

**THE EFFECT OF RELATIONSHIP MARKETING AND  
ORGANISATIONAL PERFORMANCE. A CASE STUDY OF  
BRARUDI COMPANY BURUNDI**

**BY**

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF ECONOMICS AND  
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## DECLARATION

I, Nkunzimana Yvette, declare that the material in this book has been done entirely by my effort and has not been presented elsewhere for any academic qualifications.

Sign:



Nkunzimana Yvette

DATE: 29<sup>th</sup> November 2012

## APPROVAL

This is to certify that this dissertation has been under my supervision and is ready for submission.

Signature.....

**BARASA HENRY**

**SUPERVISOR**

DATE: 

### **DEDICATION**

This is dedicated to my parents who did contribute too much NKUNZIMANA DOMITIEN and NINDORERA MARIE and my sisters Jocelyne, Josephine jones, Josette and Louise for their unifying support both financially and morally. Lastly to my friends: for advice they injected in me while pursuing this course. I honor them all.

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God bless you all.

As the saying goes” life is like a dark forest but sometimes go” (Vaughan 2005), I am indeed humbled by the hectic and stressful life witnessed over the past years.

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## **ABSTRACT**

The purpose of the study was to investigate the effect of relationship marketing and organizational performance. a case study of Brarudi company Burundi. The study was guided by the following objectives, To examine the nature and the concept relationship marketing, to identify the importance of relationship marketing in the performance of an organization, to examine the effect of relationship marketing on organizational performance. The study employed descriptive research design in its methodology and the study findings included that According to the study findings, the key informants revealed that the Selling concept: this argued that customers, if left alone would ordinary patronize insurance services. As such, insurance must undertake aggressive selling and promotion efforts. Characteristically insurance which apply this approach, concentrate on selling what they can offer, rather than offer what they can sell.

Further findings reveal that companies can increase revenue by if they retain their customers; Regardless of how effective customer retention efforts are, some relationships will inevitably break down. For various reasons, certain customers will suspend their relationship with the company and the business. It was urged that Organizations today have no option but to change and evolve. The change has to do with every aspect of business and not limited to any one aspect of its business.

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter introduces the introduction, background of the study, statement of the problem, purpose of the study, research objectives and research questions, significance of the study and organization of the research proposal.

#### **1.0 Background to the study**

Every organization competing in an industry has a competitive strategy whether explicit or implicit. This strategy may have been originated explicitly or implicitly through a well articulated planning process or it may have been developed implicitly through the activities of the various functional arms of the organization (Achumba, 2000:18). The need for marketing in financial industry cannot be overemphasized. Insurance today is about marketing. The most critical role of marketing in financial institutions is to blend the element of the marketing mix optionally in coherent form in which it can be used to further the realization of the institution's marketing objectives this is in the form of marketing strategy. However, crave for development and marketing in the financial industry has thrown up a basic problem. A careful examination of the study of current insurance service in the market reveals the fact that insurance companies try to employ strategies in making their services get to the customers but It appears the insurance continuously use the selling concepts, which focuses on the services rather than the prospects. The effective communication of products or services benefits is also a weak area of marketing management in the financial industry.

The end result therefore is the low level of awareness and poor quality products, which give rise to poor and low purchase of the insurance products. Marketing as applied to insurance is to identify present and future markets for service; selected which markets to serve and identify customer's needs within them; setting long and short term goals for the progress of existing and new services and managing the profit, and controlling success in doing so. Achumba (2000:24) posits that the extent of success of an organization to a large extent depends upon how well it formulates its policy and strategy in the light of its changing environment.

Nagasimha (2005:37) framed the significance of marketing strategy in his comment "business is like war in one respect, if its grand strategy is correct any number of tactical errors can be made and yet the enterprises prove successful". Relationship marketing is a strategy to identify and establish; maintain to enhance relationship with customers and other stakeholders, at a profit so that the objectives of all parties involved are met.

Relationship marketing is based on the idea that the happier a customer is with a relationship, then the greater the likelihood that they will stay with an organization. Further to the above, for an insurance to go beyond its advertised interest in satisfying the customers into building effective relationships, they must know and understand the customer so well that the service fits him and sells itself. Fundamentally, building a relationship is about understanding the customer, so well that selling becomes superfluous. There are sound financial reasons for the growth of popularity of relationship marketing: research has shown that the cost of attracting a new customer is estimated to be five times the cost of keeping a current customer happy (Jackson1985:23).

Relationship marketing is consider a true balance between "giving and getting" as a key benefit to encourage an active role and is conducive in delivering two- way value, where loyalty is based on trust and partnership, will prove to be one of the most significant policies to be pursued in development and sustenance of competitive advantage (Ismail, Sh. T. 2009, Gronroos, Ch. 1994).

Relationship marketing usually results in strong economic, technical and social ties among the stakeholders parties thereby reducing their transactions costs and increasing exchange efficiencies included in relationship marketing which are not only buyers / sellers exchanges but also business partnerships, strategic alliances, and cooperative marketing networks. The relationship typically involves seller- customer exchange, but it could involve any stakeholder's relationship (Morgan and (Kotler and Armstrong, 2008)

Marketing as a distinct discipline was born out of economics around the beginning of this century. As the discipline gained momentum, and developed through the first three quarters of the twentieth century, the primary focus was on transactions and exchanges. However, the

development of marketing as a field of study and practice is undergoing reconceptualization in its orientation from transactions to relationships. The emphasis on relationships as opposed to transaction based exchanges is very likely to redefine the domain of marketing. All relationship marketing activities are ultimately evaluated in the basis of company's overall profitability as a key relationship marketing outcomes: customer loyalty and positive customer word -of -mouth communication (Thurau, Th, He, et, al. 2002).

### **1.1 Statement of the problem**

Relationship marketing has become a buzz word in marketing management practice and theory (Palmatier et al. 2006). Relationship marketing may be defined as the alignment of business processes with a customer strategy that increases customer loyalty and profits over time. The challenge then becomes implementing relationship marketing with absolute measures to guarantee customer classification and monitoring the return on customized offers to the market. Even though literature has shown that relationship marketing leads to performance, in practice firms struggle to adapt models to their business contexts. Firms look for ways to make accountable all marketing relationship strategy. In relationship marketing, the firm cannot Plan, implement, and monitor market and it's predetermine a set of marketing variables, most customers no longer want to remain anonymous and want individual treatment and they are becoming more sophisticated, more and more markets are maturing. Moreover, customers do not want to spend too throughout the organization, and this is true for a growing much time getting their problems resolved.

### **1.2. Purpose of the study**

The purpose of the study was to establish the effect of relationship marketing on organizational performance.

