion • Little to moderate emphasis on customer service and communication • Marketing is a concern of the marketing department • Firms are clearly distinct from each other • Drivers for marketing activities are attractive short-time transactions • Chief advantage: independence • Chief disadvantage: the firm is in a vulnerable situation if a competitor makes a better offer 	<ul style="list-style-type: none"> • Orientation is on product benefits • High emphasis on customer service and communication • Everyone is a part-time marketer • The boundaries between firms are blurred, if not completely eroded • Drivers for marketing activities are co-operation, collaboration, commitment and trust • Chief advantage: intimate knowledge of needs of markets (developed over time) • Chief disadvantage: the firm is in a vulnerable situation if its business supplier (customer) disappears

Thus firms should understand whether a business relationship is transactional or relational before implementing the marketing activities.

IMPLICATIONS AND PROPOSITIONS

One of the fundamental questions of the research project was,

Should businesses employ a pluralistic approach to marketing – and if this is the case then how might a business segment its suppliers and customers into transactional and relational oriented suppliers and customers?

There are evidence to suggest that both transaction marketing and relationship marketing are relevant for today's businesses one reason being that some suppliers and customers are traders whereas others are serious interested in long-term relationships. The three criteria of will, skills and importance might be used for deciding which suppliers and customers are transactional oriented and which ones are relational oriented.

It may be that it is the nature of the business that dictates whether relationship marketing is an option. For example, the programme at Flensted Catering A/S is built around a questionnaire to 4,000 customers; companies with a smaller customer base may find this approach inappropriate or even intrusive to its customers. Also, it is interesting that Flensted Catering A/S embarked on relationship marketing at a time when it was losing 20 per cent of its customer base each year. Perhaps relationship marketing is taken on board only in times of a 'crisis'. And that decision may be triggered by serendipity: at a conference the managing director of Ole Flensted Holding A/S met with the consultancy company and became convinced that its approach offered the best

solution to the challenges. Or the decision may be influenced by the marketing director's educational background: In this case the marketing director has a 'cand. merc.'⁶

Another fundamental question of the research project was,

Are there identifiable activities that, if practised, can be presented as substantive evidence of the practice of relationship marketing itself?

Transaction marketing and relationship marketing employ different marketing activities. The case studies have identified a number of activities for transaction marketing and relationship marketing respectively. For example, activities that are part of relationship marketing include listening to customers, project teams, market communications, assurance schemes, customer care and systems for monitoring and measuring.

Yet a third fundamental question of the research project was,

Are there identifiable patterns in the way activities of relationship marketing are implemented?

The case study on Flensted Catering A/S describes one best practice to implementing a programme of relationship marketing, namely a three-phase approach consisting of a design phase, an implementation phase and an assessment phase. The phases are distinct from each other. This three-phase approach includes a five-fold procedure for achieving employee satisfaction: set standards, hire the right personnel, provide training, monitor performance and give rewards. The case study on the Danish-British food supply chain describes another best practice to implementing a programme aimed at building a partnership between a processor and the consumers. The programme consists of four phases: advertising, care-line, competition and direct mail.

An equally important research question was,

How, if at all, are programmes of relationship marketing monitored?

Case evidence suggests that a programme of relationship marketing might be monitored using a number of measurements: customer loyalty, customer retention, customer share and employee satisfaction. When a programme is successful customer loyalty and employee satisfaction increase. So, too, do customer retention and customer share. For example, the case study on Flensted Catering A/S upholds the notion of a close relationship between customers, employees and increased volume of business. In addition to a four-fold increase in the average length of a business relationship a number of other returns on the programme were identified such as growing employee satisfaction and reformed service and administrative procedures. With a prolonged buyer-seller relationship Flensted Catering A/S can reform its service and administrative procedures and innovate new generations of products. There are also additional sales to retained customers perhaps because customers have been so satisfied with the products and service that they find it safe to take the relationship one step further.

⁶ In English, MBA.

And related to this, another research question was,

In what way(s), if at all, might returns on relationship marketing be measured?

Returns on relationship marketing might be measured in terms of customer retention, customer satisfaction and employee satisfaction. The case study on the Danish-British bacon supply chain is more cynical: without trust (an important element of relationship marketing) there is no basis for a buyer-seller relationship.

Another question was,

Are the different sources of trust are additional strategic variables for marketers to consider. Or phrased differently, Are trust and economic success on the one hand and the positive effect of trust on anticipated future interactions on the other hand correlated?

