

Democratic and Popular Republic of Algeria
Ministry of Higher Education and Scientific Research



Higher School of Management
-Tlemcen-



**Thesis Submitted in Partial Fulfillment of the Requirements
for the Degree of Master's in Management**

Major: Marketing

Theme

**The Role of Relationship Marketing
in building customer loyalty
CASE STUDY: OXXO SPA
ALGERIE**

Submitted by:

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Dr. Cheeb Djazia	Examiner

Academic Year: 2019/2020

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Dedications:

To those who gave me life; Thank you Mom, thank you Dad, for all the love and support, I couldn't have done it without you.

To those who encouraged me to fly to my dreams; Grandpa and Grandma, I wish you were here to see what I have become, may Allah have mercy on you.

For those who have loved me without purpose and have been faithful to me without limit,

To all those who have made me stronger and with whom I have been able to move forward in my life.

To the simple people, with a pure heart.

To all the people I care for and I Love

With Love Always

MALAK

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These words may be few and simple but powerful in their meanings and above all Thank Allah for the grace to complete this work.

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Abstract

In a constantly changing market, and in the face of competitors, the use of relationship marketing by companies, is more than ever essential, in order to establish a good relationship with its customers in the long term as possible and to try to follow them and seek their needs and desires so that they feel precious and valuable and also to satisfy them constantly in order to create "trust and to obtain a commitment with, and therefore to retain them.

The aim of this research is to find out the role played by relational marketing on customer loyalty within the "OXXO SPA Algeria" company. This objective is achieved first of all through a literature review of the key concepts related to relational marketing and satisfaction and loyalty. Afterwards, a field study, Thus, a questionnaire was designed for this purpose and sent to a random sample of 60 customers, to evaluate the relationship marketing approach and the quality of the relationship that connects them with the company. The results of the research will be analyzed. These results allow us to confirm or infirm our hypotheses.

Keywords: Relationship Marketing, Satisfaction, Loyalty, Trust, Commitment.

Résumé

Dans un marché en constante évolution, et face à la concurrence, l'utilisation du marketing relationnel par les entreprises est plus que jamais indispensable, afin d'établir une bonne relation avec ses clients sur le long terme et d'essayer de les suivre et de rechercher leurs besoins et désirs afin qu'ils se sentent précieux et utiles et aussi de les satisfaire constamment afin de créer "la confiance et d'obtenir un engagement avec, et donc de les retenir".

L'objectif de cette recherche est de découvrir le rôle joué par le marketing relationnel sur la fidélité des clients au sein de l'entreprise « OXXO SPA Algérie ». Cet objectif est atteint tout d'abord grâce à une revue de la littérature sur les concepts clés liés au marketing relationnel et à la satisfaction et la fidélisation. Ensuite, une étude sur le terrain. Ainsi, un questionnaire a été conçu à cet effet et envoyé à un échantillon aléatoire de 60 clients, afin d'évaluer l'approche du marketing relationnel et la qualité de la relation qui les lie à l'entreprise. Les résultats de l'étude seront analysés. Ces résultats nous permettent de confirmer ou d'infirmes nos hypothèses.

Mots-clés : Marketing Relationnel, Satisfaction, Fidélisation, Confiance, Engagement.

ملخص

في سوق دائم التطور، وفي مواجهة المنافسة، يعد استخدام التسويق عبر العلاقات من قبل الشركات أمراً ضرورياً أكثر من أي وقت مضى، من أجل إقامة علاقة جيدة مع عملائها على المدى الطويل ومحاولة متابعتهم والتعرف على مختلف احتياجاتهم ورغباتهم وأيضاً لإرضائهم باستمرار من أجل خلق الثقة وتحقيق الالتزام معهم، وبالتالي الوصول الى ولائهم.

الهدف من هذا البحث هو اكتشاف الدور الذي يلعبه التسويق بالعلاقات على ولاء العملاء داخل شركة " OXXO SPA ALGEIE"، يتم تحقيق هذا الهدف أولاً وقبل كل شيء عن طريق مراجعة الأدبيات حول المفاهيم الأساسية المرتبطة بالتسويق بالعلاقات والرضا والولاء. ثم دراسة ميدانية. وهكذا، تم تصميم استبيان لهذا الغرض وإرساله إلى عينة عشوائية من 60 عميلاً، من أجل تقييم نهج التسويق بالعلاقة وجودة العلاقة التي تربطهم بالشركة، سيتم تحليل نتائج الدراسة حيث تسمح لنا هذه النتائج بتأكيد أو رفض فرضياتنا.

الكلمات المفتاحية: التسويق بالعلاقات، الرضا، الولاء، الثقة، الالتزام.

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List of Abbreviations

B to B: Business to Business

B to C: Business to Customer

CRM: Customer Relationship management

RM: Relationship Marketing

ICT: Information and Communication Technology

IT: Information and Technology

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General

Introduction

General Introduction:

Marketing is more flexible and developed with the passage of time, mainly because it deals with the human element on a permanent and continuous basis, which is characterized by its ever-increasing and developing needs, and marketing has faced many variables and factors that affected marketing concepts, as these concepts have witnessed continuous developments in response to economic transformations. And in light of the developments and changes that the world has witnessed, the intensification of competition, and in light of a lot of data, marketing takes utmost importance at the level of institutions and without effective marketing, it cannot achieve its goals, and what distinguishes the business environment currently is that the acquisition of the market It has become marred by many difficulties, it is not possible to impose the product on the customer, as dealing with customers now require the organization to know the customer well and deal with him by diagnosing the relationship, and on this basis, new marketing Approach has born, which is the relationship marketing.

Relationship marketing aims to establish a relationship to obtain information about customers. A company can use the relationship with the customer to obtain information about their needs and desires in order to design an appropriate strategy to serve customers more effectively and efficiently than competitors. Where relationship marketing has been the reason for the survival of many companies very often companies have realized that the development of a competitive advantage depends, in large part, on their ability to collaborate and build long-term relationships with their customers to win and retain customers.

Literature Review:

Nowadays, Relationship marketing is more than ever essential to the survival of many businesses. Several authors have therefore examined this concept. We therefore propose a review of the literature on relational orientation. This concept is put into perspective with other relational variables, which we will present in the following:

- Berry's definition (Berry, 1983) was one of the first definitions in the literature, was set out in the paper entitled "Relationship Marketing", where he presented this concept as the essential complement to the 4Ps theory (Product, Price, place, Promotion), he describes this concept as the establishment and maintenance of the relationship between seller and buyer.

- (Gronroos, 1990) defined relationship marketing as “the process of establishing, maintaining, and enhancing the relationship with the customers and other partners at a profit so that the objectives of the parties involved are met. This is achieved by a mutual exchange and fulfilment of promises”.
- Satisfaction is another frequently cited element in the relationship marketing literature. Rather than trying to capture the evaluations or emotions that are furtive and specific to each exchange, research tends to measure satisfaction in a general way, defining it as a global evaluation derived from all past experiences with the firm (Garbarino & Johnson, 1999).
- The Notion of loyalty, too, is inseparable from relationship marketing, remaining the major objective of any relationship approach. according to (NOYE, 2004)"Loyalty is an attachment, a constancy of relationship over time,"

The Problematic:

Because of the importance of the relationship marketing approach, which companies are increasingly adopting, the problem of this research work is as follows:

What is the Roll of Relationship Marketing in Building Customer Loyalty?

With the objective of answering this main problematic, we are studying the following issues:

- What's relationship marketing and what are the factors that enable companies to improve their relationship marketing policy?
- Is there a Specific Relationship Marketing policy within the OXXO Company?
- What is loyalty and what are the necessary tools of loyalty used by OXXO?
- Does OXXO's customer satisfaction lead to customer loyalty?

Research hypothesis:

H1: Relationship Marketing Allowed the Company OXXO to Build Strong and Long-Lasting Relationships.

H2: Current customers are actually satisfied and Loyal to OXXO company.

H3: Relationship Marketing Has a Positive effect on Customer Loyalty.

The Importance of Research:

Attempt to highlight the importance and position of relationship marketing in “OXXO SPA ALGERI”, which in turn manages to reach and maintain the customer and therefore distinguish itself from the rest of the competing companies.

Objectives of the Research:

First of all, our objective is to highlight the different aspects of the concept of relationship marketing and to highlight its growing importance and its role for the company as a powerful performance and competitiveness lever.

More specifically, the central interest of this work lies in evaluating the quality of the relationship marketing approach within OXXO and to examine the tools and means of loyalty used by the company in order to retain and satisfy its customers.

Research methodology:

For the methodology used in this study, we have adopted a descriptive method based on theoretical notions that are based on Relationship Marketing in general. As a second part we illustrate the notions of satisfaction and loyalty.

In order to carry out the practical part, we had to study a practical case study carried out within the company OXXO. This allowed us to collect information by elaborating a questionnaire addressed to a sample of 60 customers.

The Structure of the Thesis:

In order to carry out this study, our research work has been divided into three chapters:

- The first chapter will be devoted to the new orientation of marketing; Relationship marketing in two sections, the first one will present the relational orientation where we will discuss transactional and relational approaches to exchange and the concept of relationship. The second section will be devoted to the theory of Relationship Marketing, its definitions, its forms, its missions.
- The second chapter entitled the customer loyalty process will be divided into two sections; the first deals with the definitions of customer satisfaction, the different ways of measuring it and the link between customer satisfaction and customer loyalty. the second will present customer loyalty and its approach, as well as the process and tools used for customer loyalty.

- The third chapter will be devoted to the practical side of the work, based on the study carried out within the company OXXO. In this part, which will be divided into two sections, there will be a presentation of the company and relationship marketing within the company and the different loyalty tools used by the company, as well as a description of the survey methodology followed by the results obtained, the purpose of which is to provide answers to the questions asked previously.

Chapter I:

The New Marketing

Orientation; Relationship

Marketing.

Chapter 01: The New Marketing Orientation; Relationship Marketing

Introduction:

The discipline of marketing has experienced major ideological changes in both theory and practice since the 1980s that have led to a shift away from the dominant paradigm. New schools of thought have developed, particularly that of exchange. Traditionally studied according to classical transaction theory, exchange is now increasingly viewed in terms of its more relational nature (Sheth & Parvatiyar, 1995).

Now Marketing is looked as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services, organizations, and events to create and maintain relationships that will satisfy individual and organizational objectives." Boone and Kurtz (1998), This definition highlights the difference between the traditional marketing that viewed marketing from a short term transactional point of view and the proper view of marketing as a process of building relationships between the seller and the buyer. Lasting relationships are built on the basis of mutual benefit and respect (Hudson & Annette , 2007).

Relationship marketing (RM) has been put forth as a way for firms to develop mutually beneficial and valuable long-term relationships with customers (Ravald & Grönroos, 1996). Customers on the other hand, view RM as an opportunity to share information about their needs and to have those needs fulfilled.

This Chapter discusses the New Marketing Orientation; Relationship Marketing in two Sections; The first will present the Relational Orientation where we will talk about the transactional and relational approach to exchange and the relationship concept. The second will deal with the theory of Relationship Marketing where we will mention the concept of the Marketing relationship and its forms and missions and also the customer relationship marketing CRM as a tool of RM.

Section I: From a Transactional to a Relational Approach:

The marketing literature in general, and that devoted to the study of trade relations in particular, has stressed the importance of exchange as the main mechanism for their operation. Thus, the exchange is the central element of marketing and represents the basic unit for the study of relational marketing, as well as the notion of relationship where it is at the heart of the relational approach, it is necessary to understand this notion also in order to understand relationship marketing and that what we are going to discuss in this section.

1. Exchange, Basis of All Relationship:

The exchange paradigm has emerged as a framework useful for conceptualizing marketing behavior. This concept created by Man has evolved a lot over time, taking on other dimensions and touching several disciplines

According to (Bagozzi R. , 1975) the concept of exchange presents itself as a transfer of something tangible or intangible, real or symbolic, between two or more social actors, the finality of which comes down to the level of need for satisfaction. Exchange is also the act by which one obtains something from someone, by offering something in return (Kotler, Filiatrault, & Turner, 1994), however, (Shawn & Dixon, 1980) evoke an ancient dimension where the exchange is the center or the heart of human behavior. This promotion of the concept of exchange by marketing researchers pushes us to make it more explicit through its different forms or types.

1.1. The Notion of Exchange:

If we look closely at The definitions of marketing, we will notice that the term of exchange is omnipresent. Thus, For the American Marketing Association (1985) “Marketing consists in planning and implementing the development, pricing, promotion, and distribution of an idea, a product or a service, with a view to a mutually satisfactory exchange for organizations as well as for individuals” (ELOMMAL & PERRIEN, 2005).

Also, According to (Kotler & Dubois, Satisfaire la clientèle à travers la qualité, le service et la valeur, 1993), marketing constitutes “The economic and social mechanism by which individuals and groups satisfy their needs and want through the creation of the exchange of products and other entities of value to others”.

Chapter 01: The New Marketing Orientation; Relationship Marketing

“Marketing is about understanding, creating, and managing exchange situations between economic parties: manufacturers, service providers, various channel members, and end consumers. Exchange situations can be of a transaction, relationship or hybrid type” (Pels, 1997).

According to Dwyer & al, 1997, the definition of exchange can be summarized in the four points following (ELOMMAL & PERRIEN, 2005):

- The Exchange is the central event occurring between two or more parties.
- The Exchange provides a frame of reference for identifying the presence of networks social relations formed between individuals and or between organizations.
- The Exchange offers the opportunity to study the objects and physical entities transferred.
- Exchange as a critical event in business operations allows the study of the conditions necessary for its occurrence and the processes it involves.

However, for there to be an exchange, certain conditions must be met:

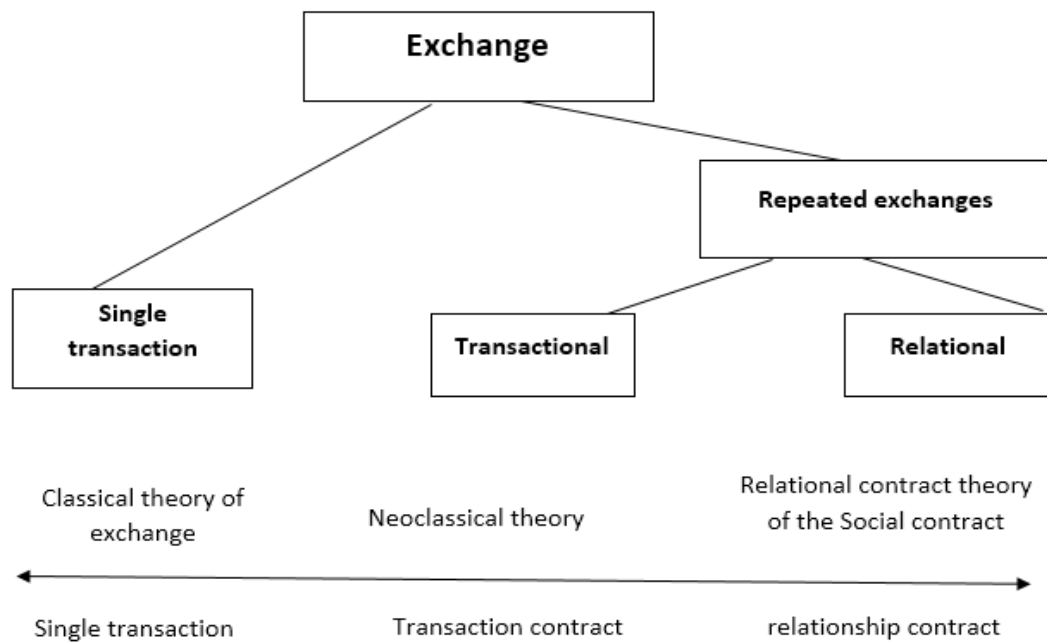
- ✓ The presence of at least two parties enjoying a certain autonomy.
- ✓ Each party must-have items that have value for the other party.
- ✓ Both parties have the possibility to communicate and deliver the exchange object.
Each party has complete freedom to accept or refuse the offer.
- ✓ Each party believes it is appropriate to do business with the other party.

1.2. The Different Forms of Exchange and Their Characteristics:

“The Importance of exchange and its primary role in relationships in marketing is undeniable, which is one of the main interests of Marketing. there are also Different forms of exchange, ranging from the pure transaction (discreet exchange) to the continuous exchange relationship), have been identified by the marketing authors” (Prim , 2000) (Graf, 2004).

Chapter 01: The New Marketing Orientation; Relationship Marketing

Figure 1: The Different Forms of Exchange and their Characteristics.



Source: Typologies chosen according to the work of (Macneil I. , 1980) and (Williamson & Riordan, 1985).

1.2.1. Transactional Approaches to Exchange:

Focuses on the transaction and based on 4ps (which are product, place, price, and promotion). The transaction represents the event during which an exchange of values takes place between two economic actors where each transaction is independent. It is the simplest form of exchange. It takes place at a specific time, has a beginning and an end, easily identifiable and is short-lived (Mc Cort, 1994).

Two Transactional approaches to exchange can be identified: classical and neoclassical (Prim , 2000).

- The Classical Approach:

This Approach is based on the fact that the transaction is unique and all the information is contained in the price of the product and competitive pressure guarantees the completion of the contract (Williamson & Riordan, 1985). The classical approach focuses on price as an essential element of the exchange. This approach ignores all the other elements that can intervene in the exchange relationship. The relationship between a

Chapter 01: The New Marketing Orientation; Relationship Marketing

customer and his supplier ends with the transaction. So the time perspective adopted in this approach in the short term.

A Transaction thus represents a "single exchange of value between two parties without past or future interaction" (Webster, 1992). This definition reveals the main elements of a transaction:

- ✓ A Discreet transaction is limited to an economic (or utilitarian) exchange which corresponds to "An Operation during which goods are exchanged for money or other goods" (Bagozzi R. , 1975). Thus, the transaction is limited to the object of the exchange and does not entail social interaction between the parties (Dwyer, Schurr, & Oh, 1987).

As a result, the communication that is established between the parties remains very limited and focuses only on purely formal aspects linked to the central element of the exchange (Manciel, 1978) (Dwyer, Schurr, & Oh, 1987).

- ✓ A Transaction has a precise beginning and end and happens to be very short-lived. The discreet transaction "begins with a clear agreement and ends with a clear performance" (Manciel, 1978).
- ✓ Successive transactions are completely independent of each other and do not fit into a historical vision. which means that it would be entirely separate not only from all other present relationships but also from all past and future relationships" (Manciel, 1978).
- ✓ The Personality of the actor with whom the transaction is carried out does not matter since the price is the only determinant of the choices made.

- **Neoclassical Approach:**

In this Approach, the unit of analysis remains the transaction and the main objective of the players is oriented towards maximizing their usefulness, the price and quality of the products remaining the main elements retained in the choices made. The main difference between these two visions lies in the fact that the neoclassical approach now considers repeated exchanges between the parties and attempts to explain their emergence. The exchange is no longer conceptualized as a single transaction, but rather as "a succession of independent transactions which do not create any interdependence between the two parties" (Webster, 1992).

Chapter 01: The New Marketing Orientation; Relationship Marketing

In this perspective, the relationship only continues until the market is able to offer a more attractive alternative. Indeed, "if, as is the case in discrete transactions, [...] no other reason exists to carry out the exchange, it is the end of it" (Manciel, 1978).

1.2.2. Relational Approach to Exchange:

This theory integrates the relational dimension to understand a relationship. It takes into account the totality of the relations between the parties and is not limited to a specific agreement or exchange (Manciel, 1978). According to this theory, individuals who participate in a relational exchange do not only drive simple economic satisfaction, the relationship also brings them personal satisfaction, of a more emotional nature. Indeed, by engaging in commercial relationships, individuals also engage in social exchange.

1.3. Relational Approach Versus Transactional Approach:

Compared with transactional Approach, Relational Approach is more concerned about building customer relationships in order to achieve long-term mutual benefits for all parties involved in the exchanges. Relationship marketing essentially means developing customers as partners, where the approach is different from traditional transaction (Koi-Akrofi, Koi-Akrofi, & Welbeck, 2013). The Tables shown below, shows the differences between Relational Approach and Transactional Approach.

Table 1: A Comparison of the Transactional and Relational approaches to exchange.

	Classic vision	Neoclassic Vision	Relational Vision
Model contract	Classic	Neoclassic	Relational
Analysis unit	Discreet transaction	Repeated transaction	Relationship
Dominant paradigm	Market economy	Theory of transaction costs Theory of incomplete contracts	Social exchange theory Relationship Marketing
Time perspective	Punctual	Short / Medium term	Long-term orientation
Type of exchange	Utility	Utility	Mixed (utilitarian and symbolic)
Predominant factors	Price Product (quality) costs	Price Product (quality) costs	Satisfaction Trust Commitment

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Vision	Unilateral Win-lose	Unilateral Win-lose	Dyadic Win-win
Source of satisfaction	Economic	Economic	Economic and social
Communication	Limited Formal	Limited Formal	Extent Informal
Importance of dependence	Nothing Fully transferable	Limited Easily transferable	Strong Non-transferable
Dependency level	Independence	Mutual dependence	Interdependence
Conflict management	External (legal system)	External (arbitration)	Internal (negotiation)
Exchange breakdown	Ends with completion of the transaction	Scheduled in the contract	Permanent relationship

Source : Anne LE LUEL. « Investissement dans la relation interentreprises et développement économique ». Thèse de doctorat. Université de Montréal. Septembre 1998.

Table 2: Relational Approach vs Transactional Approach.