### **1.3 Research Objectives**

- i. To examine the nature and the concept relationship marketing
- ii. To identify the importance of relationship marketing in the performance of an organization

- iii. To examine the effect of relationship marketing on organizational performance

#### **1.4 Research questions**

- 1) What is the nature and concept of relationship marketing in practice of organizational performance?
- 2) To what extent is the term of Relational Benefits (confidence benefits, social benefits, and special treatment benefits) adopted by top management and its importance on Relationship marketing Outcomes?
- 3) To what extent is the term relationship marketing adopted by top management and its effect on Relationship marketing Outcomes?

#### **1.5. O Scope of the study**

##### **1.5.1 Subject scope**

The subject scope of the study was to establish the effect of relationship marketing on organizational performance.

##### **1.5.2 Time scope**

The study covered a period of five years beginning from 2008-2012

##### **1.5.3 Geographical scope**

The study was carried out in Brarudi Main branch located in Bujumbura city, Burundi

##### **1.5.4 Significant of the Study**

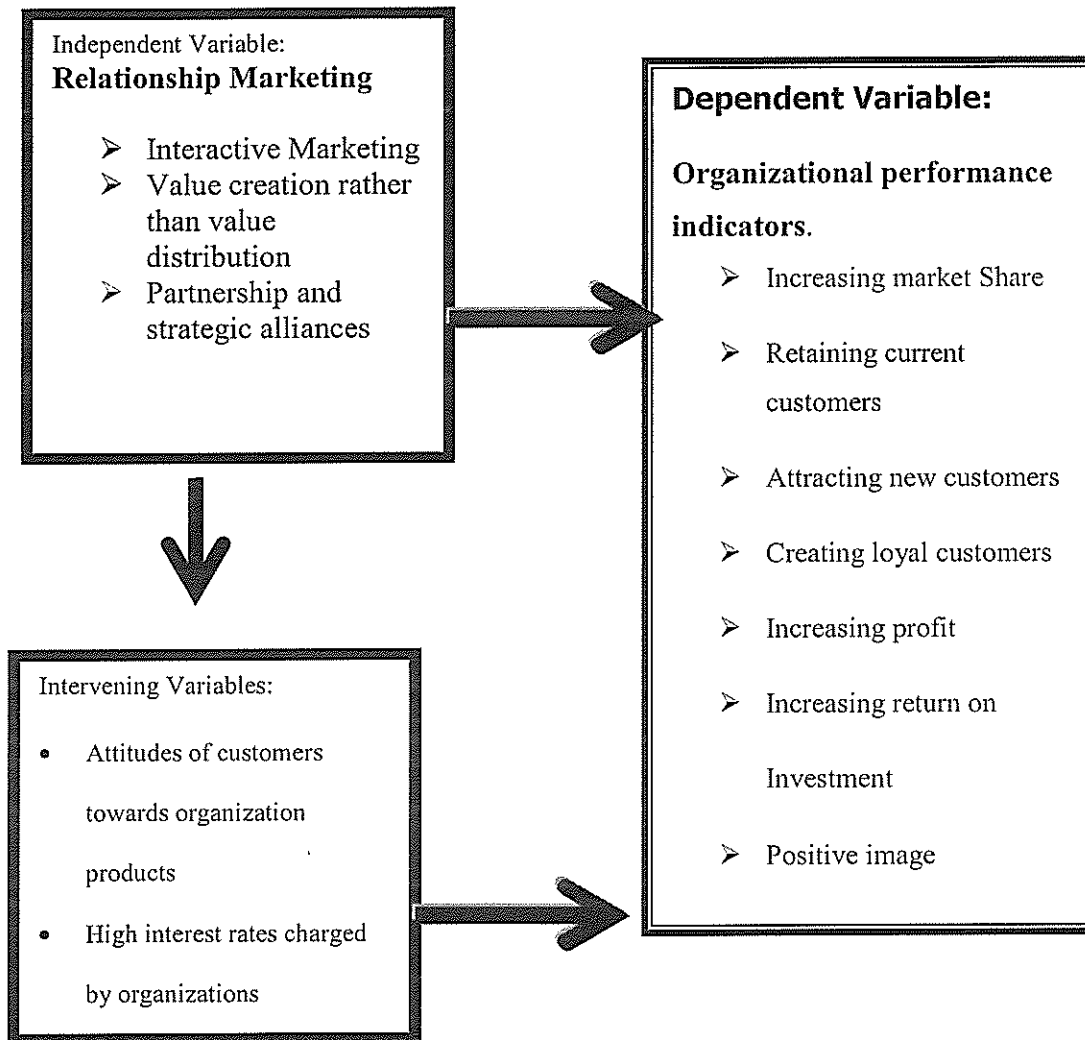
The study was useful in the following ways.

The study is the academic requirement lending to the award of bachelors degree of Business Administration of Kampala International University.

The finding of this study may be added to the library, hence adding knowledge to the existing one in the library.

The study may help management of these institutions on the best way to improve their services delivery.

## 1.6 Conceptual framework



The figure above illustrates the underlying logic relationship marketing and its multiple benefits to the firm. You realized customer and retention when customers are satisfied with the quality of the services provided by the firm. The firm in return will realize increased profits, Increasing market Share, Retaining current customers, attracting new customers, creating loyal customers, increasing profit, Increasing return on Investment and Positive image and hence organizational growth and development and this will overall lead to the success of the organization.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents a review of existing literature relevant to the effect of relationship marketing and organizational performance. A case study of Brarudi Bujumbura city, Burundi. It will be based on the assessment of various scholars, writers and researchers who have studied this problem before and analyze the accuracy and their appropriateness of their findings as well as assessing the applicability of their conclusions and recommendations.

#### **2.1 Nature and Concept of Relationship Marketing Practice**

The current conceptualization of relationship marketing migrated from organizational behaviour and industrial marketing where interdependence between firms has been the foundation of successful business-to-business alliances. Relationship market has been a major shift in marketing theory and practice. A despite growing volume of literature in support of relationship buildings and espoused stories by its proponents, relationship marketing seem to mean different things to different writers and different practitioner (Duff, 1998:19 and Harker, 1999:12).

Depending on the individual, building customer relationship can imply something about independencies or mutual interests, personalized treatment, interpersonal reports, targeted “one to one” communication, after sales services, customer satisfaction, works of month, or doing something in long term to name a few. Levitt (1997:28) succinctly explained relationship management in the following words: “relationship between a seller and a buyer seldom ends when the sales are made. In a great and increasing proportion of transactions, the relationship actually intensifies subsequent to the sales. This becomes critical factors in the buyer’s choice of the seller next time around. The sale merely consummates the courtship. The marriage begins. How good the marriage is depends on how well the relationship is managed by the seller”. Gordon (1996:19) emphasized that relationship marketing entails the following:

- i. Focus on customer retention
- ii. Quality set by all
- iii. Oriented product benefits
- iv. Long time scale

- v. High customer service
- vi. High customer commitment
- vii. High customer contract

Garbarins and Johnson (1999:24) view relationship marketing practice as a relationship involvement where the customers use the truth and commitment as the mediator for determining future activities with selling firm. According to them, many organizations perceived that the best initial approach toward relationship marketing is investing in compliant handling procedures to demonstrate customers' commitment resulting in customer loyalty. Geysken (1998:13) emphasized that the practices of relationship marketing are centered on nothing more than good communications which are simply taken in expanded form beyond the essential description of features and benefits to seeking out a greater understanding of each prospective customer. The resulting objective is to change customer behaviour so that loyalty replaces the threat of detection of ever increasing hurdles of competitive products and service (Roa and Perry, 2002:24).