There are evidence to suggest that marketers are starting to use these different sources of trust, and that there is a positive correlation between trust and economic success. Thus relationship marketing builds on trust and co-operation. Certainly, the development of consumer safety assurance schemes that must be integrated along the bacon supply chain necessitates trust between and co-operation among the sectors (Baines and Davies 1998; Meat and Livestock Commission 1997). However, it has been noted that farmers are reluctant to face further controls; that the pig industry is not co-operative or open; and that retailers have doubts over whether the schemes will work. For example, a retailer may have several suppliers and confidential information from an inspection can then incidentally be passed on to another supplier. How is the necessary support from farmers, processors and retailers secured? And is there evidence that organisations put common goals above individual goals?

There are a number of other important findings from the three case studies. For example, Flensted Catering A/S's interpretation of relationship marketing gives empirical evidence to authors who have expanded the buyer-seller dyad with ancillary supply and other relationships. For example, according to the six markets model relationships must be built with a number of different but equally important markets, namely the internal, the referral, the influence, the employee, the supplier and the customer market (Christopher *et al.* 1991). So far Flensted Catering A/S has concentrated on just two of those markets (i.e., the customer and employee markets). But now the company will extend its relational activities to include the supplier market because according to company policy a customer complaint must be solved within an hour but since the product is being supplied from outside there is only so much Flensted Catering A/S can do.

Corporate commitment is key to the implementation of a relationship marketing programme. This observation supports the findings of authors who note that the presence of managerial leadership, the level of back-up and resources given to project teams and the personal involvement of the marketing director in communicating the importance of relationship marketing are paramount. Furthermore, the key role of front-line people in the development of marketing relationships is underlined. The employees are deeply involved in the implementation of the programme and that means that they feel committed to the changes. In addition, the programme is difficult to copy because employees at other companies do not know how to operate in a relationship marketing setting.

One of the tenets in relationship marketing is that there are multiple points of contact between corresponding functions and processes within the buying and selling companies. Certainly, the case evidence suggests that employees from the buying and selling organisations work in teams. But are inter-organisational relationships built between employees from the organisations as suggested by Ennew and Hartley (1998) rather than between the two organisations as proposed by Perrien and Ricard (1995)? The implications are daunting: If the answer is that inter-organisational relationships build on employees then an organisation can lose business when an employee 'defects' to a competitor. The findings are mixed: Most organisations believe that employees are important elements but than inter-organisational relationships rely more on an organisation's 'backup' (e.g., products, price, knowledge of the market structure, financial security, image of the organisation, etc.).

Proposition P₁: *Businesses must employ both transaction marketing and relationship marketing, at the same time. A number of criteria can tell a business whether a supplier or customer is transactional or relational oriented. These criteria might be will, skills and importance.*

Proposition P₂: *Relationship marketing uses different marketing activities of which not all may be relevant in a specific business situation. Many of these activities are different from the activities in transaction marketing. Relational marketing activities include listening to customers, project teams, market communications, assurance schemes, customer care and systems for monitoring and measuring.*

Proposition P₃: *There is no one best practice of implementing a programme of relationship marketing. It depends not only on the activities of the programme but also on the business and its suppliers and customers. Overall, relational programmes might be described in design, implementation and assessment phases. Moreover, such programmes move toward close buyer-seller relationships.*

Proposition P₄: *Programmes of relationship marketing must be monitored and measured with a number of different tools. These tools include customer retention, customer share, customer and employee satisfaction and customer loyalty.*

Proposition P₅: *There are different sources of trust and each source should be considered as a possible important valuable strategic variable that marketers might use. Two of these sources of trust are system trust and process-based trust.*

Proposition P₆: *There are other and equally important dyads for a business to consider in addition to the traditional buyer-seller dyad.*

Proposition P₇: *Corporate commitment, presence of managerial leadership, back-ups and resources and personal involvement of the marketing director are all key elements in the implementation of a programme of relationship marketing.*

Proposition P₈: *There are multiple points of contact between corresponding functions and processes within the buying and selling companies. It is not clear at this stage whether the contacts are solely between employees or through the organisations.*

FUTURE STEPS IN THE RESEARCH PROJECT

To enrich the results and to test the propositions it is proposed to replicate and extend the case study in the context of the New Zealand-British food supply chain. In many respects, New Zealand and Denmark have similar trading patterns. For one thing, agricultural exports provide New Zealand with a significant portion of the total export earnings. For another, a significant part of the New Zealand agricultural exports goes to the British market (American Embassy 1997; Department of Foreign Affairs and International Trade 1998). However, marketing philosophy and way of conducting business in New Zealand and Denmark may be different from each other and that could explain differences in the extent to which relationship marketing has been adopted and the way it has been implemented (Coviello *et al.* 1998; Rasmussen 1998).