Relational Approach	Transactional Approach
Orientation to customer retention	Orientation to single transaction (sale)
Continual Customer contract	Episodic customer contract
Focus on customer Value	Focus on product features
Long-term horizon	Short-term horizon
High customer service emphasis	Little emphasis on customer service
High commitment to meeting	Limited commitment to meeting
Quality concerns all staff members	Quality concerns only production staff

Source: (Dwyer, Schurr, & Oh, 1987).

2. The Relationship Conceptualization:

2.1. Concept, Characteristics of The Relationship:

The Essence of an interpersonal relationship lies in the interactions that take place between the relationship partners. The defining hallmark of interaction is influence; each partner's behavior influences the other partner's subsequent behavior, As Hinde (1999) has observed, however, "A relationship is more than the sum of its constituent interactions" because each partner's behavior affects the other partner's subsequent

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behavior within a single interaction episode and each interaction episode influences future episodes. Relationships thus are inherently temporal in nature” (Reis, Collins, & Berscheid, 2000).

According to (Peelen E. , Jallat, Stevens, & Volle, 2006), The term relationship evokes a feeling that can be expressed between two people: Mutual attraction, Respect, consideration, Dependence, etc. For them, the relationship presupposes an intermittent or continuous interaction between several people and requires exchanges of different natures over a period.

Customer / supplier relationships are interaction and exchange processes between a customer and his supplier (Guibert , 1996). (Czepiel , 1990) defines the notion of "customer / supplier" relationship as "a mutual recognition of a special status between trading partners. According to (Barnes & Howlett , (1998)) we will speak of a true relationship when it is mutually perceived as existing by the two parties and must exceed the level of occasional contact.

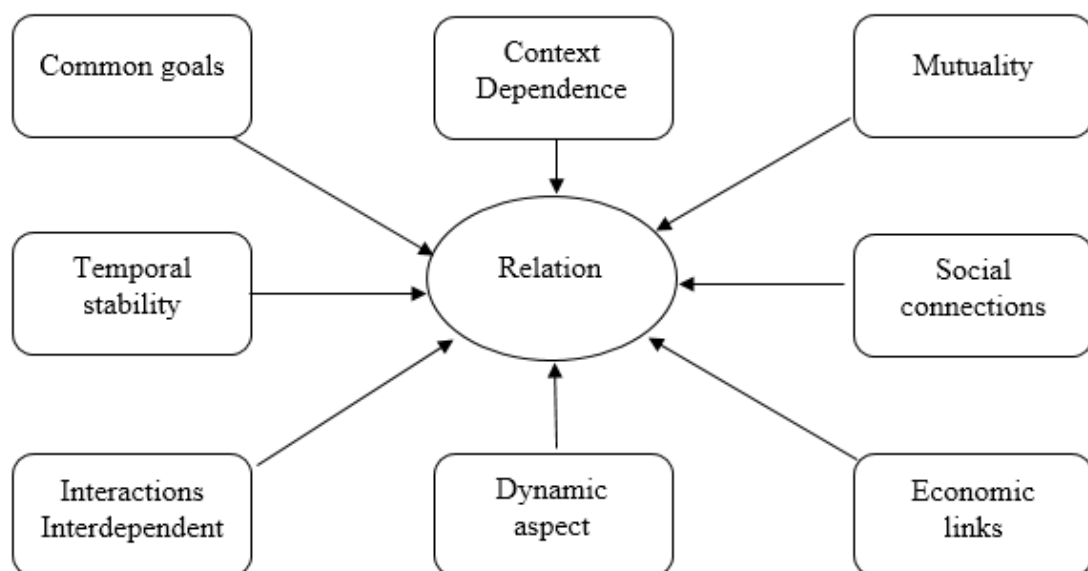
Table 3: The Main Definitions of The Relationship Concept.

Authors	Definitions of the relationship
(Poujol, 2008)	Link between buyer and seller, based on attachment theory.
(Kelley, Donnelly, & Skinner, 1990)	A relationship exists if the behaviors, emotions, and thoughts of two people are interconnected in a mutual and causal manner.
(Peelen E. , Jallat, Stevens, & Volle, Gestion de la relation client, 2009)	The relationship evokes a feeling that only forms under the following conditions: 1 / interactions, 2 / in continuity, 3 / influenced by real events and by the subjective interpretations of the parties.
(Han , Wilson , & Dant , 1993)	"a long-term customer / supplier relationship provides certain benefits that would not be achievable through the traditional competitive model"
(Hakansson & Snehota, 1995)	A relationship is a mutually oriented interaction between two mutually engaged parties.
(Grégoire & Fisher , 2006)	"a psychological connection of a consumer with a company, a brand or an employee in a selling entity."

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(Barnes J. , 1997)	<p>“A relationship is a positive thing, a situation that leads to repeat transactions (business) and referrals, as implied by customer retention strategies.”</p> <p>"For a relationship to exist, there must be continuous contact with the company and interactions must involve more than simple transactions".</p>
(Grönroos, 2000)	A relationship is developed when a customer perceives that a mutual way of thinking exists between him and the supplier.
(Marion, 2001)	"the relationship is seen as a process of extensive and lasting interaction"

Figure 2: The Main Characteristics of A Relationship

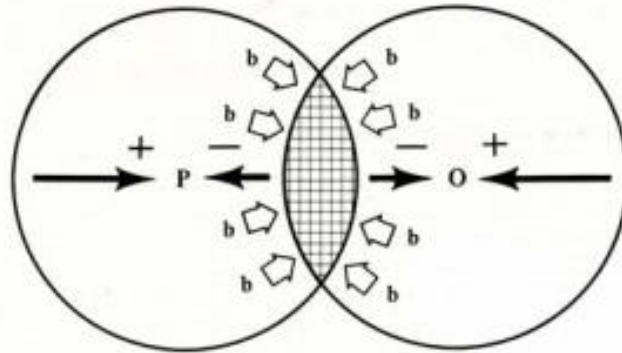


Source: (David, 2009).

2.2.The Forces Affecting a Relationship:

(Levinger, 1979) proposes the main elements that make up and affect a relationship. Adopting a social approach to exchange, this author represents a relationship between two partners (P and O) in the following figure;

Figure 3: A Representation of a Relationship Between Two Partners.



Source: (Levinger, 1979).

The Size of the intersection refers to the degree of the interdependence that characterizing the relationship. As we can see, this area of interdependence is affected by several factors:

- Positive attractions (+), which represent the reward derived from the relationship.
- Negative attractions (-), which have a contrary effect on the relationship and which correspond to the various costs generated by its maintenance and development.
- Exit barriers ("b") which favor the continuation of the relationship. However, "barriers affect an individual's behavior only when they want to leave the relationship" (Levinger, 1979).

This Model highlights that an individual can develop positive and negative feelings about the same relationship.

Thus, it will affect the relationship either by supporting its preservation (positive attractions and exits barriers) or by pushing toward the breakdown. consequently, every factor must be taken into account whenever a relationship is to be retired, as we have already mentioned, exits barriers merely constitute a form of leverage which is not sufficient to counter the ending process, "being forced to remain together may itself raise negative feelings".

The partner who wishes to repair the relationship must also manage to restore its attractiveness by augmenting the positive attractions or by reducing the negative ones.

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2.3. The Parties in A Relationship:

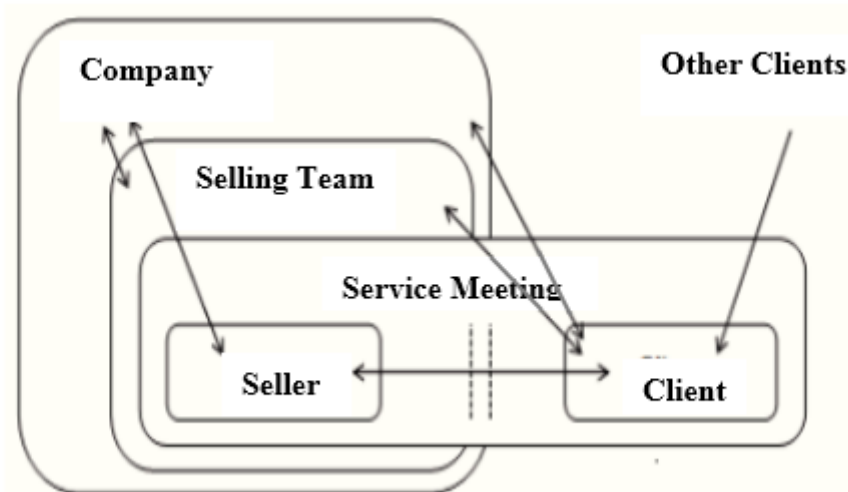
The purpose of the relations is the search for positive results through exchanges. The nature of the results sought as well as the degree of convergence of the parties' respective interests may differ, leading to a wide variety in the modes of interaction and the intensity of relations according to the type of exchange. Relationships can be established at two levels for a client (Hinde, 1997):

- An organizational level (relationship to the brand or company)
- An individual level (relationship with contact personnel).

As (Barnes J. , 1997) and (Colgate & Alexander, 1998) point out, relationships between individuals are more obvious and easier than between client (individual) and company. This is all the truer when the company is large and the intimacy of the interaction is reduced.

(Pellat, Poujol, & Siadou-Martin, 2010) propose a schema to locate the client-seller dyad:

Figure 4: Location of the seller-customer dyad.



Source: (Eiglier & Langeard, 1987).

This schema presents the four stakeholders involved in the relationship: the company, the salesperson, the sales team and their possible interactions. We focus here on the interaction between the client and the salesperson.

(Poujol, 2008) highlights the "Frontier position" of the salesperson within the company, as an "interface", Due to "His interactions with the customers during the service

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experience". As (Hartline & Ferrel, 1996) argue the success of the customer-business interaction depends on the people in contact. Before them, (Crosby & Stephens, 1987) stated that satisfaction with the salesperson was a determinant of overall satisfaction and a factor in the quality of the relationship

2.4. The Phases of a Relationship:

A Relationship is defined as processes of interaction and exchange between a customer and his or her supplier (Guibert , 1996). The relationship is woven throughout a process of successful and unsuccessful encounters and episodes that give it its characteristics (Liljander and Strandvik 1995). (Dwyer, Schurr, & Oh, 1987) developed a model describing the life cycle of a relationship, where the development of the relationship includes five phases: recognition, exploration, expansion, maturity and dissolution.

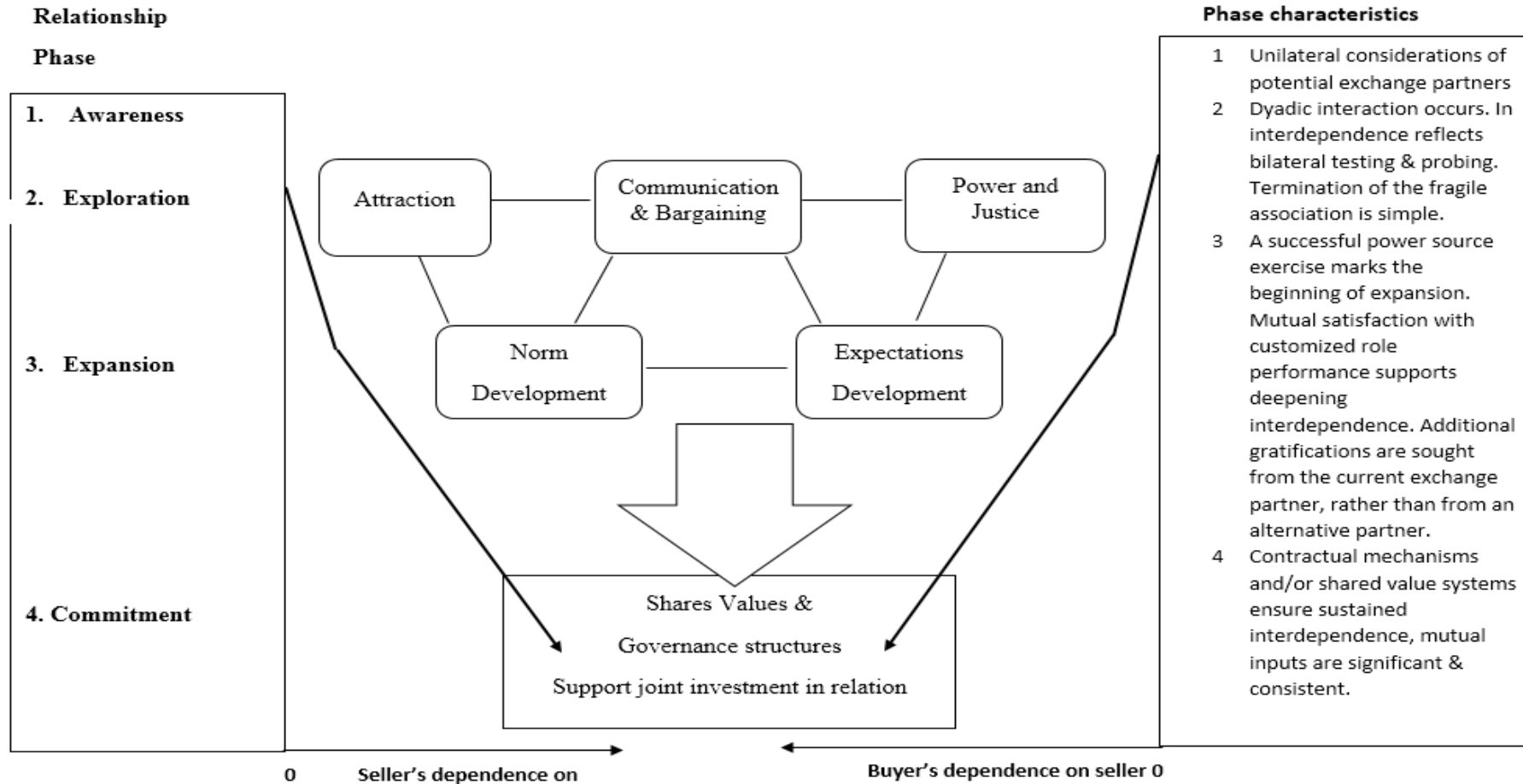
- **Phase 1:** Is the phase of awareness or awakening (entering into a relationship), in the meaning that the partner 1 must first of all be able to identify partner 2 as a potential exchange partner.
- **Phase 2:** Is the phase of exploration, the two parties begin to consider obligation, burdens and benefits associated with the possibility of exchange. This second phase is conceptualized by the authors to contain five sub-processes: attraction, communication and bargaining, power and justice, norm development, expectations development.
- **Attraction;** is the initiating process of an exploration phase, it results from the degree of benefits which buyer and seller achieve in their attraction with each other.
- **Communication and Bargaining:** bargaining is defined as the process by which, in the face of resistance, the parties reorganize their mutual distribution of obligations, benefits and burdens, the parties' perceived willingness to negotiate can be a signal that the potential exchange partner may see a possible value in the exchange relationship.
- **Power and Justice:** It is impossible to divide the process of bargaining from power, in reality, power is conceived as the ability to achieve the desired effect or objectives (Scanzoni, 1979) A's power over B is determined by B's dependence on A. It is therefore for A not to abuse this power and to act fairly.

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- Development of Norms; norms and standards of conduct that mark a relationship take the form of an exploratory phase in the development of the relationship, norms are expected models of behavior (Lipset, 1975), by adopting these norms and establishing certain standards of conduct, potential trading partners establish rules for future exchanges.
- The Development of Expectations: relational expectations concern conflicts of interest and prospects for unity and unrest, these expectations can either strengthen or diminish contractual solidarity, trust is an important concept for understanding the expectations of cooperation and planning in the relational contract.
- **Phase 03:** Expansion refers to a continuous increase in the benefits obtained by the exchange partners and their growing interdependence and satisfaction.
- **Phase 04:** The Commitment phase, which refers to an implicit or explicit promise of continuity in the relationship between the exchange partner.
- **Phase 05:** The Dissolution phase, the possibility of disengagement by one or both parties have been implicit throughout the relationship development process. Many events can compromise the continuity of the relationship such as changes in price, increased transaction costs, changes in customer needs, etc. Clients may also decide to terminate the relationship if the quality of service stabilizes at a level well below the average level they wish to receive.

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Figure 5: Model of the different phases of a relationship



Source: (Dwyer, Schurr, & Oh, 1987).

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2.5. Main Components of a Relationship:

The various studies in Marketing and Psychology conclude that a relationship is a set of interactions and feelings that can be expressed between the partners in the relationship. These interactions affect the behavior of each partner in relation to the other. Thus, "both behavioral and mental dimensions exist within a relationship" (Liljander and Strandvik, 1995).

Based on this observation, authors such as Åkerlund (2004) have put forward the idea that the intensity of a relationship can be measured through four main components referring to one or other of these dimensions (MOHAMMED, 2015):

- The Cognitive Component: is related to the informational aspects of the relationship, i.e. the knowledge and information held by the parties. It includes, for example, the values of the partners, the costs and benefits associated with the relationship, or its quality and importance to the parties.
- The Affective Component: is most closely related to the feelings and emotions associated with the relationship. It includes various attitudinal variables such as satisfaction, involvement or the different emotions that may appear during the development of the relationship (anger, sadness, pleasure, joy, ...).
- The Conative Component: is associated with individuals' intentions or motivations. It thus represents behavioral arrangements, i.e. predispositions to act in a certain way.
- The Behavioral Component: is the consequence of the other components of the relationship and is the most visible aspect of the relationship. It manifests itself in particular through interactions and purchasing behavior.

3. The Relational Orientation of Marketing:

The relational and transactional directions of marketing are distinguished by various aspects. Unlike the transactional perspective that centered on the transaction, and represented by the mix Marketing (product, price, place or distribution, and promotion), where the objective is to increase market share and advice on the product, it focuses on single selling so that customer attraction, rather than retention, is considered the key criterion for commercial success and characterized for its short-term tendencies, its static temporal approach, the predominance of discontinuous and formal relationships

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established with exchange. the relational perspective emphasizes the long term, the primacy of the symbolic and social aspect over the material aspect and the appreciation of success in terms of “customer shares” (El Louadi, Agrebi, & Hammouda, 2004).

However, in a few years as markets have matured and customers have become more affluent and are able to switch products and services more easily, organizations have realized that there are benefits to establishing and maintaining relationships with clients and suppliers. In other words, arguably close relationships with customers can lead to sustainable competitive advantage (PASHA, SABBIR, RAHMAN, & GRADUATE, 2022).

As we will see in this history, the appearance of the Relationship marketing concept is the result of an evolution in the way companies operate (JULIEN, 2004) ;

- It was after the industrial revolution that traditional marketing reached its peak.
- During the 50s / 60s: the years of mass production, to respond to an explosive demand, companies to mass-produce without worrying too much about the tastes or preferences of consumers. the companies are mainly concentrated on the product and the widening of the offer.
- during the 1970s: market segmentation; Optimizing production was aimed at Reducing manufacturing costs. Combined with reduced costs, improved sales processes, and new ways of reaching customers, companies have started to segment the market.
- The 80s were the years of quality: customers became more demanding, companies sought to improve their production process and the quality of their products;
- Since the early 1990s, the market has undergone a profound change with the reversal of the marketing paradigm: a transition from a product orientation to customer orientation.

This shift from transactional marketing, represented by the marketing mix (where the goal is to increase market share and guidance is given to the product), to relationship marketing (where guidance is given to resources and their strategic capabilities with the aim of creating value and customer satisfaction), emerged from the need to initially supplement and then replace a simplistic model – which was incomplete and not sufficiently oriented towards the market and that also ignored the human factor (Tsiakis, 2015).

Section II: The Theory of Relationship Marketing

All marketing activity is "relational" in nature, so that relational marketing is relational because it involves two actors who are in a relationship to carry out a transaction (Hetzl, 2004). Relational marketing was born about twenty years ago following the publication of several founding articles, including those by (Dwyer, Schurr, & Oh, 1987) and more recently (Morgan & Hunt, 1994). It has since become widespread in professional marketing circles and constitutes one of the research axes in the academic world.

1. The Concept of Relationship Marketing:

1.1. History and Definitions:

Several definitions of relationship marketing exist in the literature. One of the oldest definitions of relationship marketing is that provided by (Berry, 1983). This first definition was set out in the communication entitled "Relationship Marketing", presented to the 1983 Service Marketing Conference organized by the American Marketing Association; agree to define relationship marketing as an activity seeking to attract, maintain and develop relationships with clients. Berry introduced this notion as the necessary completion of the 4P theory (Product, Price, Space for distribution, Promotion for communication).

Two years later, (Jackson, 1985) used the term relationship marketing in a B to B framework. A decade or so later, (Gummesson, 1994) broadened the scope of relationship marketing to a whole series of "relationships, networks, interactions" in the business. The latter will add that relationship marketing is "a marketing vision that aims to establish a long-term win-win relationship with buyers and other stakeholders and the value is created jointly by the stakeholders of the exchange" (Gummesson, 2000) and will then describe it as "interaction-based marketing within relationship networks" (Gummesson, 2002).

It should be noted, however, that a number of authors agree that there is no commonly accepted definition of relationship marketing. As for its definition, its content does not yet seem sufficiently clear. And it is precisely for this reason that a large number of researchers describe it as a "relational approach to exchange" (Möller & Halinen, 2000).

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So, in order to better understand the contours of the concept of relationship marketing, we offer a limited list of definitions which we consider to be decisive for understanding the subject and its evolution. They are classified chronologically and show a turning point in 1992-1995: Shani & Shasalani (1992) introduce the idea of mutual benefits, which we find in Perrien & Ricard (1995) Between these two publications, Morgan & Hunt (1994) evoke the idea of successful relational exchanges and Grönroos (1994) mentions the mutual nature of the exchanges, without mentioning the benefits. The definitions to come will mostly mention the idea of reciprocity, often materialized by the expression "winner-winner". The notion of clients wishing to commit also reflects this idea (Benamour, 2000; Ben Letaifa, 2009). The notion of Benefits became almost systematic from 1993. We indicate the presence of these ideas in two columns materialized in the tables below. (Hobeika, 2017).