## **2.2 Relevance of Relationship Marketing Practices**

Despite the emergence of relationship marketing as a new marketing idea for many firms and insurance in the western countries, there is no general accepted position about its relevance on the practice of marketing. Authors like Davis (1997:10) argued that it is merely a new tactic added to marketing activities, or a strategic focus shift (li et al, 1997:18), or even a paradigm shift or a view that overturn most previous marketing thinking (Gronros, 1996:16; Sheth and Pravatiya, (1995:7). Plamer (1997:21) further noted that the world of marketing used to be based on relationship before mass marketing made, different but recent advances in information technology may permit a return to a marketing world relationship.

Wright, (1996:8) opined that for insurance to go beyond their advertised interest in satisfying the consumer into building effective relationship, they must know and understand the consumer so well that the service fits him and sells itself. Secondly, the insurance must be customer-oriented. Thirdly, corporate government in insurance must appreciate the place of coordinated marketing in the scheme of things. The fourth principle is that of profitability.

### **2.3.0 Insurance Relationship Marketing Practices.**

#### **Conceptual Framework.**

There are four competing concepts under which insurance conduct their relationship activities (Kotler, 2003:14).it includes production concept, product concept, selling concept and the marketing concept; we shall examine them in turn. Production concept: first is the “production concept”. This holds that clients will favour financial services that are widely available and low in cost. Insurance with this philosophy concentrate on achieving operational efficiency and distribution network, assuming that customers are primarily interested in service availability and low rate. Product concept: this holds that clients will favour high quality financial services insurance which favour this philosophy focus on high quality offering and try to improve them overtime.

**Selling concept:** this argued that customers, if left alone would ordinary patronize insurance services. As such, insurance must undertake aggressive selling and promotion efforts. Characteristically insurance which apply this approach, concentrate on selling what they can offer, rather than offer what they can sell.

**Marketing concept:** this arose to challenge the previous concepts. It holds that the key achieving the insurance goals lie in determining the needs and wants of targets markets and delivering the desire satisfaction more effectively and efficiently than competitors. In essence, the marketing concept is aimed at generating customer satisfaction as the key to satisfying business. (Caruana and Calleya 1998 ;)

#### **2.3.1 Internal Marketing**

Meager empirical research on internal marketing has focused on outcomes at the employee level. These include job satisfaction (e.g., Ahmed, Rafiq, and Saad 2003; Hwang and Chi 2005), work motivation and organizational commitment Few studies have explicitly examined customer-related outcome of internal marketing, such as service quality (e.g., Bell and Menguc 2002; Bell, Menguc, and Stefani 2004). Previous research on internal marketing, both conceptual and empirical, concurs on three important themes. First, it is crucial that employees are “well-attuned to the mission, goals, strategies, and systems of the company” (Gummeson 1987, p. 24). Second, internal marketing builds on the formation of a corporate identity or collective mind (Ahmed and Rafiq 2002). Third, internal marketing must go beyond short-term marketing

training programs and evolve into a management philosophy that requires multilevel management to continuously encourage and enhance employees' understanding of their roles and organizations (Berry, Hensel, and Burke 1976).

### **2.3.2 Relationship Marketing Outcomes**

All relationship marketing activities are ultimately evaluated on the basis of the company's overall profitability. However, as a firm's profitability is influenced by a number of variables largely independent of relationship marketing activities, it seems appropriate to conceptualize relationship marketing outcomes on a more concrete level when investigating possible antecedents. Two constructs are referred to in the marketing literature as key relationship marketing outcomes: customer loyalty and (positive) customer word-of-mouth communication. Customer loyalty, as we conceptualize it, focuses on a customer's repeat purchase behavior that is triggered by a marketer's activities. Evolving out of, and contradictory to, early definitions that were solely behavioral, customer loyalty today is usually viewed as comprising both behavioral and attitudinal components (Day 1969; Jacoby and Kyner 1973).

Loyalty is a primary goal of relationship marketing and sometimes even equated with the relationship marketing concept itself (Sheth, 1996). The connection between loyalty and profitability has been the focus of both theoretical and empirical studies (Oliver 1999; Payne and Rickard 1997; Reichheld and Sasser 1990). This body of research has found customer loyalty to positively influence profitability through cost reduction effects and increased revenues per customer (Berry, 1995). With regard to cost reduction effects, it is widely reported that retaining loyal customers is less cost intensive than gaining new ones and that expenses for customer care decrease during later phases of the relationship life cycle due to the growing expertise of experienced customers. Customer loyalty is also reported to contribute to increased revenues along the relationship life cycle because of cross-selling activities and increased customer penetration rates (Dwyer, Schurr, and Oh 1987). Positive word-of-mouth communication, defined as all informal communications between a customer and others.

### 2.3.3. Interactive Marketing

Interactive marketing refers to buyers- seller communications in which the consumer controls the amount and type of information received from a marketer. Interactive techniques have been used for more than a decade; point-of-sales brochures and coupon dispensers are a simple form of interactive advertising. Today, however, the term also includes two-way electronic communication using a variety of media such as the internet, CD-ROMS, and virtual reality kiosks (Boone and Kurtz, 2007).

Interactive marketing frees communication between marketers and their customers from the limits of the traditional, linear, one way message to passive customers using broadcast or print ads. Now customers come to companies for information, creating opportunities for one-to-one marketing. For example, each customer who visits a Web site has a different experience, based on the pathway of links he or she chooses to follow. These electronic conversations establish innovative relationships between users and the technology, providing customized information based on users interests and levels of understanding. People gain access to chosen programs and services via their personal computers and telephones, and they can purchase products not only from stores but also via television or the internet. (Miller, et, al. 2002).

The study of Varey and Ballantyne (2005), titled 'Relationship marketing and the challenge of dialogical interaction', the authors make the distinction between three types of interaction, informational, communicational and dialogical, and argue that dialogical communication between marketers and stakeholders is necessary for an organization to be an 'innovative social and economic contributor'. The authors explain that dialogical interaction refers to an 'extended conversation among two or more people' - in essence the basis for a relationship that involves both parties learning together. Yet in today's high tech world where managers are removed from any contact with their customers, the way such dialogues can occur are much different from the approaches used in traditional markets where the seller of a product interacts directly with the customer. Therefore, it is argued, managers need to make an effort to develop dialogical inquiry which can inform them and allow them to reflect on their past behaviors and consequences. This believes will lead to a greater understanding of each participant's point of view and lead to the establishment of further and deeper relationships.