NOTE

Parts of this paper have previously been published (Lindgreen and Crawford 1999a, 1999b, 1999c).

REFERENCES

- Ahmed, F., Styles, C. and Patterson, P. (1998), "Trust and commitment in international buyer-seller relationships: a dyadic study in Australia and Thailand", in Andersson, P. (Ed.), *Proceedings of the 27th Annual Conference of the European Marketing Academy*, Elanders Gotab, Stockholm University, Vol. 1, pp. 131-145.
- American Embassy (1997), *New Zealand: Dairy Annual Report 1996/97*, Wellington.
- Andersen, F. (1998a), "Den britiske svinektor - storhed og fald", *ds nyt*, No. 1, January, pp. 4-6.
- Andersen, F. (1998b), "Risiko for mangel på Danish bacon", *ds nyt*, No. 1, January, pp. 9-10.
- Andersen, F. (1998c), "Britiske kvalitetsordninger", *ds nyt*, No. 1, January, pp. 10-11.
- Anderson, W. T. (1994), "Deciphering dyads: concepts, methods, and controversies in relational research", *Psychology and Marketing*, Vol. 11, No. 5, pp. 447-466.
- Anderson, E. and Weitz, B. (1992), "The use of pledges to build and sustain commitment in distribution channels", *Journal of Marketing Research*, Vol. 29, No. 1, pp. 18-34.
- Anderson, J. C. and Narus, J. A. (1990), "A model of distributor firm and manufacturing firm working partnership", *Journal of Marketing*, Vol. 54, No. 1, pp. 42-58.
- Baye, T. M. (1995), "Relationship marketing: a six-step guide for the business start-up", *Small Business Forum*, Vol. 13, No. 1, pp. 26-41.
- Baines, R. N. and Davies, W. P. (1998), "Quality assurance in international food supply", in Ziggers, G. W., Trienekens, J. H. and Zuurbier, P. J. P. (Eds.), *Proceedings of the 3rd International Conference on Chain Management in Agribusiness and the Food Industry*, Management Studies Group, Wageningen Agricultural University, pp. 213-223.
- Berry, L. L. (1983), "Relationship marketing", in Berry, L. L., Shostack, G. L. and Upah, G. D. (Eds.), *Emerging Perspectives on Services Marketing*, American Marketing Association, Chicago, Illinois, pp. 25-28.
- Boesen, U. (1998), "Lup på kvaliteten", *Morgenavisen Jyllands-Posten*, 1 October, p. 3.
- Boon, A. (1998), "Two economic perspectives on firm competitiveness: outside-in and/or inside-out approaches", competitive paper for *8th European Association of Agricultural Economists*, 22-24 April, Apeldoorn.
- Brodie, R. J., Coviello, N. E., Brookes, R. W. and Little, V. (1997), "Towards a paradigm shift in marketing? An examination of current marketing practices", *Journal of Marketing Management*, Vol. 13, No. 5, pp. 383-406.
- Buttle, F. (1996), "Relationship marketing", in Buttle, F. (Ed.), *Relationship Marketing: Theory and Practice*, Paul Chapman Publishing, London, pp. 1-16.