Table 4: Definitions of Relationship Marketing

Authors	Definition of relationship marketing	Idea of reciprocity	Benefits idea
Sheth & al (1988)	“Popular” expression to designate repeat transactions.		
Doyle & Roth (1992)	“Gain the position of preferred supplier, by developing trust in key accounts, over a given period of time.”		
Shani & Shasalani (1992)	“Identify, maintain and build a network with individual consumers and continuously strengthen it through interactive, individualized contacts with real added value over a long period of time in order to ensure the mutual benefit of the parties.”	✘	✘
Evans & Laskin (1994)	“Client-centered approach by which companies seek long-term business relationships with existing clients and prospects.”		
Morgan & Hunt (1994)	“Establish, develop and maintain exchange successful relationships. ”		
	Identify, establish, maintain, solidify and, when necessary, sever relations with customers and other parties concerned, so that	✘	

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Grönroos (1994)	the objectives of the two parties concerned meet: this is done by mutual exchange and fulfilling promises.		
Perrien & Ricard (1995)	Asymmetric and personalized marketing process taking place in a long term perspective, giving rise to mutual benefits and residing in a thorough knowledge of the needs and characteristics of consumers.	✘	✘
Berry (1995)	Extend relationships and reduce defections from existing customers. This can then attract more new customers (those who want relationships). The author mentions the benefits for the company and the benefits for the client	✘	✘
Harker (1999)	“Proactively create, develop and maintain committed, interactive and profitable relationships with selected clients over the long term” ¹		
Benamour (2000)	“ Client-oriented strategy profitable and willing to engage in a relationship , which is intended to maintain and improve this relationship and is associated with an exchange relationship, continuous and personalized interactions, allowing the creation of social links between the company and the client.”	✘	✘
Sheth & Parvatiyar (2000)	“Ongoing process of engaging in cooperative and collaborative activities and programs, not with a wide range of stakeholders, but with the immediate end consumer, to create and develop mutual economic value .”	✘	
Ivens & Mayrhofer (2003)	“Establish lasting relationships with clients (or groups of clients), selected based on their potential contribution to the success of the business. The goal is to win over and retain these customers through a win / win relationship .”	✘	
	“Build, develop and maintain long-term mutually beneficial relationships between the company and the customer. The analysis	✘	✘

¹ After having reviewed a large number of definitions, Harker (1999) paradoxically gives a definition which does not actually refer to reciprocity or benefits: "an organization engaged in proactively creating, developing and maintaining committed, interactive and profitable exchanges with selected customers [partners] overtime is engaged in relationship marketing".

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Badot & Cova (2003)	focuses on an individual customer (business, buyer, consumer) and emphasizes the management of lasting relationships between a loyal customer and supplier. The goal is to find products and services for this client and not the opposite”.		
Graf (2004)	“Strategic orientation intended to establish, maintain and develop long-term relationships with its clients with the aim of increasing mutual benefits and based on a certain number of standards which increase trust between the parties.”	✗	✗
Ward & Dagger (2007)	Focus on the customer’s life value rather than the value of a single transaction in order to gain customer share rather than market share. And focus on customer retention by maintaining and strengthening win-win relationships over time.	✗	
Poujol (2008)	Create and maintain a mutually beneficial relationship between a business and its customers.	✗	✗
Ben Letaifa (2009)	Win-win strategy oriented towards the client wishing to engage in an exchange relationship and based on continuous and personalized interactions which allow the creation of social links between the company and the client.	✗	✗
Pellat & al (2010)	The sale is no longer limited to an exchange but also participates in the maintenance of a relationship between the seller and the customer. The “customer-oriented” seller develops a “good relationship”, by creating and preserving the quality of the relationship over time. His relationship behavior leads to long term customer satisfaction rather than his own short term interest.	✗	✗

Source: (Hobeika, 2017).

In the end, Harker (Hacker, 1999) concludes that "any attempt to integrate disparate theories of relationship marketing is superficial at best and at worst misleading." The author suggests waiting for "a coherent understanding of the fundamental concepts" before arriving at a "realistic and complete unification of the theory of relationship marketing".

So, from the above table of definitions shows that the most recent definitions come close to this sought-after unification, as is the case for Benamour (2000), Badot &

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Cova (2003), Graf (2004), Poujol (2008) and Ben Letaifa (2009) which include the concepts of reciprocity and benefits.

1.2. Schools of Thought:

There are three main streams of relationship marketing, it is the North American, Anglo-Australian and Scandinavian or Nordic approach.

1.2.1. The North American Approach (or IMP Industrial Marketing Approach):

“This relationship marketing approach is focused mainly on the dyad between client and supplier within a network (Håkansson , 1982). According to (N’goala, 1998) this approach was put forward thanks to the work of researchers from North American schools (Berry 1983 and 1995, Crosby and Stephens 1987, Crosby et al 1990, Bitner 1995; Perrien et al 1996; Iacobucci and Ostrom 1996; Bendapudi and Berry 1997). The great contributions of this approach emphasize the understanding of the organizational environment in the development of this customer/supplier relationship, emphasizing more on the supplier side than on the customer side” (Hetzl , 2004).

Actually, this approach emphasizes the fact that the company should not found a relationship based on the very short term (transaction) with its customers, but rather a relationship registered in the long term.

1.2.2. The Anglo-Australian Approach:

This approach was described as European by (N’goala, 1998)) and represented by the work of researchers such as (Christopher, Payne, & Ballantyne, 1991); Eiglier and Langeard (1994); De Bandt and Gadrey (1994); (Buttle F. , 1996). This approach is at the crossroads between the marketing of services, the economics of the business-customer relationship and quality management. According to them, relationship marketing is a very broad marketing whose main mission is to take an interest in and manage customer relationships. they defend the ideas according to which one must be interested in priority in the relation between the actor and the intensity of their relation rather than being limited to the analysis of their market transactions, they also think that relational marketing can be applied to totally diverse markets.

1.2.3. The Nordic or Scandinavian Approach:

Among the authors who defend this trend, we can cite Gummesson (1987, 1994 and 1997), Grönroos (1990, 1994 and 1995), Liljander and Strandvik (1995). It is an approach that resembles the European approach, with the difference that the Nordics

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replace quality management with the theory of the interactive network (which is generally found in industrial marketing), For the defenders of this current, it is not the result of the relationship that counts but it is rather the process followed until the achievement of this result. The client can accept a dysfunction in the relationship without this having a negative impact on his assessment once the organization has known how to respond adequately to the rectification of this dysfunction (Hetzl , 2004).

2. Different Forms of Relationship Marketing:

The relationship marketing approach has been developed in three forms (Boisdevésy, 2001) which are:

- Database Marketing:

First of all, a database can be defined as a box with a living memory, which can evolve on demand according to business needs, new parameters, new information by which it keeps all the previous transaction history.

In order to keep customers, it is necessary to know them, to store the information we have about them, to analyze it, to enrich it, to update it, to exploit it. databases are essential to support effective marketing in the service of commercial activities and the creation of value in the company.

with this marketing database the customers are classified as follows; suspicious customer/ qualified prospect/ the occasional customer / the loyal customer/ the client ambassador/ the inactive client.

- Interpersonal Marketing:

The marketing manager must identify the best customers, recognize their value and keep them. In order to improve quality and increase its customer base and thus increase its market share, the company needs to know the lifetime value of its customers, as well as build continuous and personalized relationships with them. As a result, brand loyalty will be achieved through the implementation of innovative loyalty programs in marketing promotions, personalized direct mail campaigns, electronic and interactive marketing campaigns, and consumer events.

- Network Marketing:

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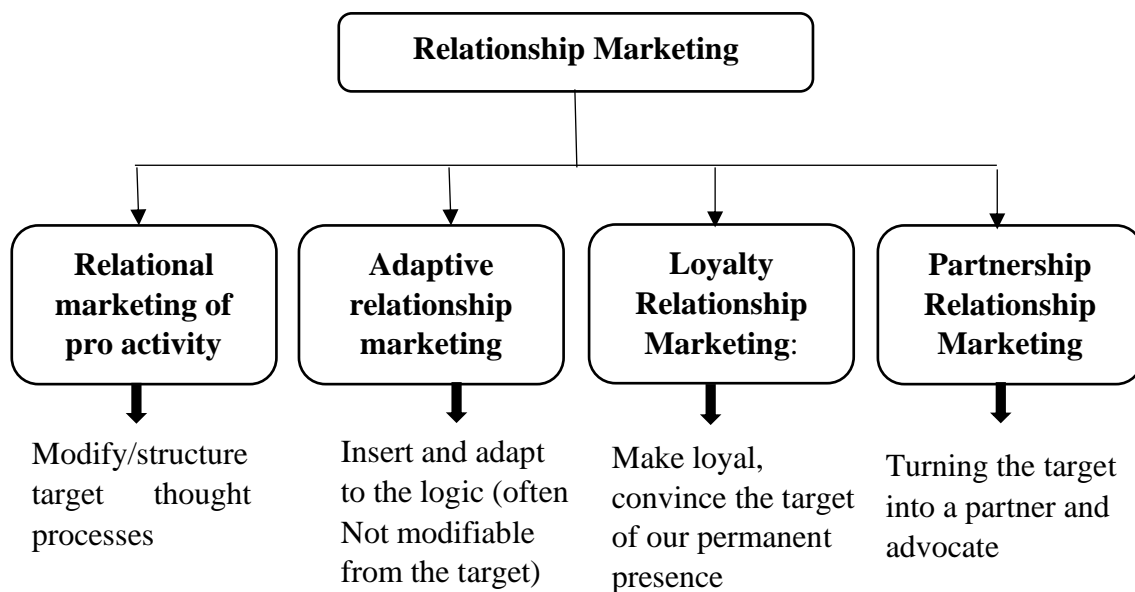
It's first of all the story of a customer satisfied so satisfied that he tells his friends about it that they decide to discover, try, test the products or services in question. They themselves are so satisfied that they, in turn, decide to tell their friends about it.

In this conceptualization the client will be the ambassador of the company, it is a simple and effective way to disseminate quality products and services; At the best cost by eliminating all communication costs (advertising) since advertising is done through word of mouth known as the best advertising.

3. Relationship Marketing Missions:

There are four essential missions in relationship marketing: Pro-activity, Adaptability, Loyalty and Partnership (JULIEN, 2004).

Figure 6: Relationship Marketing Missions



Source: (JULIEN, 2004).

- **Relational Marketing of Pro activity:** its purpose is to help the customer to identify or recognize his needs by suggesting improvements to the product used and to collect new product ideas.
- **Adaptive Relationship Marketing:** the company need to ensure that the product perfectly meets the customer's expectations (tangible and symbolic) by making a visit or a call, and asks for suggestions for improvement and any specific disappointments. The company should focus on building and maintaining communication.

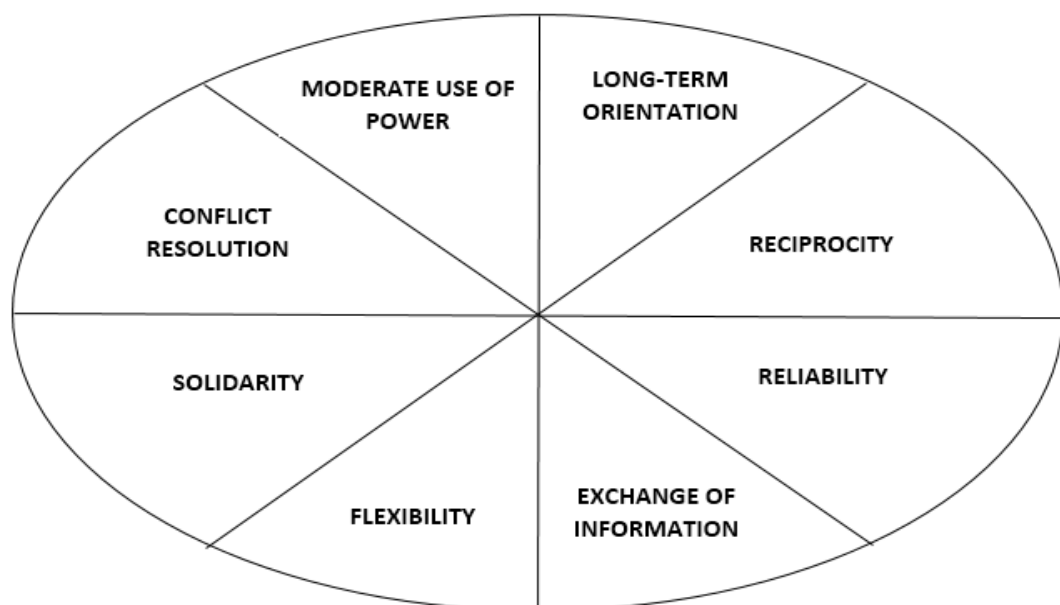
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- **Loyalty Relationship Marketing:** the feedback dimension is very important in relationship marketing. The company must clearly demonstrate that it can perform better, propose improvements that respond immediately to problems and create ongoing value for the customer. Therefore, the company must encourage the customer to react openly and firmly if they have issues, remarks or complaints about the product.
- **Partnership Relationship Marketing:** where the client is an associate. He collaborates with the company to meet customer expectations and to find new product ideas, create value for each other.

4. The Success Factors of the Relational Approach:

In general, Relationship marketing must express the objective of the company towards the client, namely the initiation and maintenance of a business relationship, in a credible way. the flexible aspects of producer customer interaction exert a major influence on customer satisfaction. in this regard, (Ivens & Mayrhofer, 2003) highlight the factors that enable companies to improve their relationship marketing policy. For these authors, the success of relational marketing depends on eight factors which are:

Figure 7: The Success Factors of the Relational Approach



Source: (Ivens & Mayrhofer, 2003).

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- Long-term orientation; the company must take care to maintain the exchange with the customer from the first contact, such behavior constitutes the basis of trust and justifies the commitment of the company.
- Reciprocity: in this perspective, the company must show the customer that it is not a question of exploiting it for its own profit, but on the contrary, it must show that it maintains a win-win relationship with it.
- Reliability: from a relational perspective, the company wishing to demonstrate its relational orientation will try to understand the expectations of its client regarding the tasks to be performed and will execute them constantly.
- Exchange of information: the exchange of information is very useful for the partners and represents an undeniable advantage for both parties while constituting proof of trust.
- Flexibility: the company's ability to modify certain more or less formal agreements and adapt to customer expectations, it must be able to make concessions when a malfunction occurs to its disadvantage in the context of a transaction. that proves that it is keen to maintain its relationship with the customer.
- Solidarity: this involves going so far as to offer help to its customers when the latter is going through a bad period (immaterial or material aid).
- Conflict resolution: avoid legal recourse in the event of conflicts, the company must try to find a compromise that satisfies both parties to allow the continuity of the relationship.
- The moderate use of power: in most cases companies are in a position of strength. She should not take advantage of her situation to put pressure on the client in order to be satisfied, this can disrupt the exchange climate and interrupt the relationship.

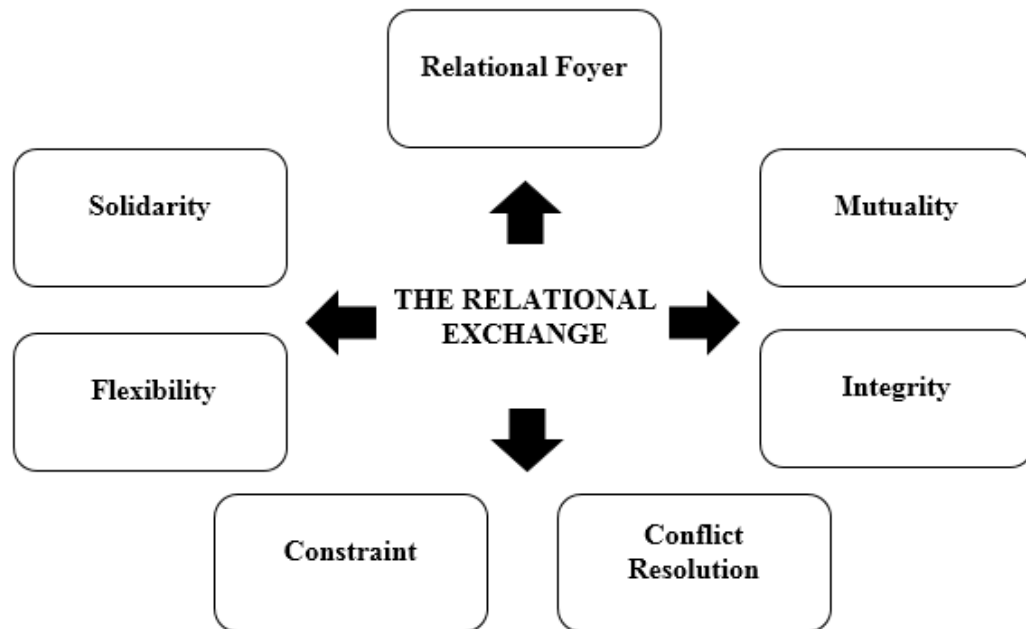
These relational principles summarize, the attitude and behavior to adopt by the company to manage customer relations.

For their part, (Macneil I. , 1981), identified seven main factors, which are indispensable for the success of a relational approach, namely: the relational focus, conflict resolution, integrity, flexibility, solidarity, mutuality and constraint (see figure 4 below). These factors present the relational approach as an interactive long-term process that makes it possible to establish and develop a personalized relationship in a context of

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trust and fruitful exchange. It should be noted that these factors have also been empirically verified by (Kaufman & Dant, 1992).

Figure 8: The Main Dimensions of Relational Exchange



Source : (Macneil I., 1981).

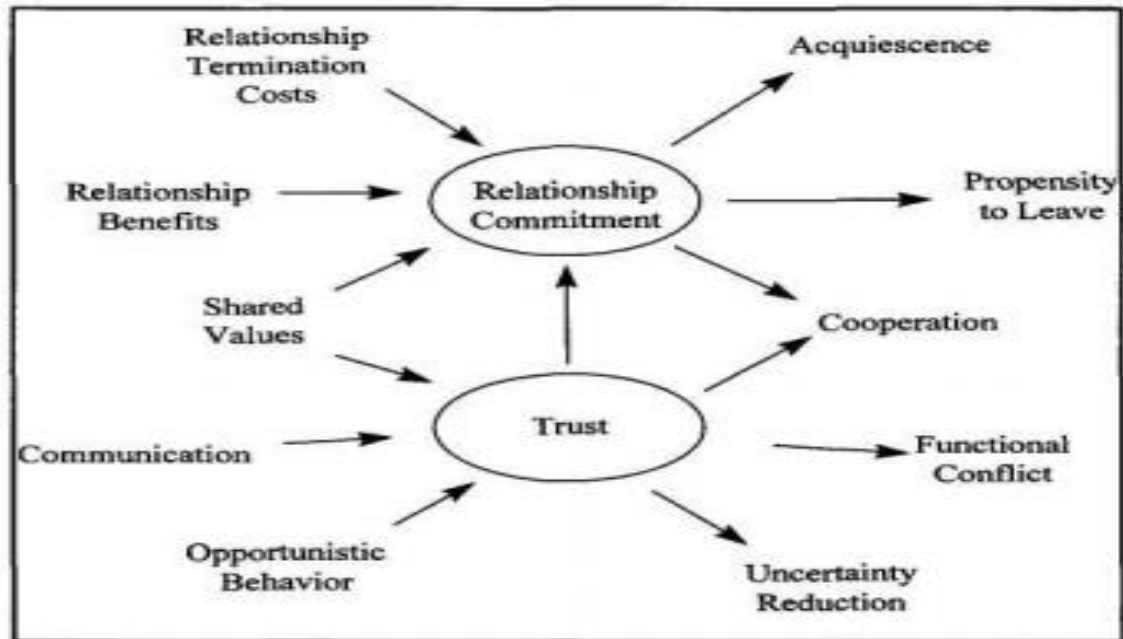
- **Relational Foyer:** the importance of relational exchange in relation to individual transactions.
- **Solidarity:** Process of creating and supporting relational exchange (trust, commitment...).
- **Flexibility:** Possibility of adaptation and change.
- **Mutuality:** a condition for a positive stimulus for exchange.
- **Constraint:** Use of relational structures.
- **Conflict resolution:** creation of a relational social order within the relationship.
- **Integrity:** Managing both complex and multidimensional roles.

(Morgan & Hunt, 1994) Commitment-Trust Theory of Relationship Marketing
Morgan and Hunt propose that relationship commitment and trust are key variables for successful relationships because they promote cooperative behaviors between relationship partners and encourage them to maintain long-term relationships. They suggest that relationships characterized by trust and commitment allow partners to be more accepting of high-risk situations because each party believes that the other party

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will be inclined to engage in activities that are in the long-term best interests of both partners.

Figure 9: Commitment-Trust Theory of Relationship Marketing



Source: (Morgan & Hunt, 1994).

The Commitment-trust theory (Figure 4) proposes that trust and commitment are key constructs that function as mediating variables between five important antecedents (i.e., relationship benefits, relationship termination costs, shared values, communication, and opportunistic behavior) and five outcomes (i.e., acquiescence, propensity to leave, cooperation, functional conflict, and decision-making uncertainty).

Commitment and its Antecedents:

Relationship commitment is defined as “an enduring desire to maintain a valued relationship.” Relationship commitment can be between individuals or organizations. Commitment is enhanced when exchange partners perceive that the relationship has high termination costs, superior benefits, and that partners share similar values.