## **2.4 Buyer-Seller Relationship**

Relationship marketing depend on the development of close ties between the buyer, whether an individual or company and seller. This tie considers as the core elements of the buyer-seller relationship; the three promises that form the basis of relationship marketing and the four dimensions of relationship marketing model (Boone & Kurtz, 2007, Gronroos, Ch. 1994).).

Relationships MKG is based on promises from organizations that go beyond obvious assurance that potential customer expect. Asset of promises- outside the organization, within the organization and between buyers and sellers interaction- determine whether a marketing encounter will be positive or negative buyer-seller relationship.

Relationship marketing has seen a number of developments since the early work of Christopher M. et al. (2002), most notably the development of terms and processes that have been used to demonstrate the adoption of the new paradigm. It is the automation of processes that has driven practitioners with 'Customer Relationship Management Programs' that enable data collection, analysis and communication of tailored messages to the most promising prospects as the focus of activity.

### **2.4.1 Making Promises**

Most firms makes promises to potential customers through external marketing, directs toward customers, suppliers, and other parties outside the organization. The promises communicate what a customer can expect from the firm's goods and service. The promises must be both realistic and consistent with one another. A firm that makes unrealistic promises cans a disappointed customer who may not buy the good or service again, (Zeithmal, V. et al. 2006, Boone and Kurtz, 2007),)

### **2.4.2 Enabling Promises**

A company can follow through on its promises to potential customers through external marketing only if it enables these promises through internal marketing. Internal marketing includes recruiting talented employees and providing them with tools, training, and motivation they need to do their job effectively (Boone and Kurtz, 2007).

### **2.4.3. Keeping Promises**

Every customer interaction with a business reaches the moment of truth when a good or service is provided to the customer. Buyer-seller relationship following external and internal marketing, defines the point at which a company keeps its promises (Zeithmal, V. et al. 2006)

## **2.5. Dimensions of Relationship Marketing**

Clearly, making, enabling, and keeping promises are crucial parts of relationship marketing process, but developing relationships require more than promises. All relationships depend on the development of emotional links between the parties. There are four key dimensions of relationship marketing: bonding, empathy, reciprocity, trust and tangibility (Chris and Graham, 2007).

### **2.5.1 Bonding**

Two parties must bond together in order to develop a long- strong relationship. Stronger bonds increase each party's commitment to the relationship (Jobber and Fahy, 2006)

### **2.5.2 Trust**

Trust is ultimately the glue that holds a relationship together over the long haul. Trust reflects the extent of one party's confidence in another party's integrity. When parties follow through on commitments, they enhance trust and strengthen relationships. Stronger trust leads to more cooperation between parties in a relationship (Chris and Graham, 2007)

### **2.5.3 Creating Value**

Marketing has progressed from a simplistic focus on "giving the customer what they want to a pan company orientation in which the specific capabilities of the business are focused around creating and delivering customer value to the target market segment. A Key role of marketing in this new framework is to determine what value proposition to create and deliver to which customer. (Zeithaml V. et al. 2006).

## **2.6. Purpose of Relationship Marketing**

Relationship marketing attempts to involve and integrate customers, suppliers and other infrastructural partners into a firm's developmental and marketing activities such involvement results in close interactive relationships with suppliers, customers or other value chain partners of the firm. Interactive relationships between marketing actors are inherent as compared to the arm's length relationships implied under the transactional orientation. This emphasizes cooperation rather than competition and consequent conflict among the marketing actors. Thus, development of relationship marketing points to a significant shift in the axioms of marketing competition and conflict to mutual cooperation. (Peck, H. et al. 2000)

## **2.7. Customer Loyalty**

The relationship marketing ladder of loyalty, most companies direct the greater part of their marketing activity at winning new customers. But while businesses need new customers, they must also ensure that they are directing enough of their marketing effort at existing customers. So we can describe relationship marketing as a ladder-hierarchy of loyalty (Christopher M. et al. 2002). Loyal customers (moving from new customers to regular purchasers then to loyal supporter.

In 1994 Gummesson defined relationship marketing as “a process, a chain of activities. It represents a holistic attitude to marketing” and thus reflected the shift from transactional aspects of doing business with a customer to relational aspects. The development of these relational aspects indicates the importance attached to the duration of the relationship, i.e. the longer the relationship lasts, the more profitable it becomes. To manage a relationship successfully over time necessitates proficiency in terms of process management, i.e. organizing your company in an efficient manner so that the customer's needs and wants can be satisfied in an effective way over time. Thus process management should offer the possibility of moving a transactional customer up the loyalty ladder (Payne, A., et al, 1997) to become a repeat buyer i.e. a loyal customer. There is a plethora of tools to aid loyalty management. Reicheld, (1994), refers to measurement systems, customer targeting based on lifetime value, and defection analysis and value proposition renewal. Payne, et, al. (1997) emphasize the importance of measuring, arguing that what gets measured, or lends itself to measurement, is likely to be implemented.



Darryn, M. et al. (2006), mapping the re-engagement of CRM with relationship marketing, they aims to reframe and enhance the relationship marketing literature through advocating an emphasis on process and a renewed commitment to social and informational exchanges. It takes as its starting-point the recognition that customers exist in complex dynamic systems in which they enact multiple roles.

However, current implementations of customer relationship management (CRM) typically only view customers through a single lens (as customers) that denies firms a holistic view of those with whom they interact. Moreover, CRM systems typically embed and script actions (i.e. call centre options, offers driven by cross-selling and segmentation) rather than enabling rich communication and facilitating appropriate responses that emerge from that communication (Gronroos, Ch. 1994). It is argued here that, as a consequence, both parties to a relationship need to negotiate the nature of systems that connect them, because those systems, in part, determine the content of relationship exchanges.

Bejou and Palmer (2005) make a concerted attempt to stretch our thinking about the future direction relationship marketing can take more than a decade on from the early writings. The content is based on a colloquium in relationship marketing held at Cheltenham, UK and the manuscript is co published simultaneously as volume four of the Journal of Relationship Marketing. A set of six papers cover the topics of communication, justice theory, word-of-mouth, organizational theory, CRM implementation and verbal behavior in negotiations. A seventh paper by the editors introduces the issues addressed by the papers. Combined they present alternative approaches to thinking about an organization's relationship with its customers or stakeholders that can guide future research in relationship marketing.

