	List of Figures List of Tables Author Biographies Preface Acknowledgments	xii xiii xiv xvii xix
Int	troductory Chapter	1
1	Relationship Marketing and the Digital Age Learning Objectives 3 Introduction 3 Relationship Marketing as a Source of Sustainable Competitive Advantage 5 A Brief Overview of Relationship Marketing 8 Definition of Relationship Marketing 9 Distinguishing Relationship Marketing From Other Marketing Domains 12 Evolution of Relationship Marketing Terminology 13 Key Trends Increasing the Importance of Relationship Marketing 16 Transition to Service-Based Economies 16 Faster Product Commoditization 17 Global Competition 18 Emerging Markets 18 Aging Populations 20 Advertising Saturation 21 The Digital Age: The Mega-Trend Increasing the Importance of	3
	Relationship Marketing 21 Evolution of the Digital Age 21 Web 1.0 24 Web 2.0 25	

	Characteristics of Customer–Seller Relationships in the Digital Age 30 Using Relationship Marketing to Succeed in
	the Digital Age 34
	Summary 36
	Takeaways 37
	References 38
PA]	RT I
Ur	derstanding Relationship Marketing
2	Relationship Marketing Theory
	Learning Objectives 49
	Introduction 49
	Overview of the Evolution of Relationship
	Marketing Theory 50
	1950s-1970s 50
	1980s-1990s 52
	2000s 53
	2010s 54
	Twin Pillars of Relationship Marketing Effectiveness:
	The Evolutionary Psychology of Gratitude and
	Unfairness 55
	Understanding Gratitude and Reciprocity 56
	Understanding Unfairness and Punishment 57
	A Typology of Marketing Relationships 59 Interpersonal Relationships 60
	Customer Commitment and Trust 60
	Customer Gratitude and Reciprocity Norms 61 Interfirm Relationships 63
	Relationship Quality 65
	Relationship Breadth 65
	Relationship Composition 65
	Implications of Multilevel Interfirm Relationships 67
	Online Relationships 68
	Flow 69
	Media Richness 70
	Parasocial Interaction 71
	An Integrative Theoretical Framework of
	Relationship Marketing 71
	Summary 77
	Takeaways 78
	References 79

47

49

Web 3.0 27 Web 4.0 28

3	Relationship Marketing Framework	87
	Learning Objectives 87	
	Introduction 87	
	Seller Relationship Marketing Investments 88	
	Financial Relationship Marketing Investments 88	
	Social Relationship Marketing Investments 91	
	Structural Relationship Marketing Investments 91	
	Customer Relational Mechanisms 92	
	Emotional Relational Mechanisms 93	
	Cognitive Relational Mechanisms 107	
	Conative Relational Mechanisms 109	
	Behavioral Relational Mechanisms 110	
	Seller Relationship Marketing Performance Outcomes 112	
	Financial Relationship Marketing	
	Performance Outcomes 113	
	Nonfinancial Relationship Marketing	
	Performance Outcomes 114	
	Summary 115	
	Takeaways 117	
	References 117	
PA	RT II	
A	pplying Relationship Marketing	123
4	Relationship Marketing Dynamics	125
	Learning Objectives 125	123
	Introduction 125	
	Approaches to Managing Relationship	
	Marketing Dynamics 126	
	Incremental Relationship Change 126	
	Relationship Life Cycle Stages 126	
	Relationship Velocity 129	
	Relationship States and Migration Mechanisms 131	
	Disruptive Relationship Change 134	
	Guidelines for Managing Relationship	
	Marketing Dynamics 136	
	Diagnosing Relationship Change Through Market	
	Research Techniques 137	
	Diagnosing Relationship Change Through CRM	
	Database Analyses 138	
	Diagnosing Relationship Change Through Big	
	Data Analytics 139	
	Summary 140	
	Takeaways 141	
	References 142	

5	Relationship Marketing Strategies Learning Objectives 144
	Introduction 144
	Approaches for Managing Relationship
	Marketing Strategies 145
	Relationship Marketing Strategies for
	Building Relationships 145
	Understanding Relationship Drivers 145
	Stimulating Gratitude and Reciprocity Norms 149
	Forming Relationships Online 151
	Relationship Marketing Strategies for
	Maintaining Relationships 152
	Avoiding Unfairness 152
	Protecting Data Privacy 154
	Institutionalized Relationship Marketing Programs 157
	Installing Customer-Centric Structures 157
	Implementing Loyalty Programs 160
	Guidelines for Managing Relationship Marketing Strategies 164
	Established Best Practices 164
	Emerging Practices 164
	Enhancing Communication Strategies 166
	Enhancing Personalization Strategies 168
	Enhancing Experiential Benefits Strategies 169
	Summary 170
	Takeaways 172
	References 173
6	Relationship Marketing Targeting 181
	Learning Objectives 181
	Introduction 181
	Managing Relationship Marketing Targeting 182
	The Concept of Customer Relationship Orientation 182
	Customer-Specific Drivers of Customer
	Relationship Orientation 184
	Industry-Specific Drivers of Customer
	Relationship Orientation 185
	Culture-Specific Drivers of Customer
	Relationship Orientation 187
	Guidelines for Managing Relationship
	Marketing Targeting 190
	Using Field Experiments to Improve Targeting 191
	Targeting Groups of Customers 195
	Summary 198
	Takeaways 199
	References 200

Concluding Chapter		205
7	Research and Managerial Guidelines for Relationship	
•	Marketing in the Digital Age	207
	Learning Objectives 207	207
	Introduction 207	
	Enhancing Relationship Marketing Understanding 210	
	Relationship Marketing Theory 210	
	Research State 210	
	Research Avenues 211	
	Relationship Marketing Framework 213	
	Research State 213	
	Research Avenues 214	
	Enhancing Relationship Marketing Applications 217	
	Relationship Marketing Dynamics 217	
	Research State 217	
	Research Avenues 218	
	Relationship Marketing Strategies 219	
	Research State 220	
	Research Avenues 221	
	Relationship Marketing Targeting 223	
	Research State 223	
	Research Avenues 224	
	Summary 226	
	Takeaways 227	
	References 228	
	Glossary	221
	Index	231
	THUEN	236