- Relationship termination costs are described as the perception of net losses (either financial, emotional, or time) that may result from the dissolution of a relationship. Net losses are those that cannot be replaced by relationships with alternative partners.

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- Relationship benefits refer to the quality of services and goods relative to other options.
- Partners that share similar values about appropriate behaviors, goals, and policies are also likely to be committed to a relationship.

Trust and Its Antecedents:

(Morgan & Hunt, 1994) conceptualize trust as confidence in an exchange partner's reliability and integrity. They propose that trust is enhanced when partners share similar values and when partners communicate. Trust is decreased when partners are perceived to engage in opportunistic behavior.

- Shared values, which were already described as an antecedent to commitment, are also antecedent to trust.
- Communication is the sharing of meaningful and timely information between partners.
- Opportunistic behavior is a violation of implicit or explicit role behaviors.

Outcomes of Trust:

Trust affects every outcome either directly or indirectly in the Commitment/Trust Model. Trust has direct effects on cooperation, functional conflict, and decision-making uncertainty and indirect effects on acquiescence and propensity to leave through its effect on commitment.

- Cooperation refers to situations in which two parties must work together to achieve a common goal. (Morgan & Hunt, 1994) state that cooperation results in outcomes that exceed what would be achieved in a relationship in which partners work do not work together.
- Functional conflict is a disagreement that leads to an improvement in a relationship. Disagreements can have a way of strengthening relationships because they can lead to opportunities to communicate and readjust expectations. Trust encourages partners to treat conflicts as functional and find win-win solutions.
- Decision-making uncertainty is the extent to which partners perceive they have sufficient information to make decisions with confidence.
- Finally, trust has a direct effect on relationship commitment. Trust permits partners to take a long-term view of relationships. The relationship itself becomes a goal

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instead of the result of each transaction between partners. It reduces suspicions that partners will take advantage of each other for short-term gains because of the risk to the relationship.

Outcomes of Commitment: Relationship commitment directly affects acquiescence, cooperation, and propensity to leave.

- Acquiescence is the degree to which a partner complies with another partner's request or policy.
- Acquiescence differs from cooperation (also a consequence of relationship commitment) because cooperation refers to a higher level of active participation between partners. Cooperation connotes not only compliance but mental involvement in achieving a common goal.
- The propensity to leave is a partner's intention to terminate the relationship in the near future.

5. CRM as a relationship marketing tool:

5.1. Definitions:

Much of the success and popularity of relationship marketing depends on the rapid growth and development of information and communication technology (ICT), These technologies include CRM and its applications.

The expression of customer relationship management (CRM) has only been in use since the early 1990s among IT service providers providing IT-based customer solutions (Payne & Frow, 2005), Like customer relationship management and relationship marketing, CRM has become very popular and has been defined in many different ways, and there is still confusion about its meaning and implications.

In this line of thought, (Jackson, 1985) defines CRM as a marketing orientation toward strong, lasting relationships with individual accounts. Hobby (1999) added that CRM is not only a marketing orientation but also a management approach that helps the organizations to identify, attract and increase retention of profitable customers by managing relationships with them (SADEK, YOUSSEF, & GHONEIM, 2012).

For (Missi, Alshawi, & Irani, 2002) , CRM includes the management of technology, processes, information resources and people needed to achieve objectives. (Dionne, 2001) conceives of CRM as a business strategy deployed according to a

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methodology and then supported by technologies. For (Plakoyiannaki & Tzokas, 2002), CRM is based on ICT to identify, develop, integrate and focus the firm's various skills towards listening to the client in order to provide superior, long-term value in exchange for profit.

Recently, (Kotler & Armstrong, Principles of Marketing , 2004) define CRM as “The overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction”. Furthermore, (Payne & Frow, 2005) explain that CRM is considered to unite the potential of relationship marketing strategies and Information Technology (IT) in order to create profitable, long-term relationships with customers and other key stakeholders. Thus, CRM provides opportunities to use data and information to understand customers and co-create value with them.

(Alard & Guggémos, 2005) define CRM as "an organizational approach that aims to know better and satisfy customers identified by their business and profitability potential, through a plurality of contact channels, within the framework of a lasting relationship, in order to increase the company's sales and profitability". Through this definition, we underline six elements, namely: an organizational approach, knowledge of the customer and his total satisfaction, identification of the customer by the potential of activity and profitability, the plurality of communication channels, the duration of the relationship and the increase of the company's turnover and profitability.

5.2. CRM Types/Forms:

It will cover the degree in which CRM will act at an organization, where CRM is extending for three levels; strategic, operational, and analytical and collaborative (Buttle F. , 2008), (Khalid , Haslina , & Huda , 2011).

Table 5: Types of CRM

Type of CRM	Dominant characteristic
Strategic	Strategic CRM is a core customer-centric business strategy that aims at winning and keeping profitable customers.
Operational	Operational CRM focuses on the automation of customer-facing processes such as selling, marketing and customer service.
Analytical	Analytical CRM focuses on the intelligent mining of customer-related data for strategic or tactical purposes.

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Collaborative	Collaborative CRM applies technology across organizational boundaries with a view to optimizing company, partner and customer value.
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Source: (Buttle F., 1996).

- **Strategic CRM:** is focused upon the development of customer-centric business culture. This culture is dedicated to winning and keeping customers by creating and delivering value better than competitors. In a customer-centric culture you would expect resources to be allocated where they would best enhance customer value, reward systems to promote employee behaviors that enhance customer satisfaction and retention, and customer information to be collected, shared and applied across the business. You would also expect to find the heroes of the business to be those who deliver outstanding value or service to customers.
- **Operational CRM:** deals with customers' processes automation including marketing automation, sales-force automation, and service automation. Operational CRM deals with automation and streamlining workflow at the front office which include collecting data, processing transactions, and controlling workflow at the sales, marketing, and services.
- Marketing automation (MA) applies technology to marketing processes. Campaign management modules allow marketers to use customer-related data in order to develop, execute and evaluate targeted communications and offers. Customer targeting for campaigning purposes is, in some cases, possible at the level of the individual customer, enabling unique communications to be designed.
- Sales-force automation (SFA) was the original form of operational CRM. SFA systems are now widely adopted in business-to-business environments and are seen as a competitive imperative 'at offers 'competitive parity'.
SFA applies technology to the management of a company's selling activities. Automation of selling activities is often linked to efforts to improve and standardize the selling process. This involves the implementation of a sales methodology. Sales methodologies allow sales team members and management to adopt a standardized view of the sales cycle and a common language for discussion of sales issues.
- Service automation allows companies to manage their service operations, whether delivered through call center, contact center, web or face-to-face. CRM software enables companies to handle and coordinate their service-related inbound and outbound communications across all channels. Software vendors claim that this

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enables users to become more efficient and effective by reducing service costs, improving service quality, lifting productivity and increasing customer satisfaction.

- **Analytical CRM:** deals with increasing customer and organization value by capturing, storing, extracting, integrating, processing, interpreting, distributing, using and reporting customer-related data. Analytical CRM builds on operational CRM and analyze customer data to create information about the customer segmentation, customer behavior, and customer value to the organization using statistical analysis tools especially the datamining.

From the customer's point of view, analytical CRM can deliver timely, customized, solutions to the customer's problems, thereby enhancing customer satisfaction. From the company's point of view, analytical CRM offers the prospect of more powerful cross-selling and up-selling programs, and more effective customer retention and customer acquisition programs.

- **Collaborative CRM.** As collaborative CRM works at the CRM operational level, many researchers counted it as a subset of the operational CRM. Collaborative CRM focuses on customer integration using a set of interaction channels and working intimately with selected customers, suppliers, and business partners. The collaborative technologies include different communication means such as email, phone call, fax, and website pages by which the customer may use at the interaction with an organization.

5.3. The Main Components of the CRM:

The good management of a relational strategy depends on the existence of certain components or skills. Customer orientation must be able to associate very closely information management, technology and marketing to satisfy four essential components of a well-managed relational approach: customer knowledge, performance indicators, integrated communication, individualized value proposition (Peelen E. , Jallat, Stevens, & Volle, Gestion de la relation client, 2018) (Peelen & Beltman, 2013).

- **Customer knowledge:** Knowing each client individually is essential to develop a long-lasting relationship with him and to propose an adapted offer. The history of his purchases, his preferred means of communication, his preferred methods of payment, his preferences and interests in terms of services, ... all this information is strictly necessary for the development of long-term relationships.

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- **Business strategy:** Companies that focus on the success of short-term business transactions show only limited interest in the customer. Their success is measured in terms of the number of transactions completed and the turnover achieved. Market share is a key success measure for them. Companies that develop a relationship strategy are interested in developing long-term relationships with their customers. Their interest in individual customers does not end the moment the transaction is completed. On the contrary, the purchase only marks the beginning of the relationship in which trust and commitment must develop. They communicate with the customer more than they sell.
- **Customer-centric organization:** Customer relationship management is not without serious consequences for the organization. To be, or to become, a customer-centric organization has implications for leadership, culture, employees, internal communication, processes and control. A customer-centric organization is organized around customers, not around functional processes. By that, we mean marketing, sales and after-sales service. The performance indicators that the organization uses to close the loop on the Plan-Do-Check-Act cycle have to calculate measures that are critical for CRM success and have to reward employees for the right customer-oriented behavior
- **Communication:** The relationship strategy must be significantly reflected in the communication between the company and its client. It must demonstrate its ability to set up an individualized dialogue during which real content, substantial and meaningful to the customer, will be delivered. To achieve this, it will have to go through a network of integrated communication channels allowing communication anywhere and at any time. The ability to manage communication across multiple channels is essential.
- **Individualized value proposition:** A company that takes the step of deepening its knowledge of the customer, of establishing the closest relationships with him and of pursuing a genuine dialogue with him, cannot avoid offering him a personalized offer in terms of both the product range and the price. taking into consideration the consumer's experience of using a product, or in particular service is essential. To this end, the company may design, sometimes even in cooperation with the customer, a service that perfectly meets the customer's needs.

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- **Processes and systems:** In many situations, achieving successful CRM is to a great extent dependent on IT. The system must make it possible to realize the strategy, to support cooperation within the organization, to customize the offering, to develop and exploit customer knowledge effectively and efficiently and to permit dialogue.

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Conclusion:

Due to changes in markets, Customer tastes and increased customer awareness, institutions are forced to increase their focus on customers, as traditional marketing methods that have proven successful in a previous period are no longer sufficient to meet their needs and desires.

Throughout this chapter, we have tried to show relationship marketing as a new form of marketing because of its importance in business strategy and success, as it represents the means to gain competitive advantage and to build interactive relationships between the organization and its clients, as it focuses mainly on relationships and support and tries to promote and develop them into cooperative and participative relationships instead of conflicts and competition, that may exist between the two parties to these relationships in order to maximize benefits and advantages, i.e. they are based on the basic idea that benefits can be maximized and interests can be better achieved if there is cooperation and understanding between the two parties in a long-term relationship.

Chapter 02:

The Customer Loyalty

Process.

Chapter 02: The Loyalty Process

Introduction:

Customers represent the main elements of the company's management. According to Business Dictionary Customer (August, 2020) is defined as, "A party that receives or consumes products and has the ability to choose between different products and suppliers". Customers can be both individual and business that spend their money on those goods and services from companies that meet their needs. The customers who feel happy with the companies' goods and services are always expected to buy the products continuously. It means satisfied customers are the companies' loyal customers who come for repurchase again and again from the same company over a long period of time.

According to (Santouridis & Trivellas, 2010), satisfaction can, therefore, be seen as an output of customer service or service encounters just as customer loyalty is. (Schiffman, Kanuk, & Kumar, 2010) advocate that customer satisfaction is identified by a response that pertains to a particular focus (purchase experience or associated product) and occurs at a certain time (post-purchase or post-consumption). This definition supports the view that a consumer's level of satisfaction is determined by cumulative experience at the point of contact with the supplier (Santouridis & Trivellas, 2010). Customer satisfaction is a key element for every organization wishing to increase customer loyalty and create a better business achievement.

Customer's loyalty is received great marketing attention (Wu & Ai, 2016) since its implications cannot be overstated for modern businesses. In fact, customer's loyalty is regarded as a long-term asset (Kandampully, Zhang, & Bilgihan, 2015), and a key business outcome. Having loyal customers is a required option for various companies based on its important role in creating sustainable competitive advantages (Wu & Ai, 2016). Marketing practitioners are also motivated to develop loyal customers towards their businesses as a central condition for market success.

In this chapter, we discuss the process of customer loyalty in two sections. The first deals with customer satisfaction, where we highlight the transactional and relational perspectives of satisfaction and how to measure it, as well as the link between customer satisfaction and customer loyalty. The second will present customer loyalty and its approach, both behavioral and attitudinal, as well as its process and the different tools and strategies used for customer loyalty.

Section 01: Customer Satisfaction

The existence of many companies on the market is conditioned with a number of satisfied customers. Customers are the key factor of the existence and company development on the market. It is obvious then, that firms, which want to face the competition, need to provide valuable and unique terms to their customers, that will satisfy their needs. To achieve this, they have to translate general conceptions of customer satisfaction into decisions about what to measure and what methods to use to collect data. A full understanding of the customer satisfaction assessment thus requires a look beyond it.

1. Customer Satisfaction: Definitions and Comparison with Perceived Attitude, Performance and Quality Concept:

1.1. Defining the Concept of Customer Satisfaction:

The word satisfaction first appeared in English language during the thirteenth century. The word itself is derived from the Latin word “Satis” (meaning enough) and the Latin ending “faction” from the Latin “Facere” (to do/ make), (Clinton & Wellington 2013). Hunt, (1982), noted that the study on satisfaction grown rapidly in the 1970’s, with over 500 studies carried out on the concept. Theologically and historically, the word "satisfaction" does not mean gratification as in common usage, but rather "to make restitution": mending what has been broken, or paying back what was taken (compensation or redress) (ADAH & ELEGBA, 2015).

Satisfaction has appeared in many fields, however, it has been fundamental to the marketing concept for over three decades; as the most extensive use of satisfaction has been in literature concerned with customer satisfaction, (Clinton & Wellington, 2013). It is important to remember that the concept of customer satisfaction has not always been as important as it is today. The management of the marketing of products and services has evolved significantly in the last decades of the 20th century. Marketing management was essentially focused on the product or service. The value of a product/service was understood on the basis of what organizations believed to be a good product or service. It was precisely during the 1960s, with the arrival of a new marketing paradigm, that the concept of customer satisfaction became important to companies and began to change their approach to marketing goods/services.

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Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time (Fornell, Johnson, Anderson, Cha & Bryant 1996). With marketing, customer satisfaction also comes along with it which means it ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to make customers further satisfied is therefore, a crucial outcome (Oliver R. , .Whence consumer loyalty, 1999).

At a glance, customer satisfaction is a crucial component of a business strategy as well as customer retention and product repurchase. To maximize the customer satisfaction companies should sell ideas and methods after the completion with all the necessary documents. Customer satisfaction is a barometer that predicts the future customer behavior (Hill, Roche, & Allen, Customer Satisfaction: The customer experience through the customer's eyes., 2007).

(Baynast, Lendrevie, & Lévy, 2017) defined Satisfaction in marketing as “the feeling of pleasure or displeasure that arises from the comparison between previous expectations and consumer experience “

According to (Kotler & Dubois, 2009): "Satisfaction is like the positive or negative impression a customer has of a purchasing and/or consumption experience. It results from a comparison between his expectations of the product and its perceived performance”.

Thus, in addition to these definitions and in order to better understand the contours of the concept of customer satisfaction, we propose a limited list of other definitions that have been observed in the literature (Vanhamme J. , 2002):

Table 6: definitions of satisfaction published in the literature.

(Hunt,1977).	" satisfaction is the evaluation rendered that the experience was at least as good as it was supposed to be"
(Oliver,1981)	" in essence, it is a summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the customer's prior feeling about the consumption experience"
(Westbrook,1980)	"Customer satisfaction with a product to refers to the favorability of the individual's subjective evaluation of the various outcomes and experience associated with using or consuming it"

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(Churchill et Supernant,1982)	"Conceptually, satisfaction It is an outcome of purchase and use resulting from the buyer's comparison of the rewards and costs of the purchase and relation to anticipated purchases"
(Woodruff, Cadotte et Jenkis,1983)	"Consumer satisfaction/dissatisfaction is an emotional feelings in response to confirmation/disconfirmation"
(Chumpitaz,1998)	"Satisfaction is a post choice evaluative judgments concerning a specific purchase selection"
(Ostrom et Lacobucci, 1995)	"Customer satisfaction dissatisfaction is thought to be a relative judgment that takes into consideration both the quality and the effort borne by the customer to obtain that purchase."
(Bloemer et Kasper,1995)	"Satisfaction can be defined as the outcome of subjective evaluation. Chosen alternative meets or exceeds the expectations"
(Oliver,1997)	"Satisfaction is the consumer's fulfilment response. It is a judgement that a product or service feature, or the product or service itself, provided (is providing) a pleasurable level consumption-related fulfilment, including the level of under or over fulfilment"
(Dufer et Moulins,1989)	"Satisfaction is an internal state that accompanies the confirmation of aspirations relating to the consumer project, which integrates the expectations developed about the product and the performance standards attached to the class to which it belongs"
(Evard, 1993)	"a psychological state resulting from the process of buying and consuming."
(Plichon,1998)	"Satisfaction and an emotional state resulting from an affective and cognitive evaluation process that occurs during a specific transaction."

Source: (Vanhamme J. , 2002).

1.1.1. Satisfaction Defined as an emotion/ affect: ²:

According to (Havlena & Holbrook, 1986) consumer emotion is defined as the set of emotional responses induced during experiences of using or consuming a product/service. (Oliver R. , 1989) defines consumer emotion as the emotional state of the consumer reacting to the outcome of consumption. (Muller, Tse, & Venkatasubramaniam, 1991)

² It should be noted that "affects" are often confused with emotions in marketing. Oliver (1997) notes that that, in the literature on consumer behavior, the term "affect" is used primarily to refer to emotions. We think that a distinction should be made between these two constructs, affects being "a generic term designating emotions, moods, feelings, impulses, attitudes, preferences, and assessments."

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define the concept of consumer emotion as a cognitive expression of the consumer with respect to how he or she psychologically prepares for consumption experiences.

Research carried out in the field of consumer behavior, notably by (Holbrook & Batra, 1987) shows that the emotional states of the consumer also have effects on the consumer's processing of information, his choice process and his attitude towards advertising messages.

The emotional construct is one of the dimensions that constitute consumer satisfaction (Oliver R. L., 1997). (Bagozzi, Gopinath, & Nyer, 1999) (as do many other researchers) believe that satisfaction is purely emotional in nature. They consider satisfaction to be only one emotion among others. In the same context, (Russell, 1978) defined satisfaction as a concept containing the emotion and emotional reaction that appears when evaluating the difference between the evaluation criterion and the performance of the product.

1.1.2. Satisfaction defined as cognition:

According to the defenders of this approach, satisfaction is a cognitive construct distinct from emotion. They define the satisfaction construct as "the cognitive state of the buyer being adequately or not rewarded for the sacrifices made".

Cardozo (1965), who is concerned with the process of satisfaction formation, is the first to give a definition of it. He also shows that satisfaction is not limited to the simple evaluation of the product, but depends on the consumer's expectations and the effort that the consumer puts into obtaining the product.

The cognitive process was introduced by (Oliver R. , 1980), it is known as the expectation disconfirmation model. Oliver, defines satisfaction as "an evaluation of the 'surprise' inherent in the acquisition of a product and/or consumption experience. It is a summary of the psychological state encountered when a feeling of disappointment in relation to expectations is combined with emotions experienced before the consumption experience.

- The disconfirmation model:

According to the disconfirmation paradigm presented by (Oliver R. , 1980) consumer satisfaction is the result of the comparison between expectations before consuming or purchasing a product or a service and their observations about the performance of the latter. This gap between expectations and perceived performance

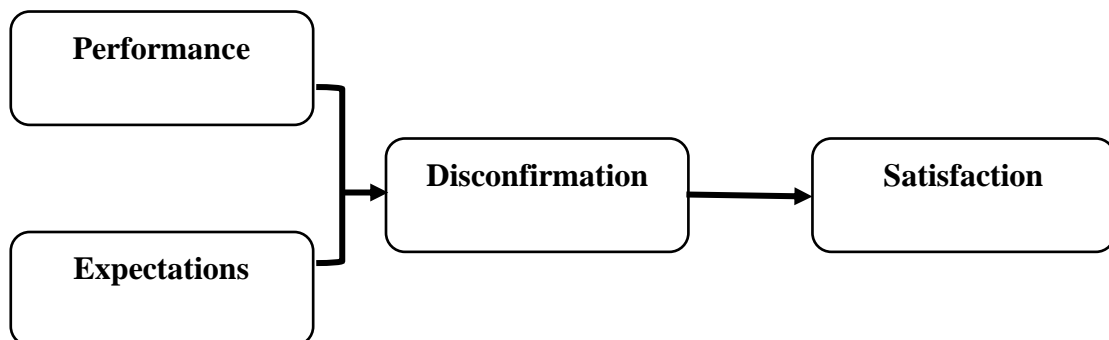
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forms a perception of disconfirmation. The latter can be neutral when expectations are at the level of perceived performance, positive if the latter is higher, negative if expectations exceed perceived performance.

This model has three main constructs;

- The prior expectations of the consumer in regards to the product (or service)
- The evaluation of the performance of the product (or service) during the consumer experience.
- The disconfirmation (positive, negative or neutral) that results from the comparison between performance and expectations.