- Christensen, J. M. (1998), "Dansk virksomhed i verdensklasse", *Loyalty Update*, No. 3, pp. 2-3.
- Christopher, M., Payne, A. and Ballantyne, D. (1991), *Relationship Marketing: Bringing quality, customer service, and marketing together*, Butterworth-Heinemann, Oxford.
- Churchill, ... (1997), *Marketing Research: Methodological Foundations*, 7th edition, Dryden Press, Orlando, ...
- Copulsky, J. R. and Wolf, M. J. (1990), "Relationship marketing: positioning for the future", *Journal of Business Strategy*, Vol. 11, No. 4, pp. 16-20.
- Coviello, N. E., Brodie, R. J. and Grönroos, C. (1998), "Transactional or relational marketing? A cross-national investigation of contemporary practice", in Andersson, P. (Ed.), *Proceedings of the 27th Annual Conference of the European Marketing Academy*, Elanders Gotab, Stockholm University, Vol. 1, pp. 445-451.
- Crainer, S. (1996), *Key Management Ideas: Thinking that changed the management world*, Pitman Publishing, London.
- Crawford, I. (1997), *Case Study Research*, Silsoe College, Cranfield University, not published.
- Danske Slagterier (1998), *Statistics 1997*, Copenhagen.
- Dawkins, P. M. and Reichheld, F. F. (1990), "Customer retention as a competitive weapon", *Directors and Boards*, Vol. 14, No. 4, pp. 42-47.
- Department of Foreign Affairs and International Trade (1998), *Mission Planning Report: Agricultural Sector in New Zealand*, Canadian Consulate General, Auckland.
- DeSouza, G. (1992), "Designing a customer retention plan", *The Journal of Business Strategy*, Vol. 13, No. 2, pp. 24-28.
- Easterby-Smith, M., Thorpe, R. and Lowe, A. (1991), *Management Research: An Introduction*, Sage, London.
- Ellram, L. M. (1992), "Patterns in international alliances", *Journal of Business Logistics*, Vol. 13, No. 1, pp. 1-25.
- Ennew, C. and Hartley, M. (1996), "Financial advisers and savings and investment products", in Buttle, F. (Ed.), *Relationship Marketing: Theory and Practice*, Paul Chapman Publishing, London, pp. 118-130.
- Freytag, P. V. (1991), *Leverandørsamarbejde*, Ph.D. Serie 1.91, Samfundslitteratur, Copenhagen Business School.
- Freytag, P. V. and Nielsen, O. (1990), "The buying behaviour in the furniture industry - a case study", in *Marketing: Polish-Danish Perspectives, Folia Oeconomica 105, Acta Universitatis Lodziensis*, Lodz University, pp. 147-175.
- Ganesan, S. (1994), "Determinants of long-term orientation in buyer-seller relationships", *Journal of Marketing*, Vol. 58, No. 4, pp. 1-19.
- Geyskens, I. and Steenkamp, J.-B. (1995), "An investigation into the joint effects of trust and interdependence on relationship commitment", Bergadaà, M. (Ed.), *Proceedings of the 24th Annual Conference of the European Marketing Academy*, ESSEC Business School, Cergy-Pontoise Cedex, pp. 351-371.
- Grande, I. (1996), *Marketing de los servicios*, ISIC Editorial, Madrid.
- Grønnegaard, M. (1998), "Supermarkeder gør op med leverandørvælde", *Berlingske Tidende: Erhverv*, 25 September, p. 5.
- Grönroos, C. (1994), "Quo vadis, marketing? Toward a relationship marketing paradigm", *Journal of Marketing Management*, Vol. 10, No. ..., pp. 347-360.
- Guba, E. G. and Lincoln, Y. S. (1994), "Competing paradigms in qualitative research", in Senzin, N. K. and Lincoln, Y. S. (Eds.), *Handbook of Qualitative Research*, Sage, Thousand Oaks, California, pp. ...
- Gummesson, E. (1988), "Service quality and product quality combined", *Review of Business*, Vol. 9, No. 3, pp. 14-19.
- Gummesson, E. (1994), "Making relationship marketing operational", *International Journal of Service Management*, Vol. 5, No. 5, pp. 5-20.
- Gummesson, E. (1995a), *Relationsmarknadsföring: Från 4P till 30R*, Liber, Malmö.

Gummesson, E. (1995b), "Relationship marketing (RM) and the imaginary organization", in Bergadaà, M. (Ed.), *Proceedings of the 24th Annual Conference of the European Marketing Academy*, ESSEC Business School, Cergy-Pontoise Cedex, pp. 391-404.

Gummesson, E. (1997), "Emerging approaches to return on relationships", in Christopher, M. and Payne, A. (Eds.), *Proceedings of the 5th International Colloquium in Relationship Marketing*, Cranfield School of Management, pp. 9-23.

Heskett, J. L. (1987), "Lessons in the service sector", *Harvard Business Review*, Vol. 65, No. 2, pp. 118-126.

Hughes, D. (1994), *Breaking with tradition: building partnerships & alliances in the European food industry*, Wye College Press/The Institute of Grocery Distribution, Wye.

Hvidt, O., Rasmussen, B. and Samsø, C. (1998), *Markedsføring - generel teori og praksis*, Gyldendal Undervisning, Copenhagen.

Jackson, B. B. (1985), *Winning and Keeping Industrial Customers*, Lexington Books, Lexington, Massachusetts.

Johnson, D. and Grayson, K. (1999), "Sources and dimensions of trust in service relationships", in Swartz, T. A. and Iacobucci, D. (Eds.), *Services Marketing and Management*, Sage, Thousand Oaks, California, forthcoming publication.

Jones, T. O. and Sasser, W. E. Jr. (1995), "Why satisfied customers defect", *Harvard Business Review*, Vol. 73, No. 6, pp. 88-99.