Woratschek and Horbel (2005) play devil's advocate by asking why we should bother trying to satisfy variety seekers given that they are unlikely to become loyal customers. They use the example of a tourist destination that has low repeat custom because it attracts passing tourists rather than having a base of local residents. This situation is common for many tourist destinations and could also apply to irregularly purchased products and services as well. They present reports a link between customer satisfaction and the level of word of mouth

recommendation by visitors, indicating that a satisfied infrequent visitor will deliver business through word of mouth communications (Thurau, Th, He, et, al. 2002). These findings challenge managers' approaches to viewing variety-seeking behavior and a number of practical recommendations are made by the authors.

## **2.8. Partnership and strategic alliances**

Partnering with others, more companies today are partnering with other members of the supply chain to improve the performance of the customer value-delivery network. For example, Toyota knows the importance of building close relationships with its suppliers. In fact, it even includes the phrase "achieve supplier satisfaction" in its mission statement. Suppliers' satisfaction means that they can rely on suppliers to help it to improve its own quality, reduce cost, and develop new products quickly (Christopher M. et al. 2002).

Another form of Partnership and strategic alliances are the "suppliers" and "alliance" markets they both need to be viewed as a partnership—they can make to the establishment of a successful Relationship marketing strategy. In the mid-1980s, the Austin Rover car manufacturing company had well over 1000 suppliers with whom it had arm's-length, often adversarial, relationships. Ten years later a transformed company now called the Rover group, had fewer than 500 preferred suppliers with whom it had the closest possible relationships (Peck H. et al. 2000).

The study of Leo Y. M. et al. (2002), concludes that there is a positive association between Relationship marketing orientation (RMO) and business performance, a valid measure of RMO has not yet been proposed and systematic analysis of its effect on business performance has thus far not been possible.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter explains how the researcher carried out research. It highlights on the research design that was used, sample selection and size, methods of data collection, the target population, data presentations and analysis as well as limitations to the study and solutions to such limitations.

#### **3.2 Research Design**

The researcher used cross-sectional survey design since it was a case study of Brarudi Company. This study adopted both qualitative and quantitative approaches. This is because the nature of the data collected was both numerical and descriptive in nature. Amin (2005) exemplifies that qualitative designs help in giving detailed information while quantitative designs involves the collection of numerical data in order to give facts on a given phenomena, data analysis being mainly descriptive. Quantitative design has an advantage of providing numbers and presenting findings using charts and tables.

#### **3.3 Target population of the study**

The study population constituted 280 employees of company at both management and operations level. Respondents were selected from the 9 departments of Brarudi Company. The departments of Brarudi Company were Managing Director with 5, Corporate Services 5, Planning & Investments 41, Information and Communication Technology 17, Finance, Accounts & Sales 29, Internal Audit 16, Projects Implementation 75, Operations and Maintenance 80 and Human Resource and Administration with 12.

#### **3.4 Sample Size and Sampling Procedures**

A sample is a collection of some (a subset) elements of population (Amin 2005). A sample of 165 respondents was selected. It was carefully selected using Krejcie and Morgan table of 1970 of sample size selection. After using Krejcie and Morgan sample selection table, individual elements were selected using purposive or simple random sampling methods. Table 1 below

shows the sample size estimates as 165 which were selected from the population of Brarudi Company which is 280.

**Table 1: Determining accessible population and Sample Size**

Departments	Population	Sample	Sampling technique
Managing Director	5	3	Purposive
Corporate Services	15	9	Purposive
Internal Audit	16	8	Purposive
Information & Communication Technology	7	7	Purposive
Finance, Accounts & Sales	29	10	Simple random
Planning & Investments	41	15	Simple random
Operations & Maintenance	80	25	Simple random
Projects Implementation	75	13	Simple random
Human resource & Administration	12	10	Simple random
Total	280	100	

**Source: adapted from Krejcie & Morgan, (1970) and modified by the researcher**

### 3.5.0 Research Instruments

#### 3.5.1 Questionnaires

The researcher used questionnaires, which were self administrated to the members of Brarudi Company in Bujumbura to get quantitative data and interviews were used to get qualitative data.

#### 3.5.2 Interviews

Personal interviews were used to collect data from the key informants. This was conducted to the specialist persons with information on the variables. This method is preferred as it gives an opportunity to probe the respondents on the assessment of microfinance institutions on poverty reduction. Some of the questions that were asked in the questionnaires were also asked in the interview guide. This enabled the researcher to triangulate the data collected. This guide facilitated the collection of both qualitative and quantitative primary data. (Admati & Pfleider, 1988; De Long et al, 1990; He & Wang, 1995)

### **3.5.3 Sources and collection methods**

The sources of data were from primary data sources, which was checked from Brarudi Company located in Bujumbura city

### **3.5.4 Primary data**

The data was collected from interviews on members of Brarudi Company located in Bujumbura city

### **3.5.4 Measurement of variables**

Variables for quantitative data will be measured in form of numbers using Likert Scale. The numbers in a Likert was ordered such that they indicate the presence or absence of the characteristic being measured (Mugenda & Mugenda, 2008) while under qualitative data, codes or labels were assigned to emerging themes. This information was obtained from both companies and literature from available authors.

### **3.6 Data analysis**

The researcher used the following steps in data analysis in order to interpreter the collected data. Data was analyzed using the computer program referred to as the special package for social scientists, version 11.0 this programme accepts questionnaire items as variables. Accordingly, each item in the questionnaire was defined as variable and given a label. Since each item has a likert scale of response options, coding was to transform the options into the numerical language that special package for social scientists accepts in its data entry sheets as value labels.

A five likert scale was used to assign codes response options nor disagree, agree and strongly agree) ranging from (1", 2",3",4", and 5") respectively.

Data was entered in the programme for each item; a response option selected by a respondent was entered in the data entry sheets of the programme using the assigned codes.

Thereafter, appropriate analysis tools, options and commands of the programmes were applied to produce the desired results. Depending on the results required, the specific methods was used to analyze the data using the descriptive, data reduction, correlation and regression.

**Editing:** the researcher edited the correctness of the questionnaires after collecting information from the field.

**Tabulation:** this involved the use of statistic indicators that involved the use of frequency tables to show the occurrence of respondents and their varying views while percentages were used to show the percentage of respondents in different areas of study.

### **3.7 Limitations of the study and solutions to the limitations**

The research characterized by uneasy access to research materials and as a solution efforts were made to ensure that at least data was available within the reach of the researcher by working hard day and night to ensure that she has access to the data needed.

Insufficiency of funds to carry out the study for example transport costs, subscription to public libraries, internet cafes so as to access the information needed.

Inadequate time to fully exhaust the available avenue of interest. However, the researcher tried to work within the limits of the budget to make the study.