Figure 10: The Original Model of Disconfirmation.



Source: (Oliver R. , A cognitive model of the antecedents and consequences of satisfaction decisions, 1980).

Thus, according to this model, a favorable (a satisfaction) or unfavorable (a dissatisfaction) judgement is the result of an evaluative process in which the consumer compares the actual performance of the product, after consumption, with the expectations he or she had before consumption.

- So When:
- Perceived performance > expectations = satisfaction.
- Perceived performance < expectations = dissatisfaction.
- Perceived performance = expectations = indifference is the result.

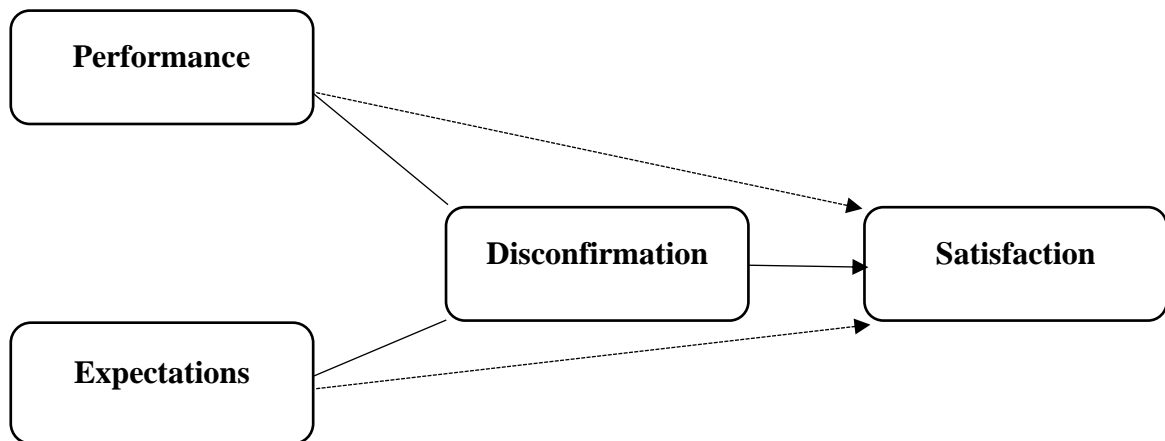
However, the model of disconfirmation of expectations has been the subject of several critiques, including the nature of the standard of comparison, the relevance of disconfirmation as a mediating variable, the influence of other cognitive elements on satisfaction, and the role of emotional reactions.

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Different researchers have shown that expectations have direct effects on satisfaction. On the other hand, it has also been shown that there is a direct link between performance and satisfaction (Oliver and Sarbo 1988; Oliver 1993). Yi (1993) states that expectations play an important role in the absence of objective criteria to evaluate the product, and that performance has an important impact when the consumer's judgement of the product is easy.

Other research has shown that there are direct links between performance and satisfaction without the need for non-confirmation. However, other studies advocate the existence of direct and indirect links (via disconfirmation) between expectations and performance on satisfaction (Oliver and Desarbo, 1988).

Figure 11: The modified disconfirmation model.



Source: (Oliver R. , A cognitive model of the antecedents and consequences of satisfaction decisions, 1980).

1.1.3. Satisfaction defined as a dual process: affective and cognitive:

Between these two approaches, a third approach defends the idea that satisfaction results from a dual process, one affective and the other cognitive. However, it is necessary to complement the cognitive approach by returning to other cognitive variables that explain and determine satisfaction; these are equity and attribution as variables preceding satisfaction (AUDRAIN & EVRARD, 2001).

Therefore, Oliver R.L, (1997) gives satisfaction as a relative evaluation, subsequent to post-consumer affect and cognition. In the same way (Oliver R. L., 1997). AURIER & EVRARD (1998) define satisfaction as: "a phenomenon not directly observable; an

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evaluative judgement resulting from cognitive processes and integrating affective elements, a global judgement concerning a relative consumption experience, resulting from the fact that evaluation is a comparative process between the subjective experience lived by the consumer and an initial reference base" (AURIER & EVRARD , 1998).

This current of thought therefore brings together the first two currents which are extreme in the conceptualization of satisfaction. It considers satisfaction as the result of two cognitive and affective processes that can interact. The integration of affective states significantly improves the explanation of satisfaction.

1.2. Consumer Satisfaction and Comparison with Perceived Attitude, Perceived Value and Quality Concepts:

After having shown the diversity of definitions of satisfaction, we will now situate it in relation to the other concepts of attitude, quality and perceived performance. The following paragraphs remind us how satisfaction differs from attitude, perceived performance and perceived quality.

1.2.1. Satisfaction and Attitude:

In the early 1970s, satisfaction was considered to be only a form of attitude and was not specifically defined (LATOURET & PEAT , 1979) . "Attitude can be defined as a psychological tendency to evaluate a particular object with a certain degree of favor or disfavor (Eagly and Chaiken, 1993). Ajzen defined attitude as a disposition to respond favorably or unfavorably to an object, person, institution or event. On the other hand, Thomas and Znaniecki conclude that attitudes are mental dispositions that explain behavior and are partly predictive" (Fitton, 2017).

After all this definitions, "Attitude can be defined as "evaluations of objects, problems or people that are relatively durable (i.e., stored in long-term memory). These assessments may be based on behavioral, cognitive and affective information or experiences and are able to guide behavioral, cognitive or affective responses. "(Petty, Unnava, & Strathman, 1991), or as "the knowledge, beliefs, opinions, and feelings of an individual or group of individuals about an object" (Lindon, Lendrevie, 2000)" (AUDRAIN & EVRARD, 2001).

Satisfaction differs from attitude in that it is contingent and situational (transient) while attitude is relatively stable. According to Oliver: "Attitude reflects the relatively stable emotional orientation of a consumer towards a product, a point of sale or a process, while

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satisfaction reflects the emotional reaction following a non-confirming experience that acts at the basic attitude level and is specific to the act of consumption. " (Oliver R. , 1980). which means, the situation of these two constructs in relation to the consumption process. In order to be able to pronounce a judgment of satisfaction, the consumer must have consumed the object. This is a post-experiential experience. The consumer may have an attitude towards the object without necessarily having consumed it. In fact, it has been shown that there is a causal relationship between satisfaction and attitude.

On the other hand, Satisfaction is more punctual and transitory in nature than the attitude which is a lasting predisposition. It should be noted that depending on whether one is in a transactional or relational perspective, the distinction between attitude and satisfaction on this point is more or less easy to make.

There is, however, "a link between these two concepts: attitude helps to define expectations prior to the purchase/consumption experience which, in turn, influence satisfaction with this experience and changes according to the satisfaction felt (Day, 1984: Evrard, 1993 Oliver. 1980, Oliver, 1997). Furthermore, Oliver (1981) points out that over time. satisfaction tends to merge with the general attitude towards buying. For this reason, a measure of satisfaction immediately after use/purchase is the one that will give the highest construct validity. tBolton and Drew, 1994.Luburbera and Mazurky, 1983)". (Vanhamme J. , 2002).

1.2.2. Satisfaction and Perceived Quality:

In the literature, Satisfaction has been confused with perceived quality. According to (NGOBO, 1997), "the concepts of quality and satisfaction are now used interchangeably. In fact, some people consider these two concepts to be one and the same (Nguyen, 1992). Perceived quality is an overall evaluative judgement about the relative superiority of a product/service, or, more specifically, an evaluation of the excellence of the product/service (Oliver R. L., 1997). Even though these two concepts are interrelated, recent theoretical conceptualizations and empirical results (Anderson and Fornell, 1994 Bitner and Hubbert, 1994, Cronin d Taylor, 1992 Gotlieb, Grewal and Brown, 1994 Oliver, 1994, 1997; Rust and Oliver, 1994; Taylor and Baker, 1994) show that they are indeed two distinct concepts. The table below summarizes the several differences between the two concepts (Anne & Evrard, 2001).

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Table 7: Difference Between Quality and Satisfaction

Comparative Dimension	Perceived Quality	Satisfaction
Attributes/Dimensions	Résulte d'attributs/dimensions spécifiques à la qualité.	Results from attributes/dimensions related to quality but also not related to quality.
Standard Of Comparison	Is judged against a standard of excellence.	Can be judged against other standards of comparison than excellence, such as standards and expectations (related and unrelated to quality), One can be satisfied with a low quality product/service if it meets or exceeds expectations or another standard And, conversely, one can be dissatisfied with a high quality product/service.
Cognitive Versus Affective	Is a purely cognitive construct (positive and negative affective variables do not explain the quality judgment (Oliver, 1994).	Dual (affective and cognitive).
Dependence On Experience	Does not require experience with the product/service: you can say whether the product/service is of very high quality without trying it out.	Requires experience with the product/service: you must have had experience the product/service to be able to define whether you are satisfied or not).
Relationship to The Individual	Describes the perceived state of the product/service, i.e. is specific to the product/service or the consumer's perception of it (the product/service is or is not perceived to be of good quality).	Describes the psychological state of the individual, i.e. is specific to the individual (I am or am not satisfied).

Source: adapted from Oliver R.L (1997). satisfaction: on a behavioral perspective of the consumer, New York McGraw-Hill et Oliver R.L (1993). a conceptual model of service quality and service satisfaction: compatible goals, different concepts, Eds T.A Schwartz, DE. Brown et SW. Brown, Advances in services marketing and management research and practice, Vol.2; JAI press, Green Wick. PP. 65-85

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In terms of causality, (Bitner, 1990) and (Bolton & Drew, 1991) show that satisfaction is an antecedent of service quality. (Cronin & Taylor, 1992) find, on the contrary, that service quality is an antecedent of satisfaction. According to Bolton and Drew (1994), the two concepts influence each other. (Teas, 1993) believes that these results are not necessarily contradictory and suggests that the sequence depends on the analytical framework (transactional versus relational). Thus, when the analysis focuses on a specific transaction, perceived quality is found to be anterior to satisfaction. On the other hand, when the analysis concerns several transactions at the same time, the perceived quality is a function of satisfaction.

1.2.3. Satisfaction and Perceived Value:

Perceived value is a calculation made by the consumer, it is the value of a good or service in the mind of a consumer. The value perceived by the customer is defined as a ratio, a trade-off made by the consumer, between the benefits relating to an object and the sacrifices that the consumer perceives (Anne & Evrard, 2001).

Thus, (DAY, 1990) gives it as "the difference (or surplus) between perceived benefits and perceived costs". Rao and Krishnan (1985) give it as "the ratio of perceived benefits to incurred sacrifices. Zeithaml (1988) as "the overall assessment of the utility of a product based on perceptions of what is received and what is given".

In the same vein, (Oliver R. L., 1997) defines it as a judgement "comparing what was received (e.g. performance) with the costs of acquisition (e.g. financial, psychological efforts). "It is therefore "a cost-benefit assessment, from a transaction and choice perspective. "(Aurier et al.,1998).

While these definitions reveal some common points between satisfaction and perceived value, a number of characteristics make it possible to differentiate between them (Anne & Evrard, 2001).

- The first is typical of the terms of comparison used: satisfaction results from the gap between perceived performance and expectations, while perceived value has a more general scope in that it results from the difference between the overall benefits and the perceived acquisition costs (anticipated or actually incurred).
- The second is that satisfaction is a judgment that can be both cognitive and emotional. The value perceived by the client, on the other hand, is a cognitive construct. It is a calculation made by the consumer.

- The third is based on the fact that satisfaction is a post-experiential assessment, which is not necessarily the same as perceived value.

2. Transactional and Relational perspectives of satisfaction:

The research also distinguishes between two conceptions of satisfaction: transactional satisfaction (or instantaneous, i.e. contingent on a given consumption experience), and relational satisfaction (or cumulative, i.e. covering several consumption experiences).

2.1. The Transactional Perspective of Satisfaction:

According to the transactional approach, satisfaction is analyzed for a given purchase or for a particular experience, limited in time. It is defined as: "an immediate post-purchase evaluative judgement or emotional reaction to the transaction." (Garbarino & Johnson, 1999). (Vanhamme J. , 2002) considers for her part that satisfaction is a mediator of consumers' post-purchase/consumption behavior.

2.2. The Relational Perspective of Satisfaction:

In comparison to transactional satisfaction, which has been the subject of an extensive literature, the number of research studies that have dealt with relational satisfaction remains low. Nevertheless, the interest of researchers in the relational perspective of satisfaction continues to grow. This can be explained by the change in the marketing context from transactional marketing to relational marketing. The important role that relationship satisfaction plays in relationship maintenance has indeed been demonstrated by researchers such as (Jognson, Nader, & Fornell, 1996).

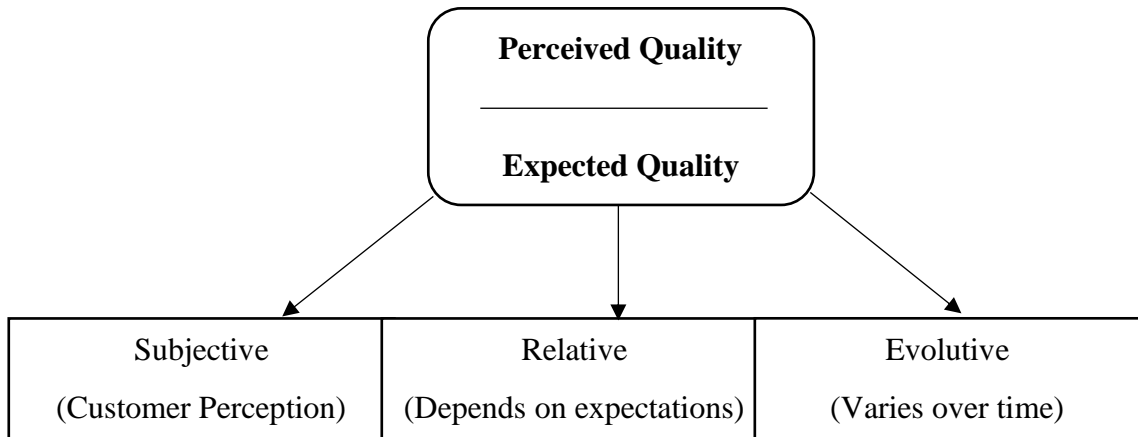
Relational satisfaction is defined as the level of cumulative satisfaction resulting from several experiences of consumption of an object (product or service). It is "a continuous global evaluation of the company's or brand's ability to provide the benefits required by the customer. (NGOBO, 1997). This is known as cumulative satisfaction or overall satisfaction, defined as "a cumulative construct, summing up the satisfaction with specific products or services of the organization." (Garbarino & Johnson, 1999).

3. The Characteristics of Satisfaction:

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According to (Ray, 2001), There are three characteristics of satisfaction which are summarized in the figure below :

Figure 12: The Three Characteristics of Satisfaction



Source: (Ray, 2001).

- **Satisfaction is subjective:**

This first characteristic is reflected in the level of the client's perception of the service offered and not in the evaluative reality of an experience resulting from cognitive processes that include affective elements. A company's product may be the most functional product on the market, but if some clients are unable to use all the functionalities, they will say that it is not.

- **Satisfaction is relative:**

Expectations are different from one customer to another as well as their opinions while consuming the same product or service with the same conditions. satisfaction is relative because it depends on the expectations that the customer has towards a product or a service. If it does not meet the expectations, a company that offers the best product on the market will not be able to create satisfaction. However, a product that meets expectations will generate satisfaction even if it is not the best product. The higher the expectations, the greater the disappointment;

From a marketing point of view, what counts is not being better, but being the most adapted to customer expectations.

- **Satisfaction is evaluative:**

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As the market is in constant evolution, the competition law encourages suppliers to increase their relative performance in order to be preferred (which means improve their products or services to gain market share.). Customer satisfaction evolves over time according to expectations and standards, and the life cycle of product/service use. A customer will be more satisfied after the act of purchase; however, this feeling will diminish with use.

These three important characteristics all contribute to the judgment of a client evaluating a service. A client's judgment is therefore not based on an absolute basis, but is subjective, relative and evolving. For the same service experience, the degree of satisfaction experienced by individuals will inevitably be different.

4. Measuring Customer Satisfaction:

In recent decades, the importance of customer satisfaction for business organizations has been increased. Thus, customer satisfaction measurement is now considered as the most reliable feedback, Lord Kelvin said that "...if you cannot measure something, you cannot understand it...". In general, measuring customer satisfaction is a feedback operation that involves knowing the opinions of customers on their needs, expectations and experiences with regard to perceived products/services. In this way, customer satisfaction is a baseline standard of performance and a possible standard of excellence for any business organization (Gerson, 1993).

The most important advantages of a customer satisfaction measurement survey may be summarized in the following (Grigoroudis & Siskos, 2009):

- ❖ Customer satisfaction measurement improves the communication with the total clientele, provided that they constitute continuous and systematic efforts of the business organization.
- ❖ Business organizations may examine whether the provided products or services fulfil customer expectations. Furthermore, it is possible to examine whether new actions, efforts, and programs have any impact on the organizations' clientele.
- ❖ The critical satisfaction dimensions that should be improved are identified, as well as the ways through which this improvement may be achieved.
- ❖ The most important strengths and weakness of the business organization against competition are determined, based on customer perceptions and judgments.

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- ❖ The personnel of the business organization are motivated to increase its productivity given that all improvement efforts, regarding the offered products or services, are evaluated by the customers themselves.

4.1. Methods of Measuring Satisfaction:

The company must always remain attentive to its market and carefully monitor the evolution of its customers' needs and expectations in order to satisfy them as well as possible. Here are the methods proposed by (Kotler & Dubois, 2006) to measure satisfaction:

- **Suggestions and complaints:** A customer-oriented company must invite its customers to make suggestions and criticisms and take them into consideration. Complaints do not reveal the general level of customer satisfaction, but the main causes of dissatisfaction. They give ideas for new products.
- **Satisfaction surveys:** Rarely do satisfied customers express themselves. What's more, most dissatisfied customers do not spontaneously express their opinion. They simply change brands or products, without the company understanding why. In order to know the general level of satisfaction and to follow its evolution over time, it is therefore essential to take measurements by periodic customer surveys. The customer satisfaction survey makes it possible to establish a surveillance and listening system, to follow the evolution of the quality of the customer relationship. With this survey, the company can observe and understand the state of opinion on the essential themes of its offer.
Satisfaction surveys are a very useful element in measuring customer satisfaction in order to obtain a good result at the end of the study.
- **The mystery shopper (ghost):** It is a technique that consists in calling upon a person to play the role of a customer by asking him to note all his impressions, both positive and negative, in order to evaluate the quality of the service. This method is much more effective in controlling compliance with service standards and testing the reaction capacity of staff.

4.2. The Steps to implement a satisfaction measure:

There is a several step process that can be used to measure customer satisfaction with a product or service (Lendrevie J. , 2017). The steps are as follows:

- **Step 1: Identify the Factors of Satisfaction:**

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First of all, it is necessary for any company to know its customer satisfaction and dissatisfaction standards, beyond the instincts one might have had.

This step has the role to explore customers' experience of the product, to identify the standards of judgement and indicators they use, through qualitative research (face-to-face or group interviews).

- **Step 2: Prioritize Satisfaction and Dissatisfaction Criteria:**

This involves measuring the importance of each criterion. The studies are quantitative and use different techniques, such as conjoint analysis (or trade-off), to prioritize the criteria and possibly segment the clientele by type of expectation.

- **Step 3: Development and Implementation of a Satisfaction Barometer:**

It is a satisfaction survey that is conducted on a regular basis with a representative sample of customers, focusing on specific aspects of their product experience and their overall satisfaction. The purpose of the barometer is to compare the results from one period to another. The survey can be conducted by mail, telephone, Internet or face-to-face.

- **Step 4: Comparison with competitors:**

The most effective satisfaction studies seek to place the company's performance in relation to that of its competitors. Where customers are not exclusive, they will be asked to indicate their satisfaction with competing products, or the satisfaction survey will be extended to competitors' customers.

4.3. The indicators for measuring customer satisfaction:

According to (Lendrevie J. , 2017), there are several indicators of satisfaction:

- **The complaints:**

A complaint is a manifestation by the customer of dissatisfaction with a product or service offered. When there is an increase in complaints or a concentration of complaints about a product or service, it means that these are signs of poor quality that needs to be corrected.

Where the effective handling of complaints is a tool for detecting malfunctions in the company and also is an element of the marketing and quality information system

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providing suggestions for improvement or the creation of new products. which means that it can be an indicator of customer satisfaction.

However, measuring satisfaction by tracking complaints is quite imperfect because many dissatisfied customers do not express themselves and because tracking complaints does not give an idea of the satisfaction of all customers.

- **The Customer defection rate:**

The measure of client defection is also a useful indicator of dissatisfaction: a high attrition (defection) rate or an increase in attrition are signs of a client satisfaction problem. This indicator is particularly monitored in the context of loyalty policies. However, the attrition rate is a sign and does not indicate the reason for difficulties. It is therefore necessary to survey clients to measure and assess their satisfaction.

- **Customer Reviews:**

Customer reviews is an increasingly important indicator that both businesses and customers are following. These opinions provide more information on the causes of customer satisfaction, but, also, and above all reassure the prospects when they make a purchase.