Larrain, P. (1998), "Kvalitetsmærke til kalve og grise klar", *Berlingske Tidende*, 1 October, p. 7.

Laursen, P. B. (1997), "Vestjysk loyalitet i verdensklasse", *Børsen*, 5 December, pp. 6-7.

Lewin, J. E. and Johnston, W. J. (1997), "Relationship marketing theory in practice: a case study", *Journal of Business Research*, Vol. 39, No. ..., pp. 23-31.

Lindgreen, A. (1998), "The emergence and rise of relationship marketing dyads in the international food distribution chain", doctoral paper for *11th Doctoral Colloquium, 27th Annual Conference of the European Marketing Academy*, 18-20 May, Stockholm University.

Lindgreen, A. and Crawford, I. (1999a), "A multiple, embedded case study of contemporary practices of relationship marketing in the Danish-British and New Zealand-British food supply chains: a research methodology", *Cranfield School of Management: Working Papers Series SWP 7/99*, Cranfield University.

Lindgreen, A. and Crawford, I. (1999b), "Research into relationship marketing in the Danish-British bacon supply chain", competitive paper for *28th Annual Conference of the European Marketing Academy*, 11-14 May, Humboldt University of Berlin.

Lindgreen, A. and Crawford, I. (1999c), "Implementing and monitoring a programme of relationship marketing", *Market Intelligence and Planning*, in review.

Lindhardt, C. (1998), "Kvalitetskød mærkes", *Politiken*, 1 October, p. 16.

Madsen, T. K. (1987), "Empirical export performance studies: a review of conceptualizations and findings", in Cavusgil, S. T. (Ed.), *Advances in International Marketing*, JAI Press, Connecticut, Vol. 2, pp. 177-198.

Magrath, A. J. and Hardy, K. G. (1994), "Building customer partnerships", *Business Horizons*, Vol. 37, No. 1, pp. 24-28.

May, T. (1998), "Supermarkets to face price check", *The Guardian: Finance and Economics*, 31 July, p. 23.

MD Foods A/S (1999), *Annual Report 1998/1999*.

Meat and Livestock Commission (1997), "Industry development", in *Beef Yearbook 1997*, Milton Keynes, pp. 10-23.

Ministry of Foreign Affairs (1988), *New Zealand and the European Community: A Longstanding Partnership*, Wellington.

Moorman, C., Zaltman, G. and Deshpande, R. (1992), "Relationships between providers and users of market research: the dynamics of trust within and between organizations", *Journal of Marketing Research*, Vol. 29, No. ..., pp. 314-328.

Morgan, R. M. and Hunt, S. D. (1994), "The commitment-trust theory of relationship marketing", *Journal of Marketing*, Vol. 58, No. 3, pp. 20-38.