The researcher anticipated limited response especially from privatized company owners because these operate in a competitive business environment and there are very many sensitive issues about creation of jobs and company records. However the researcher convinced the respondents by showing them the letter of information from the school. Besides that she tried to convince them that the research is meant for academic purpose only.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

#### **4.0 Introduction**

In this chapter, data regarding the effects of the effect of relationship marketing and organizational performance in Brarudi Company Burundi has been presented, analyzed and discussed. The presentation is arranged in line with the specific objectives that guided the study, including;

- i. To examine the nature and the concept relationship marketing
- ii. To identify the importance of relationship marketing in the performance of an organization
- iii. To examine the effect of relationship marketing on organizational performance

However, the background characteristics of respondents are presented first to provide a clear picture of the nature of people that participated in the study.

#### **4.1 Background Characteristics of respondents**

Information about background characteristics of respondents in Bujumbura, Burundi is presented in this section. It includes; gender, age, marital status, education level and, length of period that employees had been employed in the organization.

##### **4.1.2 Age of the respondents**

Respondents were asked questions related to their age and the results are shown in the table below:

**Table 2 Age distribution of respondent**

Age group	Frequency	Percentage
Below 25	10	10%
25 - 29	20	20%
30 – 39	18	18%
40 – 49	30	30%
50 – above	22	22%
<b>TOTAL</b>	<b>100</b>	<b>100</b>

*Source: Field study 2012*

Table 2 above shows that 10% of the respondents were below 25 years, 20% were between 25-29 years of age, 18% were between 30-39 years of age, 30% were between 40-49 years and 22% were above 50 years of age. This means that majority of the respondents are between 40-49 years of age followed by those above the age of 50.

#### **4.1.3 Sex of the respondents**

Sex was also another factor which was considered during the study. This is because the researcher was interested in finding out the number of females and males in the whole of the population, and compares the percentage composition of the two.

**Table 3 Sex of the respondents**

Sex	Frequency	Percentage
Female	40	40%
Male	60	60%
<b>Total</b>	<b>100</b>	<b>100%</b>

*Source: Field study 2012*

Table 3 above shows the sex of the respondents and it was found that 40% of the respondents were females and 60% were males. This therefore means that the majority of the respondents are male and the male dominate the enterprises with over 60%.



#### 4.1.4 Marital Status of the respondents

Another variable which was important in respect to the situation of the people in the area was marital status. Information regarding marital status of the respondents was obtained by asking them whether they were married, single, widowed or widowers.

**Table 4 Marital status of the respondents**

Marital Status	Frequency	Percentage
Married	50	50
Single	30	30
Divorced	15	15
Widower	5	5
Total	100	100

*Source: Field study 2012*

Table 4 above shows that 50% of the respondents were married, 30% were single, 15% were divorced and 5% were widowers. This means that majority of the respondents were married people followed by singles.

#### 4.1.4 Educational status of the respondents

Respondents were asked questions related to their educational status and their responses are shown in the table below;

**Table 5: Educational level of the respondents**

Education levels	Frequency	Percentage
Uneducated	20	20
Secondary	25	25
University	25	25
Primary	30	30
Total	100	100

*Source: Field study 2012*

From the above table, 20% of the respondents were uneducated, 25% secondary, 25% university and 30%primary. This means that there was equal distribution of respondents who reached both primary secondary and university while the majority of the respondents reached primary level.

#### 4.2 The nature and concept of relationship marketing

**Table 6 showing the nature and concept of relationship market**

Response	Frequency	Percentage
Migrated from organizational behavior and industrial marketing	28	28
Building customer relationship can imply something about independencies or mutual interests	32	32
Relationship marketing practice as a relationship involvement	40	40
<b>Total</b>	<b>100</b>	<b>100</b>

*Source: Field work study 2012*

From the above table, 28% of the respondents suggested that relationship marketing migrated from organizational behavior and industrial marketing where interdependence between firms has been the foundation of successful business-to-business alliances.

Furthermore, 32% of the respondents urged that customer relationship can imply something about independencies or mutual interests, after sales services, customer satisfaction, works of month, or doing something in long term to name a few. This means that relationship between a seller and a buyer seldom ends when the sales are made. In a great and increasing proportion of transactions, the relationship actually intensifies subsequent to the sales. This becomes critical factors in the buyer's choice of the seller next time around.

It was further reported 40% Of the respondents that relationship marketing practice as a relationship involvement where the customers use the truth and commitment as the mediator for determining future activities with selling firm. According to them, many organizations perceived that the best initial approach toward relationship marketing is investing in compliant handling procedures to demonstrate customers' commitment resulting in customer loyalty.

### 4.3 Importance of relationship marketing

**Table 7. Showing importance of relationship marketing**

Response	Frequency	Percentage
Increase revenue	30	30
Restore broken relationships and win back business.	48	48
changing economies and business	22	22
<b>Total</b>	<b>100</b>	<b>100</b>

*Source: Field study 2012*

According to the above table, 30% of the respondents reported that companies can increase revenue by if they retain their customers; furthermore, 48% reported that Regardless of how effective customer retention efforts are, some relationships will inevitably break down. For various reasons, certain customers will suspend their relationship with the company and the business. This according to the researcher, these relationships aren't lost and you can win back these once-valuable customers. Often times, repairing a broken relationship is more efficient than trying to build one from scratch.

Furthermore, 22% suggested that the recent trend seen in the Organizations across the world is that they are faced with changing times and the changing economies and business is forcing them to change themselves too. It was urged that Organizations today have no option but to change and evolve. The change has to do with every aspect of business and not limited to any one aspect of its business.

### 4.4 The effect of relationship marketing on organizational performance

**Table 8. Showing the effect of relationship marketing on organizational performance**

Response	Frequency	Percentage
Retain the customer for a long term	10	10
Achieve certain competitive edge	32	32
Customers and companies can achieve mutual benefits	58	58
<b>Total</b>	<b>100</b>	<b>100</b>

*Source: Field study 2012*

From the above table, it was reported by the biggest percentage of respondents of 58 that Today's marketplace demands to achieve certain competitive edge. Therefore, companies are emphasizing more and more on relationship marketing to create a bond with their customers. Relationship marketing is becoming an integral part of marketing strategy and thus contributing towards acquiring strong competitive advantage. Hence, repeat purchase is increasing, thus benefiting both parties.

This was followed by 32% of the respondents who reported that Developing relationships in the market are not very simple, customers and companies can achieve mutual benefits if they do so .An unsatisfied customer was switched to another company and relationship tactics were applied to avoid these behaviors. An effective and customer oriented relationship strategy may help companies to retain customers for a long time .it was further urged that In the telecommunication industry, firms are forced to perform their best to maximize customer satisfaction. In this scenario, relationship marketing plays an important role in satisfying their customers.