4.4. The prerequisites for improving customer satisfaction:

These are several recommendations to improve customer satisfaction, according to (Berry, Parasuraman , & Zeithaml, Ten Lessons for Improving Service Quality, 1993):

- **Listening:** Setting up a systematic system for measuring service quality which allows the listening to complaints, post-purchase studies, group interviews, mystery shoppers, employee surveys, global satisfaction surveys (for oneself and one's competitors).
- **Reliability:** is the central core and the first expectation of customers for a product or service, it is done through the establishment of standards, information, measurement of the number and types of failures.
- **Meeting Basic Expectations:** Companies must ensure that the basic product or service is always well provided and is capable of meeting basic customer expectations.
- **Handling complaints well:** Clients who have had their complaints dealt with properly are particularly satisfied. There is a need to encourage and facilitate

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complaints, to respond quickly and in a personalized manner, and to develop a genuine problem resolution system, including staff training and the ability to respond directly to customer complaints.

- **Exceeding customer expectations:** Satisfaction and loyalty are achieved by going beyond the acceptable level of expectations to get closer to the desired level of expectations. We must grab every opportunity to surprise the customer.
- **Being fair:** Customers must have confidence in the company and its ability to deliver on its promises by feeling that they are treated no worse than others.
- **Survey of employees:** Employees have ideas on how to improve the product or service on a daily basis.
- **Leading by example:** The management of a company must come down from its stand and set an example, lead and visit teams, be on the ground.

5. Customer Satisfaction and Loyalty:

It is very important to understand the relationship that exists between the concepts of customer satisfaction and customer loyalty. These two concepts have an important part to play in the success of any business. The concept of customer satisfaction is a vital aspect that must be taken into consideration when a company is trying to increase customer loyalty and better performance of the business (Zephan, 2018).

Logically, a satisfied customer will be a loyal customer. This is far from being verified by the facts. It is not the satisfaction of the consumer but his loyalty that explains the success of some companies. Loyalty means that consumers are so satisfied with a company's product that they become the promoters of the brand. They then extend their loyalty to all of the firm's products.

(Ngobo, 2000) suggests that improving satisfaction has four possible consequences for consumer behavior. First, satisfied customers are likely to purchase the product/service again or return to the point of sale (Dufer and Moulins, 1989; Rust et al., 1995). Second, they are likely to recommend the product brand or outlet to other consumers (Swan & Oliver, 1989). They are also willing to pay an additional price to retain the benefits offered by the product/service or point of sale (Anderson, 1996). Finally, satisfied customers generally make few complaints. All of these behaviors contribute to increasing the company's sales and improving the company's profitability.

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There are four types of consumers according to their level of satisfaction, as shown in the following table (Jones & Sasser , 1995):

Table 8: Jones and Sasser's Typology

		Loyalty	
		Low	Strong
Satisfaction	Low	Unstable-Deserters	Hostages
	Strong	Mercenaries	Loyal

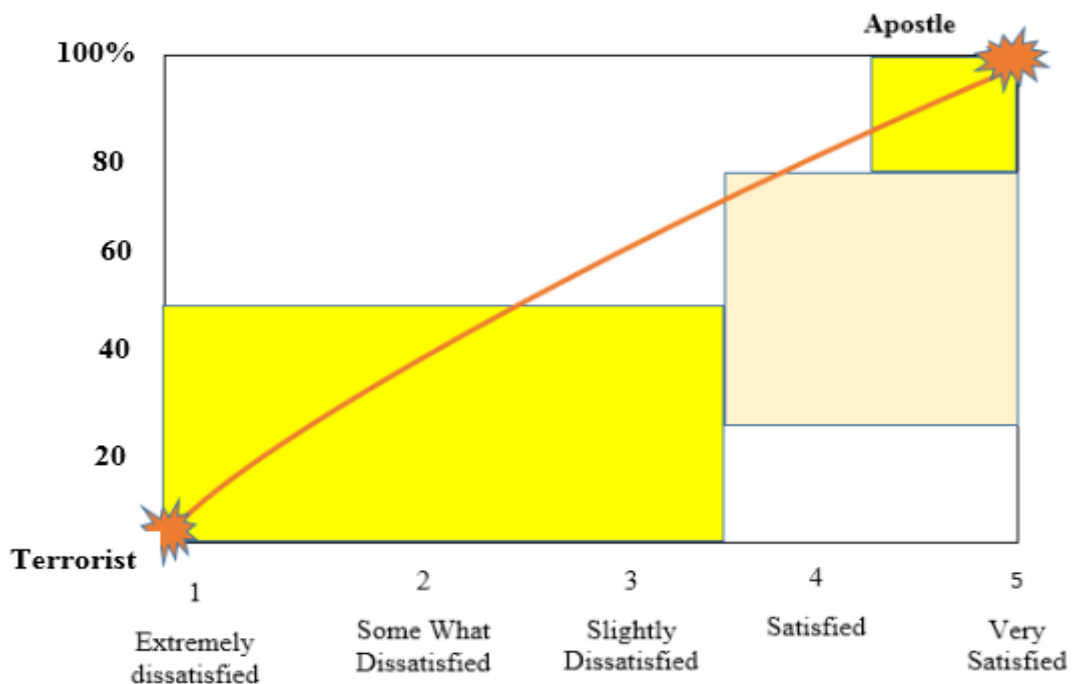
Source : (Jones & Sasser , 1995).

- Loyal Customers: they are completely satisfied and continue to use and buy the company's products.
- The Unstable: who are not satisfied or remain neutral as to the performance of the company's product or service. This type of customer can represent up to half of a company's customers. Not taking an interest in them would be a management mistake. Indeed, a minimum of attention and more listening would convert them into loyal customers. Unstable customers have often had a negative experience with the company that failed to meet their expectations or problems.
- Mercenaries: are satisfied but unstable customers who are looking for low prices or follow fashion. They are expensive to attract and retain and are quick to choose another supplier.
- Hostages: are clients who have had a bad experience but have no choice but to stay. This is the case of induced loyalty. Hostages: constitute a captive clientele.

In the Following Figure, is a representation of the relationship that exists between customer satisfaction and loyalty. (Heskett, Jones, Loveman , Sasser, & Schlesinger, 2011) put customers into three zones; zone of defection, zone of indifference and zone of affection.

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Figure 13: Relationship between customer satisfaction and customer loyalty.



Source: (Heskett, Jones, Loveman , Sasser, & Schlesinger, 2011).

This figure shows the level of customer loyalty based on their satisfaction from a product or service and divides the satisfaction-loyalty relationship into three main zones:

- **The First Zone:** Zone of defection, Heskett term the extremely dissatisfied customers as “Terrorist”. It is without doubt that a dissatisfied customer or slightly dissatisfied will never say anything positive about the product or service of that company. It is more likely that these customers can discourage others from trying the products or services of the said company. those customers are highly likely of defecting to a competitor.
- **The Second Zone:** Zone of Indifference, is at intermediate levels. Here, clients are willing to change service providers if they can find a better alternative.
- **The Third Zone:** Zone of Affection, is at the highest levels of satisfaction, the very satisfied customers are termed “Apostle”. They are the ones that were or are impressed with the product or service quality of the company and will be more willing to come back thereby making them loyal. These are the kind of customers that will put in a good word for the company to others in their community thereby encouraging many to try out the services or products of the company. loyal customers are more satisfaction driven, thus companies must make sure their customers are highly satisfied.

Section 02: Customer Loyalty

Loyalty has become an important topic for all organizations because of its great importance in their success, but it has become the main focus and key to achieving goals, growth and excellence. Due to the continuous changes in consumer behavior and psychology, gaining loyalty is a very difficult issue, which has led many researchers to take an interest in it and study it to discover ways, methods and ways to build and maintain it.

1. Defining Customer Loyalty Concept:

Since the 1970s of the 20th century... Research has attempted to understand loyalty, to define it, to measure it and, finally, to control it. Some authors describe loyalty as a customer who repeatedly purchases a service or product ((Cohen & Houston, 1972) (Jacoby & Chesnut, 1978) (Jacoby & Kyner, 1973) (GremLer & Brown, 1999)) All of these authors specify that the customer will be considered loyal if he returns to the same company for a transaction of the same product or service and if he is positive that it is the only company that can satisfy his desire and his need.

For (Newman & Werbel, 1973), "Consumers are loyal to a brand if they buy it back and do not look for information on what competitors are offering". (Oliver R. L., 1997) defines loyalty as "a deep commitment to regularly buy one product or service that is more appreciated than another, despite changing circumstances or marketing actions with sufficient potential impact to bring about a change in behavior".

(Yves, 1988), meanwhile, defines customer loyalty as "a marketing strategy consisting in equipping acquired customers with numerous products, so as to strengthen through commercial links the psychological ties that bind them to the company, and thus reduce the attraction that the competition may present".

According to (Leho Jean, 2007): "There are many definitions of loyalty, which their authors vary according to the sectors concerned and the strategic objectives pursued".

In the following table, we offer a list of different definitions for identifying the loyalty and its evolution.

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Table 9: Customer loyalty definitions

Author	Definition
(Barlow, 1992)	"Loyalty is a strategy that identifies the best customers, retains them through an interactive, value-added, long-term relationship, and increases their performance".
(Homburg & Bruhn, 1998)	"Loyalty integrates all the actions of a company aimed at influencing a customer's current and future purchasing behavior in a positive way in order to stabilize and broaden the relationship with that customer".
(Wijaya, 2005)) cited a definition proposed by Kotler, Bowen and Makens (1999).	"How likely customers are to return and their willingness to perform partner-shipping activities for the organization". Kotler, Bowen and Makens(1999)
(Reichheld, 1999)	"Loyalty for a company or organization is the art of creating a lasting relationship with its customers. Loyalty contributes to maintaining a strong bond, a loyalty effect that consolidates the competitive position of the person offering a good or service on the market and ultimately preserves its market share and profitability".
(BOSE & RAO, 2011) added the definition of Khan and Khan (2006).	"Customer loyalty exists when a person regularly patronizes a particular (store or non-store) that he or she knows, likes and trusts". Khan and Khan(2006)
(NOYE, 2004)	"Loyalty is an attachment, a constancy of relationship over time,"
(Trinquecost, 2009)	Loyalty can be defined as a process allowed by a set of marketing decisions, this process is implemented for a specific purpose which is to build customer loyalty.
(Casidy & Wymer, 2016)	Conceptualized customer loyalty as "one's feelings of devoted attachment to the loyalty object, rather than repeated commercial transactions".

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(Thakur, 2016)	defined loyalty “as a customers’ intention to remain committed to specific provider in the marketplace by repeating their purchasing experiences.”
(Basarir & Dhaheri, 2009) appended definition (Stone et al., 2000)	“The term customer loyalty is a physical and emotional commitment given by customers in exchange for their needs being met” (Stone et al., 2000)
(PIERRE, 2001)	“Loyalty is a structural and recurring need for all companies offering products or services that can be renewed. The company's investment in the creation of a commercial relationship with one or more groups of customers must be profitable”.

The above definitions show that the concept of loyalty has different theoretical perspectives. To better understand the construction of loyalty, it is, therefore, necessary to point out that loyalty is discussed in the marketing literature in terms of behavioral, attitudinal dimensions

- **The Behavioral Approach (Repeat buying):**

This is a traditional dimension to Loyalty that dates back to the 1923's with the work (Copeland, 1923). At that time, it should be noted that the term "loyalty" was not yet in use. The first definitions of brand loyalty were based on the observation of behavior and in order to better understand the purchasing behavior of customers, which manifests itself in the choice of one brand over another (Carman, 1970) and (Bass F.M et al) (Bass, Tigert, & Lonsdale, 1968); thus, a customer is considered to be loyal when he buys the same brand regularly: this is the notion of repeated purchases.

(Jacoby & Chestnut , 1978), all of their definitions converge to say that “loyalty is nothing more than the observation of a series of repeated purchases in order to benefit the same brand”. Under these conditions, all the indices developed on the basis of this principle assess only observed loyalty, without questioning whether or not the behavior is intentional.

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In fact, according to (Lacoeuilhe, 1997), there are many different reasons for this type of purchasing behavior, such as: Loyalty at the point of sale/ the brand's price is cheap (price sensitivity)/ the place of the brand on the shelf: it is the only one that is present (visible) in the usual point of sale/ it could be a regular feature (habit).

In these different cases, the consumer buys a brand repeatedly for reasons that are not inherent to it. Research has shown that loyal or repeat customers of a brand do not appear to be insensitive to a new promotion or advertisement of a new offer in the market. They may also be influenced by their social environment when choosing a brand. In fact, customers need to be regular in their purchase of a brand or in their preference for a brand to confirm their loyalty (Ehrenberg, 1988).

The notion of "repeated buying behavior" has been considered by some researchers to be substantially stochastic, subject to random variables and difficult to predict.

The main disadvantage of this type of approach is the lack of distinction between intentional and observed loyalty.

- **The Attitudinal/Cognitivist Approach:**

Due to the limitations of the behavioral approach, researchers and practitioners have been pushed to orient their work towards an approach that allows for the attitudinal dimension of fidelity to be taken into account (Fournier & Yao , 1997).

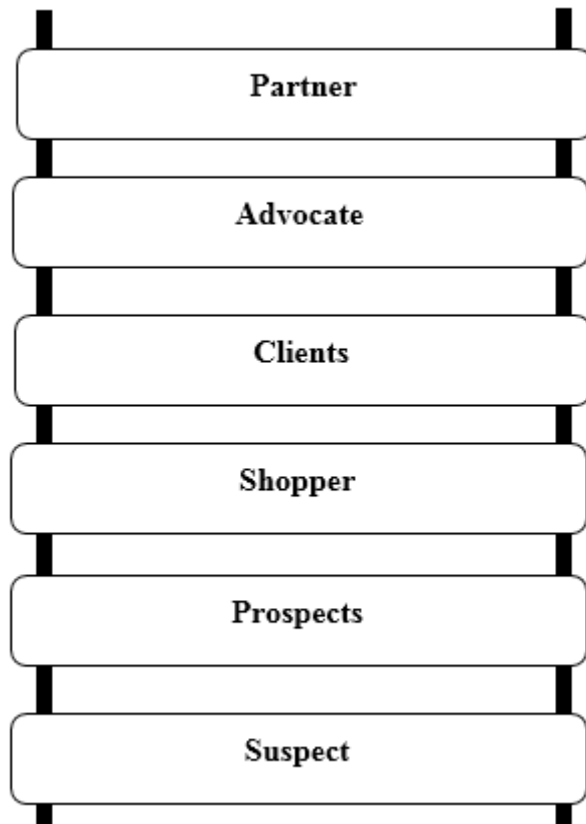
The cognitivist approach is even richer than the previous one and introduces the notion of attitude as one of the factors explaining loyalty. A consumer will only be loyal to a brand if he has previously developed a positive attitude towards it. The creation of the attitude thus precedes the triggering of the behavior. This approach will therefore be found mainly in situations of strong involvement on the part of the individual for which the need for cognition is high (Leho Jean, 2007).

1.1. The Loyalty Ladder :

Customer loyalty is not a constant and one-dimensional concept, but it is a rather dynamic process having different stages and evolving over time. The main customer loyalty stages are presented in the following Figure and include (Hill & Alexander, Handbook of customer satisfaction and loyalty measurement, 2006):

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Figure 14: The ladder of loyalty.



Source : (Hill & Alexander, Handbook of customer satisfaction and loyalty measurement, 2006).

- **Suspect:** There is no relationship between the customer and the company. Suspects include everyone who may buy the examined product/service. Suspects are either unaware of the offering or they have no inclination to buy it.
- **Prospects:** A prospect is someone who has the need for the examined product/service, as well as the ability to buy it. Prospects are potential customers who have some attraction toward the company, but they have not taken the step of purchase yet.
- **Shopper;** The relationship is starting to progress. The prospects turn into shoppers as soon as an offer is appealing to them, they will come back and buy products or services but they are not yet consistent visitors.
- **Clients:** Clients buy regularly all the product or services offered by a business organization if they have the need for them. Usually, there is a strong relationship

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between the organization and a client, positively affecting his/her switching behavior.

- **Advocate:** A client becomes an Advocate when he or she is fully satisfied with the company and its offerings. where it is the clients who additionally support the organization by talking about it and/or recommending it to others. and thus influencing other potential clients to become new clients.
- **Partner:** When the customer is actively being involved in the company's decisions, they are considered to be a partner. This is the strongest form of a customer-supplier relationship, which is sustained because both parties see the partnership as mutually beneficial.

1.2. Types of Customer Loyalty:

Clients are not all the same and they have different buying habits. The buying habits of customers may determine according to their financial condition, family situation, lifestyle, geographic location and also the relationship with the suppliers and its products.

Basically, four types of customer loyalty exist in the market. They are; No loyalty, Inertia loyalty, Latent loyalty and Premium loyalty (Griffin, 2002).

- **No loyalty:** they are the customers who are not loyal to one product or service and the company. These customers cannot stay in certain products or services because of various reasons (habit of testing variety, concerned more on the price rather than quality and so on). They can go anywhere to fulfil their needs and desires. Therefore, some marketers suggest that businesses should avoid targeting these buyers because they will never be loyal customers.
- **Loyalty Inertia:** Low levels of attachment associated with high levels of repeat purchases produce, meaning that customers generally buy by habit. Non-attitudinal and situational factors have a greater impact on purchases. In this type of loyalty, customers buy products or services by habit. They have only a certain level of satisfaction with products and services, even if they are regular consumers. This type of loyalty most often shows itself in the purchase of rare products and services. can turn this type of customer into a higher form of loyal customers.
- **Latent loyalty:** a high and positive attitude towards a specific supplier with few repeat purchases means latent loyalty. The effects of the situation (such as price,

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narrow distribution channels, inconvenient store location or hours, and lack of continuous availability) determine repeat purchases rather than their attitudinal influences. If a company can successfully eliminate these situational problems, it can certainly achieve customer benefits.

- **Premium Loyalty:** This is the most valuable loyalty among the four types of customer loyalty. These are customers who have a high level of attachment and repeat customers. This type of loyalty is preferred by all customers of each company. These customers are also known to be strong advocates of products and services. They are frequent purchasers of products or services and always refer to others (their family, friends and relatives) to use them.

Figure 15: Types of loyalty

		<i>Repeat Purchase</i>	
		High	Low
<i>Relative Attachment</i>	High	Premium Loyalty	Latent Loyalty
	Low	Inertia Loyalty	No Loyalty

Source : (Griffin, 2002).

2. The Different Forms of Customer Loyalty:

When it comes to loyalty techniques in the field, it is important to make a clear distinction between induced loyalty and desired loyalty (Leho Jean, 2007).

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2.1. Induced loyalty:

Induced loyalty is based on the principle of domestication and customer locking. In other words, the consumer is limited to continuing to buy the same product or service or brand. Four main cases can be distinguished here:

- **Case of a Monopoly:** The consumer has no choice but to buy a brand or a product that holds the market in a given area at a given time. The monopoly can also simply be the result of a patent application for which substitutes are slow to appear on the market, which makes the product unique on the market for a while after its launch.
- **Case of a Contract:** Where the contractual relationship is intended to last several months or even several years, there is also the case of fidelity induced by the fact that a break in the contract would in most cases entail a material and/or financial penalty.
- **Case of a Standard:** The user is technologically constrained. The example of the micro-computer sector or the audiovisual sector clearly show this phenomenon. The user is often "technologically" constrained to evolve with the same system, in order to maintain good accounting.
- **Case of a Personal Place:** This last case does not relate directly to the product or the company's voluntary will, but rather to the consumer himself. Either the brand or the product strongly symbolizes his or her personality, or he or she naturally plays a part in its identification.

2.2. The Desired Loyalty:

Combines all the elements aimed at attracting the consumer in complete freedom, up to his perfect loyalty. Seth Godin, in his book, "Permission Marketing", rightly defends the idea of the importance of dialogue with the consumer in order to, as it were, seek his permission and find out whether or not he wishes to participate in the commercial process, by making a stranger a friend and a friend a consumer.

3. The Loyalty Process:

(Leho Jean, 2007) presented the different steps of loyalty building in five main steps:

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Step 01: Identify; Consist of identifying customers, competitors and techniques. It is in fact a triple audit of the company:

- An audit of its customer wallet (expectations, needs, evaluation of all consumers/customers).
- An audit of the competition (nature and composition of the competing offer, methods of communication, etc.).
- An audit of loyalty techniques (techniques available, accessible, adaptable to the sector, etc.).

In addition to the simple fundamental marketing principle of knowing your environment and your target, it is important here to perfectly identify each of the categories of customers that the company is targeting.

Step 02: Adapt; Knowing your environment and your targets, in order to be able to differentiate your offer, is the only way to obtain a specific value and thus justify loyalty in the eyes of the consumer.

Step 03: Privilege; At the heart of the process, the third stage represents the action of loyalty itself. A consumer is loyal because he perceives such an interest in continuing to consume the same brand, the same product, that the desire or simply the idea of changing does not occur to him or that he rejects it if he is aware of it.

Step 04: Check; IN this step of the process will consist of verifying and Controlling the effectiveness of the techniques used.

Step 05: Evolve; At this step, the lessons learned should enable the strategy itself to evolve in function of the results. This evolution has become necessary today, because the consumer needs new and diverse products. It is when everything is going well that we must move quickly to think about change, in order to continue to progress.

4. Loyalty Tools and Methods:

4.1. Merchandising:

Merchandising includes all the commercial techniques that make it possible to determine the appropriate location and layout of the point of sale, as well as the presentation of the products sold there. (Leho Jean, 2007, p. 320) considers

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merchandising as a loyalty tool in the sense that it eliminates the phenomenon of consumer weariness through a sufficiently important renewal of the point of sale.

4.2. The Databases:

According to (Leho Jean, 2007, p. 183) "The implementation of a loyalty strategy implies that the company will engage in a dialogue with its consumer. Under these conditions, the use of a database to design, direct and develop this dialogue can become a considerable advantage".