- Morris, D. and Hergert, M. (1987), "Trends in international collaborative agreements", *Columbia Journal of World Business*, Vol. 22, No. 2, pp. 15-21.
- Murray, I. (1999), "Cases of human 'mad cow' disease rise to 40", *The Times*, 16 April, p. 16.
- Newell, F. (1997), *The New Rules of Marketing: How to Use One-to-One Relationship Marketing to Be the Leader in Your Industry*, McGraw-Hill, New York.
- Peppers, D. and Rogers, M. (1995), "A new marketing paradigm: share of customer, not market share", *Planning Review*, Vol. 23, No. 2, pp. 14-18.
- Perrien, J. and Ricard, L. (1995), "The meaning of a marketing relationship", *Industrial Marketing Management*, Vol. 24, No. ..., pp. 37-43.
- Perry, C. (1998), "Processes of a case study methodology for postgraduate research in marketing", forthcoming article in *The European Journal of Marketing* and *The New Zealand Journal of Business*, Vol. 32, No. 9/10, pp. ...
- Pinto, S. K. (1997), "Marketing de relación o la transformación de la función de marketing", *Harvard Deusto Business Review*, Vol. ..., No. ..., pp. 32-40.
- Porter, M. E. (1985), *Competitive Advantage*, Free Press, New York.
- Punch, K. F. (1998), *Introduction to Social Research: Quantitative and Qualitative Approaches*, Sage Publications, Thousand Oaks, California.
- Rasmussen, A. (1998), "Stipendiat banede vej til New Zealand", *Morgenavisen Jyllands-Posten: Erhverv & Økonomi*, 1 October, p. 5.
- Reichheld, F. F. (1993), "Loyalty-based management", *Harvard Business Review*, Vol. 71, No. 2, pp. 64-73.
- Reichheld, F. F. (1996), *The Loyalty Effect*, Harvard Business School Press, Boston, Massachusetts.
- Rosenberg, L. J. and Czepiel, J. A. (1984), "A marketing approach for customer retention", *Journal of Consumer Marketing*, Vol. 1, No. ..., pp. 45-51.
- Shaw, S. A. (1994), "Competitiveness, relationships and the Strathclyde University Food Project", *Journal of Marketing Management*, Vol. 10, No. 5, pp. 391-407.
- Sloyan, M. (1998), "The strategy for pig meat", in Sloyan, M. (Ed.), *Pig Yearbook 1998*, Meat and Livestock Commission, Milton Keynes, pp. 2-4.
- Stern, L. W. and El-Ansary, A. I. (1992), *Marketing Channels*, 4th ed., Prentice Hall, Englewood Cliffs, New Jersey.
- Stewart, T. A. (1997), "A satisfied customer isn't enough", *Fortune*, 21 July, pp. 70-71.
- Tansey, G. and Worsley, T. (1995), *The Food System: A guide*, Earthscan Publications, London.
- Vestjyske Slagterier A/S (1997), *Beretning & Regnskab 1996/97*.
- Vig, J. L. (1998), "Vi har ikke sovet i timen", *ds nyt*, No. 3, March, p. 3.
- Webster, F. E. (1992), "The changing role of marketing in the corporation", *Journal of Marketing*, Vol. 56, No. 4, pp. 1-17.
- Woolven, J. (1996), *Food Industry Forces of Change*, IGD Business Publications, Watford.
- Yin, R. K. (1994), *Case Study Research: Design and Methods*, 2nd ed., Sage Publications, Thousand Oaks, California.
- Young, L. C. and Wilkinson, I. F. (1989), "The role of trust and cooperation in marketing channels: a preliminary study", *European Journal of Marketing*, Vol. 23, No. ..., pp. 109-122.
- Zeithaml, V. A. and Bitner, M. J. (1996), *Services Marketing*, McGraw-Hill Companies, Singapore.

CRANFIELD WORKING PAPERS
List No 9, 1995

- SWP 1/95 Andy Bytheway
 "Information in the Supply Chain: Measuring Supply Chain Performance"
- SWP 2/95 John Ward & Joe Peppard
 "Reconciling the IT/Business Relationship: A Troubled Marriage in Need of Guidance"
- SWP 3/95 Kevin Daniels, Gerry Johnson, & Leslie de Chernatony
 "Collective Frames of Reference, Recognition, and Managers' Mental Models of Competition: A Test of Two Industries"
- SWP 4/95 Alison Rieple
 "Staffing as a Lever of Strategic Change - The Influence of Managerial Experience, Behaviour and Values"
- SWP 5/95 Grafton Whyte & Andy Bytheway
 "Factors Affecting Information Systems Success"
- SWP 6/95 Andy Bailey & Gerry Johnson
 "The Processes of Strategy Development"
- SWP 7/95 Valerie Bence
 "The Changing Market for Distribution: Implications for Exel Logistics"
- SWP 8/95 Valerie Bence
 "The Evolution of a Distribution Brand: The Case of Exel Logistics"
- SWP 9/95 Andy Bytheway
 "A Review of EDI Research"
- SWP 10/95 Andy Bytheway
 "A Review of Current Logistics Practice"
- SWP 11/95 Joe Peppard
 "Broadening Visions of BPR: The Imperative of Strategic Integration"
- SWP 12/95 Simon Knox & David Walker
 "Empirical Developments in the Measurement of Involvement, Brand Loyalty and their Structural Relationships in Grocery Markets"
- SWP 13/95 Ashley Braganza & Andrew Myers
 "Issues and Dilemmas Facing Public and Private Sector Organisations in the Effective Implementation of BPR"
- SWP 14/95 John Mapes
 "Compatibility and Trade-Off Between Performance and Flexibility: What's the Difference?"