Furthermore, 10% of the respondents reported that, in this competitive business environment, sellers are not only concerned about providing quality products or services but their major concern is to retain the customer for a long term and profitable relationship. This according to researcher means that Due to this intense competition in the market, they need to interact with their customer by looking beyond the traditional strategy of marketing mix.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the conclusions and recommendations drawn from the findings. This study examined the effect of relationship marketing and organizational performance. A case study of Brarudi Company Burundi.. In the process, it followed up the concept of relationship marketing, importance and effects of relationship marketing. Through these, conclusions based on the study objectives are drawn.

##### **5.1.1 The concept of relationship marketing**

Selling concept: this argued that customers, if left alone would ordinary patronize insurance services. As such, insurance must undertake aggressive selling and promotion efforts. Characteristically insurance which apply this approach, concentrate on selling what they can offer, rather than offer what they can sell.

Marketing concept: this arose to challenge the previous concepts. It holds that the key achieving the insurance goals lie in determining the needs and wants of targets markets and delivering the desire satisfaction more effectively and efficiently than competitors. In essence, the marketing concept is aimed at generating customer satisfaction as the key to satisfying business.

##### **5.1.2 Importance of relationship marketing**

Business owners tend to be driven, both financially and philosophically, to make cold calls, pursue new contacts, and acquire new customers. But often, little thought is given to nurturing relationships with the customers they already have. Given that acquiring a new customer can cost five times more than retaining an existing one, this can be a costly approach. Customers who are continuously courted, interacted with, and reminded of your company's presence are less likely to go racing off when competitors come calling. Making those customers feel recognized, known and appreciated can go a long way toward locking up their loyalty.

The fact that the information and interaction happens on live basis and the customer reactions can be instantaneous puts a lot of pressure on the Organizations to be on their guard all the time.

Any adverse opinion shared or feedback from a dis-satisfied customer can spearhead a word of mouth campaign that can harm the Organization. Therefore the internet and social network is a double edged sword as far as the Organizations are concerned. When used effectively this medium can help the Organization build a relationship with the customer and strengthen that relationship. This medium helps the Organization to reach out individually to the customer which may not be possible otherwise.

The marketing departments are able to not only communicate and address the customer individually, with the help of technology and data mining techniques, they are able to understand the customer's needs and customize solutions as per the specific individual needs of the customer. Packages and technology become the enablers to make this happen.

Product Companies have begun to use social networking sites effectively as a platform to engage with customer on technical and product related discussions and build a community around its products and services. Building relationships in such situations is easier and more effective.

The dynamics in the market is changing, thanks to internet. Marketing Managers can no longer afford to use the traditional methods of engaging and selling to the customers. Marketing today demands a customer centric approach. Customer is no longer an entity without a face. Today's customer is an informed and intelligent customer who can be reached, who is visible and can be heard and a relationship with him matters the most to the Organization.

Relationship Management holds the centre stage to designing Marketing as well as communication strategies of the organization. It is essential for every student to understand the dynamics of Relationship Marketing in the present context for this subject will be the key differentiator for the Organizations in the market place.

### **5.1.3 Impact of relationship marketing.**

In this competitive business environment, sellers are not only concerned about providing quality products or services but their major concern is to retain the customer for a long term and profitable relationship.

Due to this intense competition in the market, they need to interact with their customer by looking beyond the traditional strategy of marketing mix. Today's marketplace demands to

achieve certain competitive edge. Therefore, companies are emphasizing more and more on relationship marketing to create a bond with their customers. Relationship marketing is becoming an integral part of marketing strategy and thus contributing towards acquiring strong competitive advantage. Hence, repeat purchase is increasing, thus benefiting both parties. In the last decade of 20th century, relationship marketing became an important issue for industry. The primary goal of relationship marketing is to increase customer loyalty and to build a strong relationship between company and customer

Developing relationships in the market are not very simple, customers and companies can achieve mutual benefits if they do so. An unsatisfied customer was switched to another company and relationship tactics were applied to avoid these behaviors. An effective and customer oriented relationship strategy may help companies to retain customers for a long

In the telecommunication industry, firms are forced to perform their best to maximize customer satisfaction. In this scenario, relationship marketing plays an important role in satisfying their customers. There are four major rivals fighting for market share,

## **5.2 Conclusions**

In conclusion, the study achieved its general objective of assessing the effect of relationship marketing and organizational performance. A case study of Brarudi Company Burundi. It further attempted to answer the specific objectives of assessing the nature and concept of relationship marketing, importance and effects of relationship marketing.

The researcher used different methods in collecting the data and these included questionnaires, interviews and focus group discussion. Primary and secondary data were also used to compile this research report.

This study was generalized in themes. According to the study findings, the key informants revealed that the Selling concept: this argued that customers, if left alone would ordinary patronize insurance services. As such, insurance must undertake aggressive selling and promotion efforts. Characteristically insurance which apply this approach, concentrate on selling what they can offer, rather than offer what they can sell.

Marketing concept: this arose to challenge the previous concepts. It holds that the key achieving the insurance goals lie in determining the needs and wants of targets markets and delivering the desire satisfaction more effectively and efficiently than competitors. In essence, the marketing concept is aimed at generating customer satisfaction as the key to satisfying business.

Further findings reveal that the fact that the information and interaction happens on live basis and the customer reactions can be instantaneous puts a lot of pressure on the Organizations to be on their guard all the time. Any adverse opinion shared or feedback from a dis-satisfied customer can spearhead a word of mouth campaign that can harm the Organization. Therefore the internet and social network is a double edged sword as far as the Organizations are concerned. When used effectively this medium can help the Organization build a relationship with the customer and strengthen that relationship. This medium helps the Organization to reach out individually to the customer which may not be possible otherwise.

The marketing departments are able to not only communicate and address the customer individually, with the help of technology and data mining techniques, they are able to understand the customer's needs and customize solutions as per the specific individual needs of the customer. Packages and technology become the enablers to make this happen. Banks, Airlines, Insurance as well as Services like Pizza hut, Macdonald's are some of the businesses that have developed effective means to recognize and communicate with individual customers and thereby build an emotional connect with the customers.

Product Companies have begun to use social networking sites effectively as a platform to engage with customer on technical and product related discussions and build a community around its products and services. Building relationships in such situations is easier and more effective.

The dynamics in the market is changing, thanks to internet. Marketing Managers can no longer afford to use the traditional methods of engaging and selling to the customers. Marketing today demands a customer centric approach. Customer is no longer an entity without a face. Today's customer is an informed and intelligent customer who can be reached, who is visible and can be heard and a relationship with him matters the most to the Organization.