The Database is more than just a file; "it is the depository of the specific tastes of the customers". This database is fed with numerous data that are available in the company: contracts, purchase orders, invoices, letters, reports of commercial agents... But questioning and listening to customers is a precious way to complete the information in this database.

The following are some of the types of information that some companies try to collect and keep:

- Identity, Address, phone, fax, e-mail.
- Gender, Date of birth, occupation, marital status.
- Client's expressed requests for information, expressed preference.
- Factors that triggered the business/client relationship.
- History of the relationship with the client, and the client's assessments.
- Customer payment behavior.

4.3. Multi Customer Contact Channel:

- Call Centers:

"The phone can be described as an interactive, fast, warm and responsive meeting. "The use of the phone represents a time saving that allows companies to win new markets at a lower cost". Most telephone platforms have an intelligent distributor of incoming calls, as well as a coupling between telephone and IT to allow the automatic display of the customer's details on the screen of the terminals even before the terminals are in line with customer services. These technical possibilities have led to a definite evolution in the management of customer relations on the telephone, offering ease of customer reception and a rationalization of the management of the inherent databases" (Jean & Geraldine, 2006, p. 4).

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Its Main tasks:

- Reception in the stores.
- Distance selling (giving information and details about the product, registering orders...etc.).
- Customer support (Managing complaints, Providing objective advices... etc.).
- Customer information (Identify the customer on the computer screen, record information about new customers...etc.).
- **The SMS:**

"SMS can be used as a tool to support loyalty in that it allows a direct link with the recipient / customer. SMS messages must be sent exclusively to persons who have explicitly given their consent to receive messages of an advertising nature or to those who have communicated their telephone number as part of a relationship with the brand" (Leho Jean, 2007, p. 386).

- **The information letter:**

"The company regularly sends to all its customers/clients a letter that contains both general information related to its sector of activity and specific information on its products. It is a means of providing information or advice. This loyalty tool is considered as a low-cost tool of information and a way of personalized, individualized and regular contact" (Leho Jean, 2007, p. 369).

- **E-Mail:**

"The sending of direct e-mails is developing at a fast pace, particularly due to the low costs of this medium. This new communication channel improves contact with customers through immediate and interactive exchange. For example, a company's loyal customer gives the company its e-mail address. To receive the offers proposed by the advertiser" (Jean & Geraldine, 2006, p. 6).

- **The Website:**

"The website is a computer address where the customers decide, by themselves, to visit it, where the company has the possibility to develop a more or less interactive contact with them. It can contain information, commercial spaces, links with other sites ...etc. it can also offer the possibility to contact the company by e-mail, parallel telephone

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connection or video-conference. These loyalty tools enable instant contact with millions of individuals, at a relatively manageable cost.” (Leho Jean, 2007, p. 354).

- **The Free Phone Number:**

“A free telephone number for the consumer to contact a business information service. it is a tool for proximity and dialogue with the customer” (Leho Jean, 2007, p. 379).

- **The club:**

“It's a client meeting. It develops the feeling of belonging and thus recognition among the customer member. the purpose of a club is not necessarily to bring together as many customers as possible, but to strengthen the links between customers and the company. The purpose of a customer club is not necessarily to bring together as many customers as possible, but to strengthen the links between customers and the company. Customer clubs promote the exchange of knowledge and skills and the response to specific technical problems” (Volle, 2012).

The main objectives of the clubs:

- To retain the best customers, or even to unite them.
- To strengthen and enhance the company's image.
- To develop the activity.
- To improve customer knowledge and to feed the databases.

4.4. Customer service:

“This service is set up to establish permanent contact with the customer, by listening to his remarks, criticisms, complaints and so as to inform him as well as possible about the company's products and services” (Leho Jean, 2007).

4.5. Loyalty card:

It is a tool for recording the transactions made by a customer that will provide him with a number of cumulative advantages: (payment/credit function, gifts, discounts, privileged access to certain services, personal/product insurance, technical/legal assistance...) to be used on his next purchases. The more the customer uses his card, the more rights he acquires.

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The principle of functioning of the loyalty cards is based on a system of recognition of the loyalty inherent in repeated purchases. It allows the company to identify the customer with each purchase and to memorize his behavior, it therefore allows to know him better and to build a long-term relationship with him (Lendrevie & Lévy, 2013).

4.6. Gift programs:

The main interest of a gift is its relational and emotional nature. A gift is generally a means of provoking or anticipating a purchase decision and of thanking the customer for loyalty. The gift is a token to show interest in the customer; with points programs, the customer is rewarded for his loyalty with a gift, the nature of which varies according to the points accumulated through his/her consumption. The gift may be a company product or a wide variety of products offered in catalogues.

4.7. The after-sales service:

It includes all the services provided by a producer or distributor to its customers, after the sale of the product (installation, training and advice on use, revision, maintenance, breakdown service, repairs, application of the warranty conditions, information, reception of calls 24 hours a day on hotline, etc.).

If the customer benefits from a quality after-sales service, he will be completely satisfied with the company's services and will be loyal to it. Therefore, a relationship of trust is established between the supplier and the user, favorable to the development of a loyalty strategy (Leho Jean, 2007, p. 330).

5. The Loyalty Strategy:

Loyalty strategy is a marketing strategy designed and implemented to enable customers to become and remain loyal to products, services and the brand. Loyalty should allow the business to be controlled and ultimately profitable. Thanks to the loyalty strategy, the company will develop a definite competitive advantage, a source of stable income and commercial success since loyal customers will consume regularly.

5.1. Types of Loyalty Strategies:

In the following, we will see the different loyalty strategies that can be used to retain customers (PIERRE, 2001, pp. 27-29):

- **The "Product Loyalty" Strategy** (PIERRE, 2001, p. 27):

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Customer loyalty can be built and structured either through the relationship with the supplier or through the product alone. This strategy consists of following the customer and supporting him in the different stages of his life, in order to be able to offer him products adapted to his evolution for the same need. The company will try to offer at each period, a product corresponding to its generation.

- **The Strategy Of The Client-Ambassador** (PIERRE, 2001, p. 27)

This happens when the company's customers, through their attachment and loyalty, are transformed into a motivated, efficient and voluntary sales force. This strategy consists of motivating customers to become what is called an ambassador. It increases the confidence of potential customers (prospects) who will find answers to their questions from other customers, these customers will be well rewarded and honored by the company and will be increasingly motivated to maintain their relationship with the company.

- **The "Event Loyalty" Strategy** (PIERRE, 2001, p. 26):

The purpose of loyalty is to build a lasting commercial relationship with high-potential customers, this type of strategy consists in seizing the opportunity of an event or any other occasion, punctual and therefore temporary, where the company will take the initiative to invite its best customers to present them with a new product or to inform them of product innovation and will try to get closer to its customers by stimulating them with gifts and presents, or privileges compared to other customers.

- **Anti-Attrition" Preventive Strategy"** (PIERRE, 2001, p. 27):

This type of strategy is evident in the context of a monopoly and consists in anticipating a possible loss of customers, which is a prior, preventive process the company behaves as if it were in a competitive environment (marketing intelligence), in order to retain and keep its customers.

- **The "Loyalty Through Services" Strategy** (PIERRE, 2001, p. 27):

"The quality of the product or service can generate consumer loyalty and satisfaction". However, the association of services with these same products will play an important role in this loyalty. In fact, welcoming the customer, listening to them, knowing how to advise them, guaranteeing an efficient and quality after-sales service are all factors that are important and encourage the consumer to remain loyal as a counterpart to the seriousness and competence of the company.

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- **Loyalty Strategy Through Customer Satisfaction** (PIERRE, 2001, p. 28):

Loyalty consists in reducing, if possible eliminating, all the reasons for dissatisfaction of your main customers, at all levels of the commercial chain: welcoming, quality of service, availability on the shelves or referencing for consumer products, pricing, etc.

- **Endogenous Loyalty Strategy** (PIERRE, 2001, p. 28):

This strategy consists of building the loyalty of the sales force to better retain customers in a way that the company benefits and rewards the best turnover and customer follow-up achieved by the points of sale. In this way, the company will ensure a better follow-up of the opinions and needs of the customers through the points of sale.

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Conclusion:

In this Chapter, we developed a summary overview of consumer satisfaction research as well for the customer loyalty and the relationship between both of them and how these two concepts have an important part to play in the success of any business.

The existence of many companies on the market is conditioned with a number of satisfied customers. Customers are the key factor of the existence and company development on the market. It is obvious then, that firms, which want to face the competition, is aiming to maintain the long-term relationship with the customers. Logically, a satisfied customer will be a loyal customer. This is far from being verified by the facts. It is not the satisfaction of the consumer but his loyalty that explains the success of some companies. Loyalty means that consumers are so satisfied with a company's product that they become the promoters of the brand. They then extend their loyalty to all of the firm's products.

In this context, the company must make continuous efforts to retain its customers, or at least its best customers. To be successful, the relationship with the customer must be a win-win situation: profitable for both parties. In order to retain customers, companies can use loyalty strategies that allow them to build closer ties with customers - practically with the best customers - in order to win them over and then keep them.

Chapter 03:

Empirical study: The role of relationship marketing in building customer loyalty “OXXO SPA ALGERIA”.

Chapter 03: Empirical study on the Role of Relationship Marketing in building Customer Loyalty “OXXO SPA ALGERIE”

Introduction:

For this practical case study of relationship marketing within a company, we have chosen the company "OXXO SPA ALGERIA", one of the largest companies that is active in the field of PVC profile extrusion and assembly of high thermal performance throughout Africa. In order to respond to the problems posed: what is the role of relationship marketing in building customer loyalty?

To this end, in a first section we will first present the company "OXXO" as well as the application of relational marketing in the company, in a second section we will present and analyze the results of our study.

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Section 01: Presentation of the "OXXO SPA ALGERIA" Company

In this section we will present our organization "OXXO", identifying its structure, organization chart, main customers and product line.

1. About OXXO SPA ALGERIE Company:

1.1. History of the Company:

For more than 90 years, OXXO has been designing and manufacturing made-to-measure joinery. After a long experience in wood joinery, OXXO was in the 80's one of the first French manufacturers to produce PVC joinery. Since then, the company has sold more than 3.5 million PVC windows and equipped nearly 800,000 homes in France. Since 1st June 2013, OXXO has been part of the CEVITAL Group, the first private Algerian group. A new branch is quickly created in Algeria.

The activities have been divided into 2 networks: “OXXO Bâtiment”, for building professionals, and “OXXO Baies”, for individuals, for new construction and renovation.

Figure 16: The phases of evolution of the "OXXO" company



Source: The company's website www.Oxxo.dz

- **Phase 01:** 1923 / August: Pardon Creates « La Miniseries Lyon Standard » (MLS).
- **Phase 02:** 1991 / MLS Becomes OXXO (Gathering of Gimm and Saferm Shipyard Entities). Its activity is now dedicated to the "Great Construction Sites" segment. OXXO is a branch of “The Lapeyre Group”.
- **Phase03:** 2008 / OXXO Leaves “The Lapeyre Group” April 16, 2008. Takeover of the company by the senior management and the investment company ORIUM.

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- **Phase 04:** 2010 / Creation of the “OXXO Baies” business and launch of Oxéa, the new line of products for the building industry.
- **Phase 05:** 2013 / OXXO Joins the CEVITAL Group.
- **Phase 06:** 2016 / Launching of Production at The Bordj Bou Arreridj Industrial Complex.

1.2. Presentation OXXO SPA ALGERIA:

OXXO is a French brand that has been in existence since 1923, with recognized expertise and knowledge as a supplier of high-performance and durable solutions in the joinery market. OXXO manufactures and installs windows, doors and closures with high thermal, acoustic and sealing performance.

Purchased in 2013 by CEVITAL, OXXO is present on the Algerian market since 2014. “OXXO SPA Algérie” is active in the field of PVC profile extrusion and the assembly of PVC windows and window doors with high thermal performance. The production plant, located in the village of Ain Taghrouit in Bordj Bou Arreridj, on an area of 35 hectares, is equipped with ultra-modern technologies in robotics and automation.

The production sites are distributed as follows: a site in Algeria, with an annual production capacity of 2.1 million windows per year, equivalent to 400,000 homes; and a site in France, with an annual production capacity of 200,000 windows, equivalent to 40,000 homes per year, located in Cluny near Lyon. This production site also has modern and powerful means of production, making it possible to guarantee the manufacture of quality joinery.

In Algeria, OXXO has two distribution networks, with two distinct brands, operating in two segments, and thus meeting the specific needs of each customer:

- "OXXO Baies": B to B, for private individuals, through its network of consulting spaces and showrooms, present on the whole Algerian territory. The quality is high because they sell in a small quantity compared to "OXXO Bâtiment", and the same thing for the price (expensive).
- There are 35 consultation spaces and showrooms that available in 15 states in Algeria.

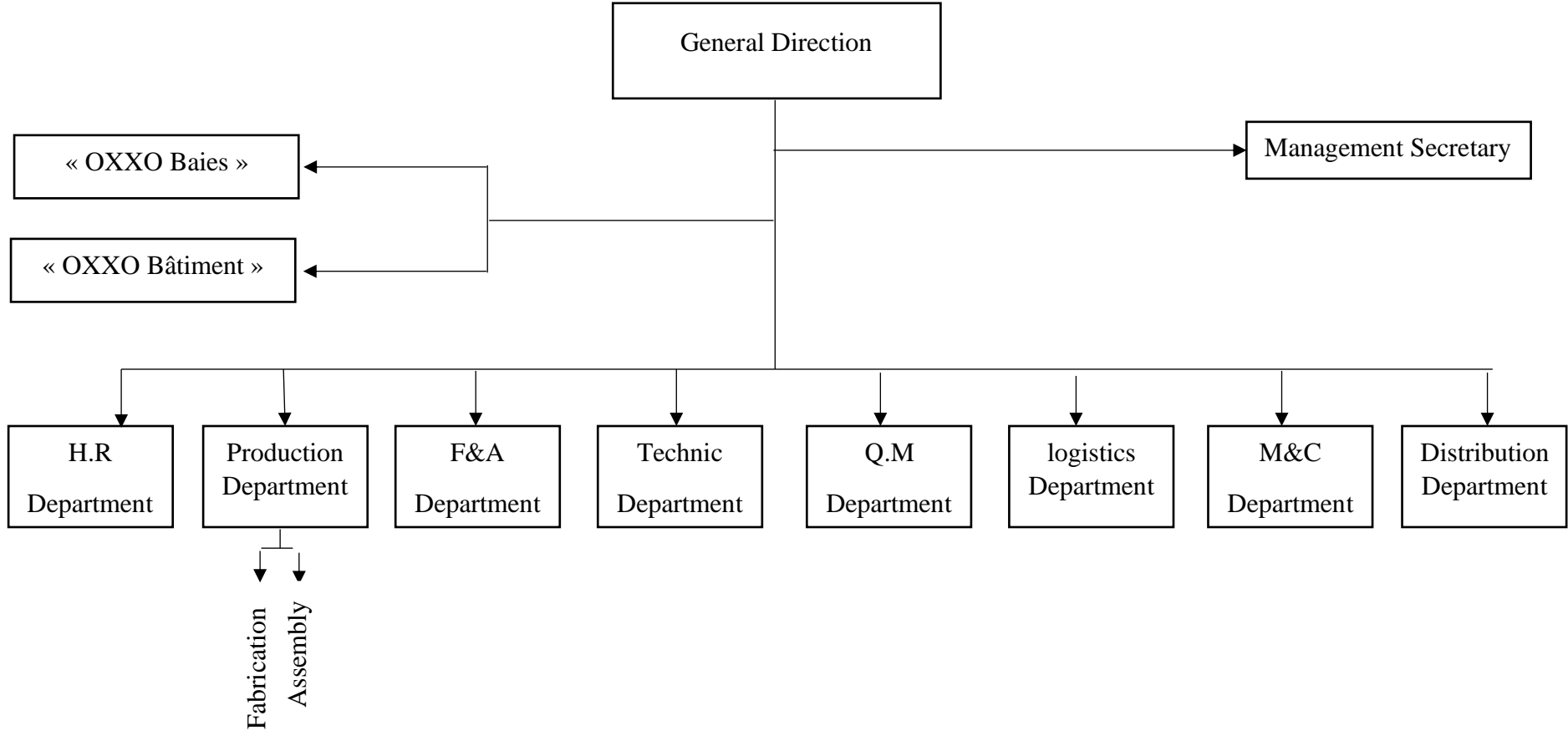
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- "OXXO Bâtiment": B to C for building professionals, through regional offices covering the entire Algerian territory. here the quality and the price is lower compared to "OXXO Baies" Due to the large quantities of Seles.
- There are 4 regional offices in Algeria (Annaba, Bejaia, Algiers, Oran).

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1.3. The Organization Chart of the Company:

Figure 17: Organization Chart



Source: Internal company document.

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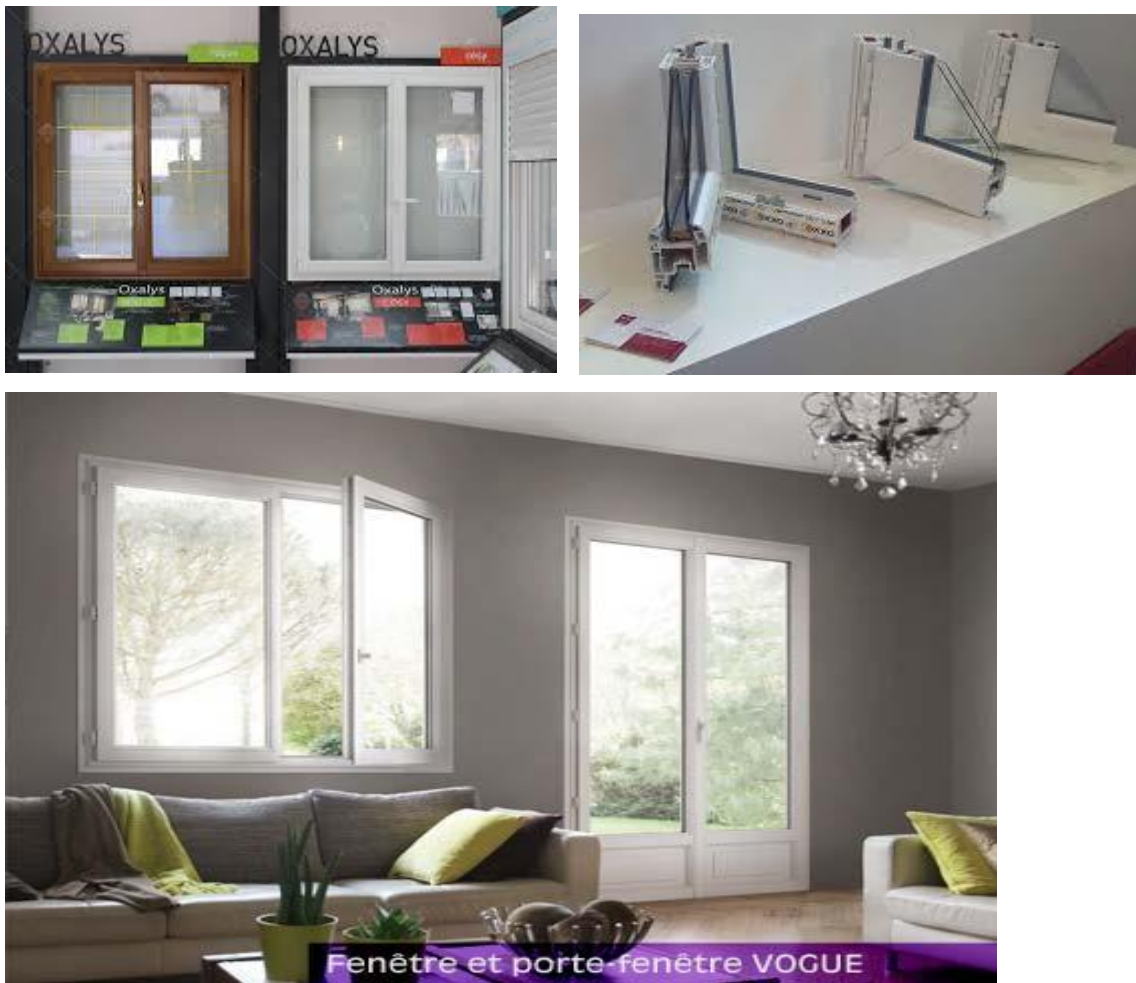
1.4. OXXO SPA ALGERIA Products:

A wide range of products and a wide choice of glazing are offered to customers; we mention:

- Doors and Windows.
- Roller shutters with external box.
- The skylights.

1.4.1. Doors and windows:

Figure 18: OXXO Doors and Windows



Source: The company's website www.Oxxo.dz

PVC windows and doors are guaranteed, insulating and high-performance products that OXXO manufactures with the right strategy and with the best possible components. In addition to the aesthetics and clarity they add to the atmosphere. The windows and the doors produced by OXXO have the following qualities:

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- High-performance thermal insulation and soundproofing.
- Optimal interior comfort.
- Optimized design and brightness.
- Excellent resistance to shocks.
- Multitude of options, customization of your interior.
- Suitable for renovation and new construction.
- Easy maintenance over time.
- Very good value for money.