SWP 15/95 Mike Sweeney & Marek Szwajczewski
 "Manufacturing Standards of Performance for Success"

SWP 16/95 Keith Thompson, Nicholas Thompson & Roy Hill
 "The Role of Attitudinal, Normative and Control Beliefs in Drink Choice Behaviour"

SWP 17/95 Andy Bytheway
 "Information Modelling for Management"

SWP 18/95 Mike Sweeney & Marek Szwajczewski
 "Manufacturing Strategy and Performance: A Study of the UK Engineering Industry"

SWP 19/95 Valerie Bence
 "St.James's Hospital and Lucas Engineering Systems Ltd - A Public/Private Sector Collaboration in BPR Project A - Elective Admissions"

SWP 20/95 Valerie Bence
 "St.James's Hospital and Lucas Engineering Systems Ltd - A Public/Private Sector Collaboration in BPR Project B - The Re-Organisation of Purchasing and Supplies"

SWP 21/95 Simon Knox & David Walker
 "New Empirical Perspectives on Brand Loyalty: Implications for Segmentation Strategy and Equity"

CRANFIELD WORKING PAPERS
List No 10, 1996

- SWP 1/96 Andy Bailey & Gerry Johnson
 "Patterns of Strategy Development"
- SWP 2/96 Simon Knox & David Walker
 "Understanding Consumer Decision Making in Grocery Markets: New Evidence from the Fishbein Model"
- SWP 3/96 Kim James, Michael Jarrett & Donna Lucas
 "Psychological Dynamics and Organisational Learning: from the Dysfunctional Organisation to the Healthy Organisation"
- SWP 4/96 Mike Sweeney & Marek Szwajczewski
 "The Search for Generic Manufacturing Strategies in the UK Engineering Industry"
- SWP 5/96 John Baker
 "Agility and Flexibility: What's the Difference?"

SWP 6/96 Stephen Adamson, Noeleen Doherty & Claire Viney
"30 Years On - What Have We Learned About Careers?"

SWP 7/96 Keith Goffin, Marek Szwejczewski & Colin New
"Supplier Base Management: An Empirical Investigation"

SWP 8/96 Keith Goffin
"Operations Management Teaching on European MBA Programmes"

SWP 9/96 Janet Price, Ashley Braganza & Oscar Weiss
"The Change Initiative Diamond: A Framework to Balance Business Process Redesign with other Change Initiatives"

**CRANFIELD WORKING PAPERS
List No 11, 1997**

SWP 1/97 Helen Peck
"Towards A Framework of Relationship Marketing: A Research Methodology"

SWP 2/97 Helen Peck
"Towards A Framework of Relationship Marketing: An Initial Case Study"

SWP 3/97 Chris Edwards & Joe Peppard
"A Critical Issue in Business Process Re-Engineering: Focusing the Initiative"

SWP 4/97 Joe Peppard and Don Fitzgerald
"The Transfer of Culturally-Grounded Management Techniques: The Case of Business Re-Engineering in Germany"

SWP 5/97 Claire Viney & Shaun Tyson
"Aligning HRM with Service Delivery"

SWP 6/97 Andy Bailey & Gerry Johnson
"Logical or Processual? Defining Incrementalism"

SWP 7/97 Keith Goffin
"Evaluating Customer Support Requirements at the Product Design Stage"

SWP 8/97 Keith Goffin, Colin New & Marek Szwejczewski
"How Innovative are UK Manufacturing Companies?"

SWP 9/97 Kim James
"Beyond Individual Stress Management Programmes: Towards an Organisational System Approach"

SWP 10/97 Mark Hambly & Richard Reeves
"The Application of Foresight in UK Research and Development"

SWP 11/97 Leslie Falkingham & Richard Reeves
"Context Analysis - A Technique For Analysing Research in a Field, Applied to Literature on The Management of R&D at the Section Level"

SWP 12/97 Ali Jawad & Richard Reeves
"Successful Acquisition of IT Systems"

SWP 13/97 Richard Reeves
"Managing Research and Development"

SWP 14/97 Leslie Falkingham & Richard Reeves
"The Four Schools of Thought in Research and Development Management and the Relationship of the Literature to Practitioners' Needs"

SWP 15/97 Val Singh
"A Qualitative Study of the Relationship between Gender and Managerial Perceptions of Engineers' Commitment: Cases from the UK and Sweden"

SWP 16/97 John Fielding
"Dividend Yields, Business Optimism and the Predictability of Long Horizon Returns in the UK"

SWP 17/97 Brenda Porter
"Audit Committees in Private and Public Sector Corporates in New Zealand: An Empirical Investigation"

SWP 18/97 Brenda Porter
"Securing Quality Audit(or)s: Attempts at Finding a Solution in the United States, United Kingdom, Canada and New Zealand"

SWP 19/97 Kim James & Michael Jarrett
"Group Regression and Team Development: Implications for the Top Team Consultant"

**CRANFIELD WORKING PAPERS
List No 12, 1998**

SWP 1/98 Zhang Lihong & Keith Goffin
"Joint Venture Manufacturing in China - Key Opportunities for Operations Management Research"

SWP 2/98 Francis Buttle
"I Heard it Through the Grapevine: Issues in Referral Marketing"