### 5.3 Recommendations

- i) Conduct research. When you need specific information about your customers and prospects that does not exist, conduct own primary research. There are two types of research: qualitative types of research and quantitative. Qualitative research is used to understand why customers behave as they do or to develop hypothesis about personal behavior. Quantitative research is a highly structured form that attempts to answer how much numbers can be projected to the universe that the sample represents.
- ii) Determine the metrics to measure the organization's performance. Compile a list of factors that are important in an organization. These may include marketing, production, administrative, management and technology/research and development.
- iii) Understand your strengths and weaknesses. This will require to rate your own organization on your development list of metric in comparison to competitors.
- iv) Recognize your Vulnerability

In the midst of a project, you might be in touch with your client several times a week. But it's the time between projects that is crucial to relationship-building. Once the work is done, you drop out of that enviable top-of-mind awareness position. Over time, your client isn't as likely to think of you as their first port of call for a solution to their problem. This is when you're most vulnerable to replacement by a competitor.

- v) Keep in touch

It's such a simple concept, but keeping in touch often sinks to the bottom of the 'to do' list. The single easiest way to keep in touch is to publish an email newsletter. Ask clients to subscribe and insert a subscription box on your site to capture email addresses of prospects who like the look of what you're doing. The secret to a good newsletter is to avoid blatant self-promotion, and instead offer valuable information to your subscribers. With their permission, you have the opportunity to drop into their email boxes every month with news, tips, case-studies, FAQs, and other relevant info that subtly promotes your services, reinforces your brand, educates your clients, and builds trust.

vi) Position Yourself as an Expert

vii) Words matter. Prospective clients are looking for more than thumbnail images of sites you've built. Your job is to tell them how you can meet their needs. Your Website is the perfect place to start, but the focus must be on the client, not on you. Include white papers on design issues, special reports, case-studies, and links to other resources that will educate your clients on the inner workings of design. Be careful to avoid jargon, overly technical concepts and acronyms. If you're publishing an email newsletter, use it to introduce this new content and bring subscribers back to your site.

viii) When you are perceived as an expert, you become attractive to prospects who use the Web to research. They see you as someone who has answers to their questions, and who can help solve their problems. Not only that, the added site content should also improve your search engine rankings.

ix) Grow to Meet Client Needs

Websites are hardly stand-alone entities that need an occasional tweak. For most businesses, they're but one tool amidst many that are used to build brand, in ease revenues or minimize costs. And by offering more tools that help your clients reach their goals, you become more valuable. Build affiliations or strategic relationships with copywriters, photographers, search engine marketers, and other specialists whose talents will benefit your clients.

x) The Payoff

The benefits of a relationship marketing approach go both ways. Your client views you as a valuable consultant, rather than a cost center. Your potential for increased revenues and a long-lasting relationship is real. There's payoff for you, too, including reduced marketing expenses measured in both time and money. If you can retain more clients for longer periods, you'll trim costly space advertising and other marketing costs. Case-studies will be a breeze and add a powerful marketing tool – perfect for your Website or

for inclusion in printed marketing materials. Follow a ‘situation — problem — solution — benefits’ flow to highlight how you solved the client’s problem, stressing the benefits the client now enjoys as a result of your work. Use a handful of client case studies in industries you’re targeting for new business development. Examples of "just like me" situations help prospective clients understand exactly how useful your services are.

- xi) Relationship-focused marketing isn’t something that will happen overnight. It requires a change in thinking and some discipline along the way. Your email newsletter won’t do much good unless you publish it regularly and the content is valued by your subscribers. But the rewards can be significant. And the truth is that no matter how wonderful you are, clients go away. Their businesses close down, change focus, or are sold.

#### **5.4 Areas for future research.**

Depending on the findings of the study, the following areas have been suggested for future research;

- Buyer-Seller Relationship
- Customer relationship
- Interactive Marketing

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## APPENDIX I: RESEARCH INSTRUMENTS

The effect of relationship marketing and organizational performance. A case study of BRARUDI Company Burundi

Questionnaire for respondents

This questionnaire seeks to obtain information on the above very important topic of national importance. You have been RANDOMLY chosen as a respondent from amongst the Bujumbura city. Be informed that the information you give will be strictly for research purposes and will be treated with utmost confidentiality.

Please circle the number preceding the right answer for closed questions below.

### SECTION A

Characteristics of Respondent

Q1. Sex

1. Male ☐

2. Female ☐

Q2. Age

a) 18- 25 ☐

b) 26 - 33 ☐

c) 34 – 41 ☐

d) 42 – 49 ☐

e) 50 – above ☐

Q3. Position held at unit: .....

Q4. Level of education:

a) Primary ☐ b) Secondary ☐

c) Post-secondary ☐ d) University ☐

e) Post graduate ☐

Q5. What is your qualification / specialization?

.....

Q6. For how long have you been in service this organization?

Years

a) 0-1 ☐ b) 2 - 3 ☐

c) 4 - 5 ☐ d) 6 - 7 ☐

e) 8 - above ☐

## SECTION B

### Definitional Issues

Q7 a. Have you heard about relationship marketing?

Yes ☐

No ☐

Q7 b. If yes, what does relationship marketing mean?

.....

## SECTION C

Job expectations/Performance definition:

Q8. Can you explain briefly what is expected of you on your current job in this organization?

.....

....

Q9. Who sets your job goals? (Multiple choices)

1. Myself ☐ 2. Head office ☐

3. My supervisor ☐

Q10. How often do you get a reminder of your performance goals? (Multiple choices)

1. Annually ☐ 3. Monthly ☐

2. Quarterly ☐ 4. Daily ☐

Q11. In what form do you get the reminder of your performance goals?

1. Orally ☐

2. Written ☐

Q12 a. Are your performance goals measurable?

1. Yes ☐

2. No ☐ ( If no, skip to 13)

Q12 b. If yes, give three examples to back your answer in 12(a) above  
.....  
...

Q13. Have you been given a job description?

- 1. Yes ☐
- 2.No ☐

Q14 a. Has the current system of relationship marketing helped you to clearly know what you are expected to do?

- 1. Yes ☐
- 2. No ☐ (If no, skip to 14(c))
- 3. Do not know ☐

Q14 b. If yes, in what ways has relationship marketing helped you to clearly know what you are expected to do? .....

Q14 c. If no, why?  
.....

**Thank you for your cooperation**

**APPENDIX II**  
**THE BUDGET.**

REQUIREMENTS	QUANTITY	AMOUNT	TATOL
stationary	1 ream of paper.	9000.	9000
	3 pens and	300.@	900
	1 ruler	500.	500
Secretarial services (typing and printing.)	All the report	1000 per page.	50000
Transport and accommodation	To and from the sub county, 1 room	20000	20000
		20000	20000
Meals	All meals	50000	50000
Others	-	50000	50000
Total	-	-	200400

**APPENDIX IV**  
**THE TIME TABLE.**

13/8/2012, .	Traveling to the sub county, to see the C.A.O
14/8/2012,	Reporting to the sub county headquarters, to see the sub county chief
15/8/2012,	Orientation in the sub county.
16/8/2010,	Identification of respondents and schedule appointment date and venue.
17/8/2012 and 21/08/2	Actual data collection
31/9/2012	Data analysis commences.