SWP 3/98 Helen Peck
"The Development and Implementation of Co-Managed Inventory Agreements in the UK Brewing Industry"

SWP 4/98 Val Singh
"Gender and Managerial Meanings of Commitment in High Tech Engineering in the UK and Sweden"

SWP 5/98 Joe Peppard
"IT in Organisations: A Framework for Analysis"

SWP 6/98 Kusum Sahdev & Susan Vinnicombe
"Downsizing and Survivor Syndrome: A Study of HR's Perception of Survivors' Responses"

SWP 7/98 Mark Jenkins & Steven Floyd
"Spinning your Wheels or Winning the Race: Knowledge, Resources and Advantage in Formula One Racing"

SWP 8/98 Francis Buttle & A.Adlaigan
"Customer Attachment: A Conceptual Model of Customer-Organisation Linkage"

SWP 9/98 Joe Peppard
"IS/IT Management in the Global Enterprise: A Framework for Strategic Alignment"

SWP 10/98 Keith Goffin & Colin New
"Customer Support and Product Innovation: Three Exploratory Case Studies"

SWP 11/98 Joe Peppard & Patrick Butler
"Consumer Purchasing on the Internet: Processes and Prospects"

SWP 12/98 Haider Ali & Sue Birley
"The Role of Trust in the Marketing Activities of Entrepreneurs Establishing New Ventures"

SWP 13/98 Joe Peppard & John Ward
"'Mind the Gap': Diagnosing the Relationship between the IT Organisation and the Rest of the Business"

- SWP 14/98 Cliff Bowman & Véronique Ambrosini
"Value Creation versus Value Capture: Towards a Coherent Definition of Value in Strategy - An Exploratory Study"

SWP 15/98 Alan Harrison
"Enablers and Inhibitors to Manufacturing Strategy"

SWP 16/98 Joe Peppard & Rob Lambert
"Whose Job is it Anyway?: Organisational IS/IT Competencies for Value Creation"

SWP 17/98 Haider Ali & Petronila Anselmo
"Women's Perceptions of their Role Portrayals in Print Adverts: A Qualitative Study"

SWP 18/98 David Partington
"Building Grounded Theories of Managerial Behaviour from Interview Data"

SWP 19/98 Keith Thompson & Yat Ling Chen
"Personal Values Underlying Women's Perceptions of Fashion Store Images"

SWP 20/98 Keith Goffin
"Customer Support Distribution Channels: Five Exploratory Case Studies"

CRANFIELD WORKING PAPERS List No 13, 1999

SWP 1/99 Haider Ali & Sue Birley
"Integrating Deductive and Inductive Approaches in a Study of New Ventures and Customer Perceived Risk"

SWP 2/99 Haider Ali & Yalçin Göl
"Brand Attitude and Image Congruence Amongst Teenagers"

SWP 3/99 Ulrich Franke
"Logistics Networks: The Future Trend in Logistics Management"

SWP 4/99 Keith Thompson, David Palmer-Barnes & Nicholas Thompson
"Personal Values and Food Choice: An Application of Means-End Analysis"

SWP 5/99 Joe Peppard
"Bridging the Gap between the IT Organisation and the Rest of the Business: Plotting a Route"

SWP 6/99 Brenda Porter
"Survey of In-House Tax Departments in United Kingdom Corporates"

SWP 7/99 Adam Lindgreen & Ian Crawford
"A Multiple, Embedded Case Study of Contemporary Practices of Relationship Marketing in the Danish-British and New Zealand-British Food Supply Chains: A Research Methodology"

SWP 8/99 Caroline Roberts
"A Review of Decision Analysis Methods for Application to Risk Based Management of Structural Assets"

SWP 9/99 Joe Peppard, Chris Edwards & Rob Lambert
"A Governance Framework for Information
Management in the Global Enterprise"

SWP 10/99 Sue Holt
"Relationship Marketing and Relationship
Managers: A Customer Value Perspective"

SWP 11/99 Adrian Payne & Sue Holt
"Diagnosing Customer Value: A Review of the
Literature and a Framework for Relationship
Value Management"

SWP 12/99 Jos van Ommeren & Chris Brewster
"The Determinants of the Number of HR Staff
in Organisations: Theory and Empirical
Evidence"

SWP 13/99 Adam Lindgreen & Ian Crawford
"A Multiple, Embedded Case Study of
Contemporary Practices of Relationship
Marketing in the Danish-British and New
Zealand-British Food Supply Chains:
Preliminary Findings from the Danish-British
Food Supply Chain"