Technique:

- 3-chamber profile for 60 mm sashes and frames
- Optimized center beat for maximum daylight.
- Reinforcements of galvanized steel profiles according to standards (CSTB)

Performance

- Thermal performance of 1.5 W/m²K Uw
- Acoustic performance 30 DB
- Double Glazing 4MS/16ARG/4FC

Aesthetics

- White shade RAL 9016 with grey color seal
- White asymmetrical Secustick handle with OXXO logo
- Latch for flap frame
- Semi-fixed lock (miter lock)
- Molded glazing bead Concealed screw plug white color RAL 9016
- Storm cover color white RAL 9016
- Fully glazed for doors

Options available on the window and doors:

Types of Glazing and Filling:

- Acoustic Glazing "6MS/14ARG/4FC".
- 44.1 MS/12ARG/4FC" burglar-resistant glazing
- 44.1 Opal "44.1 Op/12ARG/4FC" Glazing

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- Underframe in PVC paneling White RAL 9016 Underframe in PVC paneling White RAL 9016

Types of hardware:

- Tilt & Turn Window Opening - Casement Window
- Tilt & Turn Door Opener

Threshold Types:

22 mm Aluminum Threshold for people with reduced mobility

Handle types:

- Keyed handle color white F 9016

Locks:

- Second Semi-Fixed Lock (Mitered)

1.4.2. Roller shutters:

Figure 19: OXXO Roller Shutters



Source: Taken inside the Organization

The Roller shutters manufactured by OXXO SPA Algeria are ideal for use in all types of buildings. Perfectly designed and meticulously machined with high-quality profiles and other accessories, roller shutters really go hand in hand with windows and doors, making them solid, high-performance and attractive building blocks at the same time.

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Insulation, whether thermal or acoustic, is guaranteed by the roller shutter designed by the company OXXO. The openings of its already appropriate and silent apron allow the light to be properly proportioned. It is just as easy to operate and resistant to rough climates. The OXXO roller shutter is a practical and complete solution for all your comfort needs. Its characteristics are related to:

- Its slats which are made of PVC or Aluminum.
- Its dimensions which are standard or made to measure.
- Its maximum height: Window 1800mm / Door 2400mm.
- Its opening systems: By strap, winches or motorization.

1.4.3. The Skylights:

The skylights are tilt-and-turn windows, usually small, in the shape of a rectangle wider than it is tall. They open at the top and provide additional lighting and ventilation in rooms that do not have an opening. Features are as follows:

- Type of opening: Tilt-and-turn, bellows type.
- Glazing: single or double glazing.
- Appearance of glazing: Clear, Laminated Tempered, Floor Stop.

1.5. Certifications:

OXXO joineries meet European and French standards guaranteeing their thermal, acoustic and resistance qualities.

- All of its products are NF certified.
- OXXO is also certified ISO 9001 (version 2008) to go further in the service provided to its customers.
- **Quality standards:**

Figure 20: NF Certification



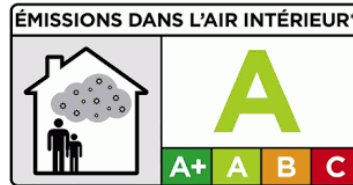
Source: The company's website www.Oxxo.dz

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Awarded by the “Centre Scientifique et Technique du Bâtiment” (CSTB), it certifies compliance with French standards: verification of the durability of the material and the quality of manufacture, as well as the level of resistance and water tightness of the joinery and closures.

- **Environments Standards:**

Figure 21: indoor air emission



Source: The company's website www.Oxxo.dz

Label indicating the level of volatile emissions from a product. Class A. indicating the lowest emission rate.

- **Performance Standards:**

Figure 22; CEKAL Certification



Source: The company's website www.oxxo.dz

CEKAL This label guarantees the acoustic and thermal performance of double or triple glazing.

Figure 23: CE Certification



Source: The company's website www.Oxxo.dz

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CE certifies that the products comply with European requirements in terms of safety, hygiene and protection of the environment.

Figure 24: AT Certification



Source: The company's website www.Oxxo.dz

Only awarded to windows with the NF - CERTIFIE CSTB CERTIFIED marking, this label certifies the acoustic and thermal insulation performance of the joinery. A.E.V (AIR WIND WATER) classification from Ac1 to Ac4 and from TH6 to TH17.

Figure 25: AEV certification



Source: The company's website www.Oxxo.dz

- Each window has an AEV classification level based on its performance. A: air permeability, value between 1 (very low) and 4 (very high) E: water tightness, value between 1 (very low) and 9 (very good V: wind resistance, value of V1a V5).

1.6. Conditions of sale of OXXO SPA Algeria:

1.6.1. The Offer:

The quotation is an offer that is given to the customer, it is valid for a limited period of one month from the date of its establishment by the technical sales representative. After this period, the offer is no longer binding.

1.6.2. Orders Acceptance Verification:

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Each product order made by the customer does not commit OXXO ALGERIE SPA until after:

- Transmission of the quotation for confirmation by the customer against the customer's signature. All modifications made by the customer to his order or to OXXO ALGERIE SPA's offer will only be valid after transmission of a new quotation which will be confirmed by the customer in return.
- Payment of a deposit representing 40% of the amount of the order.
- A technical opinion of feasibility must be issued by our technicians.
- A visit by the measurer to the customer's premises following an appointment scheduled for the verification of the measurements. The customer undertakes to respect the date and time of the visit.

1.6.3. Price:

- The prices are in Algerian Dinars.
- The prices of OXXO ALGERIE SPA are indicated all taxes included and include the delivery of our products, the delivery of our teams and the expenses of installation except contrary clause registered in the present document.
- The products are invoiced at the price in force on the day the order is placed.

1.6.4. Delivery Time:

The delivery period starts from the date of taking the technical measurements on site. This delay is six weeks for standard products and eight weeks for products with options.

Failure to respect the indications concerning the delivery period does not entitle the Client to cancel the order or to defer payment in relation to the agreed conditions or to make any deduction or compensation whatsoever.

1.6.5. Transport - Delivery:

- Delivery is made to the place indicated on the invoice.
- The transport of the products is ensured by OXXO ALGERIE SPA to the place of the customer following a date and hour informed beforehand.
- OXXO ALGERIE SPA reserves the right to apply penalties for fixed assets according to the tariffs in force.
- On arrival of the products, the customer is required to check their conformity (nature quality, number, apparent state, etc.) in the presence of the representative

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of OXXO ALGERIE SPA and to write all the reservations noted (breakage, missing,) on the delivery note.

- OXXO ALGERIE SPA will proceed to the pure and simple replacement of the incriminated products which will remain its property.

1.6.6. Cancellation:

If, after signature and confirmation of the quotation by the client, the client decides to cancel all or part of the order, OXXO reserves the right to retain the amount already received by the client by way of damages and interest.

1.6.7. Pose – Reception:

- The customer authorizes the passage for the installation team OXXO ALGERIE SPA to install the delivered products.
- At the end of the installation work, the customer undertakes to take delivery of the installed products in the presence of the representative of OXXO ALGERIE SPA and to sign the acceptance report.
- The absence of the customer at the time of the reception of the work leads to an acceptance of the work without reserve and no complaint can be accepted by OXXO.
- All reservations noted by the customer on the installation must be noted on the acceptance report and lifted by OXXO.

1.6.8. Terms of Payment:

- Payment shall be made in accordance with the terms of payment agreed and shown on the invoice.
- Any delay in payment will result in the suspension of orders in progress.

1.6.9. Product Warranty:

- The products supplied and installed by OXXO are guaranteed for a period of 2 years against damages of: Manufacturing defect, Design defect as well as Defect in execution and assembly. During this period, an expertise will be carried out after observation of the hidden defect, If OXXO ALGERIE SPA's responsibility is proven, the product will be replaced to the customer free of charge.

1.6.10. After Sales Service:

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OXXO will provide after-sales service for services not covered by the guarantee. The provision of after-sales service is not confused with the guarantee and will be carried out in return for payment.

1.6.11. Major Strength:

When, during the execution of the present sale, an unforeseeable, insurmountable event occurs that is external to the party that invokes it and makes the execution of the obligation impossible, we find ourselves in the presence of a case of force majeure.

The list of cases of force majeure is not exhaustive and may include: disruptions in production and/or resulting from war (declared or undeclared), delivery of strikes, closures, accidents, fires, floods, natural disasters, epidemics, interruption or delay in transport, shortages of materials and/or raw materials, embargoes, regulations, of any nature whatsoever, OXXO ALGERIE SPA will in this case have an additional reasonable period of time for the execution of its obligations. After this period, OXXO ALGERIE SPA will have the right to cancel the order in consultation with the customer.

1.6.12. Applicable Law Jurisdiction:

In the event of litigation relating to the execution or the interpretation of the present sale only the court territorially competent of the registered office of OXXO ALGERIE SPA have prerogative for the settlement of this litigation whatever the place of delivery.

The law applicable to the present conditions of sale is the Algerian law.

1.7. The Competitors:

Competition is represented by all companies that offer products that meet the same need. in our case, we have:

- Competitors who produce wooden windows and doors (for example: MDM HASNAOUI).
- Competitors that they only produce aluminum profiles (like; SAFICO)
- Competitors that produce only PVC profiles (transformation)? like; ADOPEN, KOMPEN, etc.
- Competitors who produce a set of PVC windows and doors (Transformation and assembly). We mention; CHIALI

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1.8. The objective of the Company:

- Provide better, high-quality products and services.
- Improve profitability and gain significant market share.
- Gain customer satisfaction and loyalty in order to build long-lasting - relationships with customers.
- Research and development of new products.
- Reducing costs in general.

2. OXXO and Relational Marketing:

One of the main objectives that OXXO want to reach is to build a strong and lasting relationship with the customers

2.1. Relationship marketing of Proactivity:

Figure 26: OXXO consulting centers



Source: The company website www.oxxo.dz

OXXO has about 35 consulting centers throughout Algeria, each center having a:

A Coordinator: Is the link between the company and the customers and the one who has a direct contact with the customer and tries to help them identify their needs by giving them all the information and details about the product and services that OXXO provides.

The coordinator is also responsible for making the quotations that include product measures and improvements (taken by the architecture), customer information, prices and

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the sales contract (with the signatures of both parties) and sending them to the general management to start the production process.

Architecture: his job is to take measurements and ask the client if there are any suggestions and improvements he would like to make and write a report about them. He is also responsible for doing the installations after delivery.

The delivery Person: his job is to deliver the order to the client and to help the architect carry out the installation.

2.2. Adaptive relationship marketing:

After the customer has received the order, OXXO's call center calls the customer to ensure that the product meets their expectations and to see if the customer is satisfied with the products and the services and to ask if there are any suggestions for improvement and any particular disappointments. It is this attention that will enable the company to gain the customer's trust.

2.3. Loyalty Relationship Marketing:

OXXO Warranty: is mentioned in the contract that the customer has the warranty for 2 years, so he has the right to give the complains if the products do not meet his expectations.

For this reason, the company encourages the customer to react openly and firmly if he or she has any problems, remarks or complaints about the product and to examine them and try to resolve them as quickly as possible, which will help the company to create value for the customer and win their loyalty.

2.4. Partnership Relationship Marketing:

OXXO old loyalty companies collaborate with the company to meet customer expectations and to find new product ideas, create value for each other.

3. The Methods of Satisfaction and Loyalty Used by OXXO:

OXXO wants to build a solid and lasting relationship with its customers, so the company uses methods to measure customer satisfaction and tools to develop customer loyalty.

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3.1. Methods of satisfaction:

- Satisfaction surveys:

In order to know the level of customer satisfaction and to follow its evolution over time, OXXO calls its customers after each sale to take action through satisfaction surveys. and ask them to describe their experience with OXXO and whether or not they intend to deal with OXXO again, and also whether or not satisfied, and to rate their satisfaction from 1 to 10, and ask them if there are any suggestions for improving the quality of products and services.

Satisfaction surveys are a very useful element in measuring customer satisfaction in order to obtain a good result at the end of the study.

3.2. OXXO Loyalty Tools:

- OXXO Database:

It is necessary for OXXO to know their customer and to store the information about them, to analyze it and to update it, to exploit it. This wealth of customer data comes from a number of internal and external sources. This information, once collected by the company, enables it to build up its compilation customer files that help develop its marketing strategies and facilitate decision-making.

Here some of the types of information that OXXO try to collect and keep:

- Identity, Date of birth, occupation Address, phone, fax, e-mail.
- History of the relationship with the client, and the client's assessments.
- Customer payment behavior.
- **E-mails:**

OXXO send direct e-mails to its Loyal clients, to send them the New Offers proposed.

- OXXO Call Center:

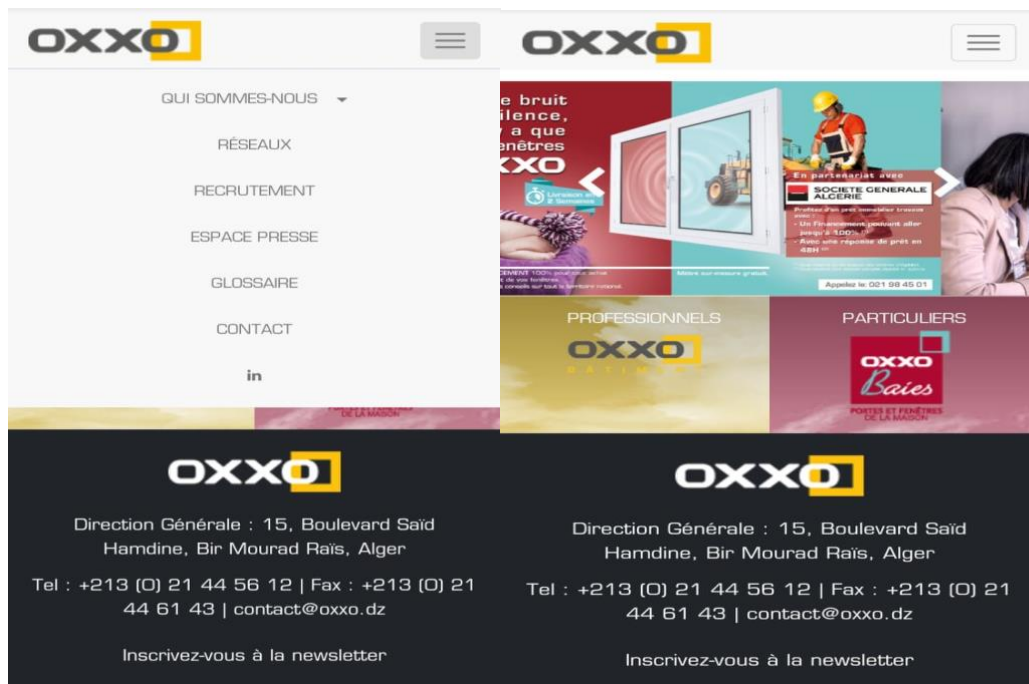
By calling the customer to give information and details about the product, to record orders, but also to manage complaints, to provide objective advice.

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- OXXO Website

OXXO has a website that can help customers to visit it, it contains information about the company and the product and services, commercial spaces, new offers ...etc. It also offers the possibility to contact the company by e-mail, parallel telephone connection.

Figure 27: OXXO Web site



Source: The company Website www.oxxo.dz

- Gifts and Promotions:

OXXO makes promotional offers and gifts to its customer to try to have their customer's intention.

Figure 28: OXXO Gifts and Promotions



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Source: the Company Website www.oxxo.dz

- After Sales Services:

OXXO provides its customers with after-sales services such as delivery, installation, advice on use, overhaul, maintenance, troubleshooting, repairs, application of warranty conditions, information, etc.

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Section 02: Presentation of The Survey and Analysis of the Results

In order to carry out our final study, to bring elements of answers to the initial problem, we have thought of a survey on the relations between the company OXXO and its customers.

1. Presentation of the Survey:

The formulation of a study methodology consists of determining a process of chained and organized steps in a way that allows the achievement of the objectives set in advance.

We can also define a survey as "an investigative method that consists of gathering information by interviewing and listening to a group of individuals about their behavior, their opinions and their values. The information is obtained by using the mode" (CAUMONT.D, 1998).

In this section we will discuss the implementation of the methodology of the survey we have carried out, the steps in carrying out this survey are as follows:

- The sampling.
- The development of the questionnaire.
- The analysis of the results of the collected questionnaires.

1.1. The Objective of the Survey

The Main objective of our survey is to study the relations between the company OXXO SPA ALGERIA and its customers. In order to do this, we need to know:

- The development of the relationship between the company and its customers.
- The study of the degree of attachment of customers to the company's products.
- Know the criteria that influence customer loyalty.
- Studying customer satisfaction with the company's products and services.
- The study of the degree of customer attachment to the company's products.
- Know their suggestions for OXXO products.

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1.2. Sample Selection:

It is the representative part of the population studied, which will allow conclusions to be drawn that are applicable to the whole population. We carried out field research on 60 samples of clients “OXXO SPA ALGERIA”.

1.3. The Development of the Questionnaire

The questionnaire is a tool for approaching the field where the practical study will take place, of which the methodological objective is the verification of hypotheses, to answer questions and provide elements of solutions, in order to elaborate a good questionnaire, it is necessary to:

- Formulate clear and simple questions.
- Write the questions for each piece of information sought.
- Correct the questionnaire.

1.4. Types of Questions

In a questionnaire, the choice of question type will also have an impact on the survey results. Here are the most common ones:

- **Open questions:** The open-ended question is a question for which there are no fixed answers offered to the respondent, so the respondent is entirely free in his answer.
- **Closed questions:** The closed-ended question is a question for which the respondent is offered a choice from a set of pre-established answers, it can be single-choice or multiple-choice.

2. Analysis of Survey Results:

After listing the objectives of the survey, and presenting the questionnaire, the interest will be given during this second part of the static processing of the information collected in the field is done through an “Excel” software which is a data processing system used to conduct statistical analysis and generate various tables, graphs and charts.

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➤ **Question N° 01:** You use the product OXXO for?

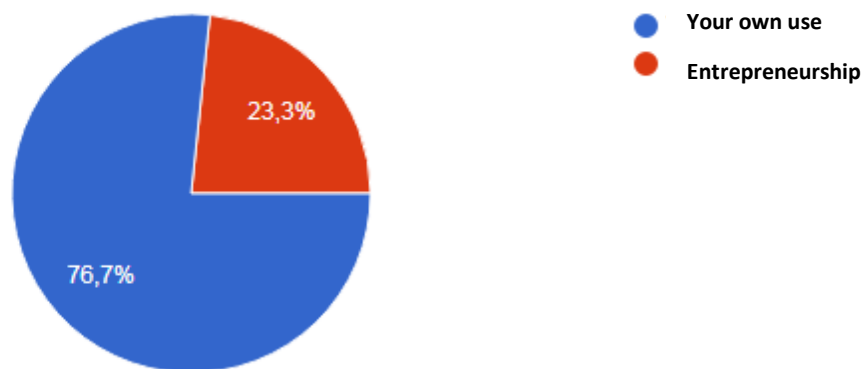
We pose this question to find out the purpose of using the product” OXXO”, whether the customer uses the product for himself or for a construction project, or something else.

Table 10: The distribution of our sample by the purpose of use

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Your own use	46	76,7	76,7	76,7
	Entrepreneurship	14	23,3	23,3	100,0
	Total	60	100,0	100,0	

Source : Examination of question N °01.

Figure 29: The distribution of our sample by the purpose of use



Source : Examination of question N °01.

✓ **Comment:**

Based on this analysis, our survey sample represents a variety of clients

We notice that about 76.6% of customers use the OXXO product for their own use, which is the vast majority. And the rest 23.3% use the product for entrepreneurship.

➤ **Question N° 02:** Why did you choose OXXO?

The purpose of this question is to find out the reason that makes customers choose the company OXXO.

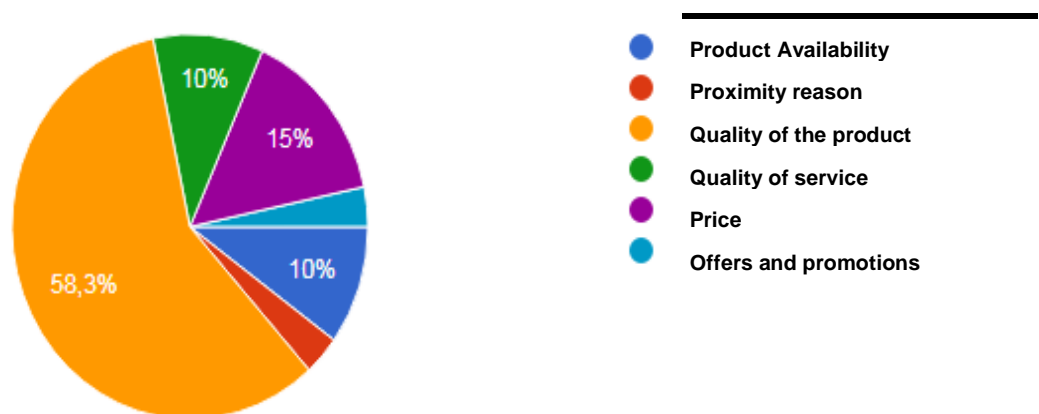
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Table 11: Distribution of the sample by reason of choice.

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Product Availability	6	10,0	10,0	10,0
	Proximity reason	2	3,3	3,3	13,3
	Quality of the product	35	58,3	58,3	71,7
	Quality of service	6	10,0	10,0	81,7
	Price	9	15,0	15,0	96,7
	Offers and promotions	2	3,3	3,3	100,0
	Total	60	100,0	100,0	

Source : Examination of question N °02.

Figure 30: Distribution of the sample by reason of choice.



Source: Examination of question N °02.

✓ **Comment:**

According to these results, the criterion of Product Quality is the highest with a percentage of 58.3%, followed by Price with a percentage of 16.7%, then Quality of Service and Product Availability in third place with 10%, and it end by the reason for proximity and offers and promotions with 16%.

Most customers choose OXXO because of the relationship between product quality and acceptable prices.

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➤ **Question N° 03:** For how long have you been a customer of OXXO?

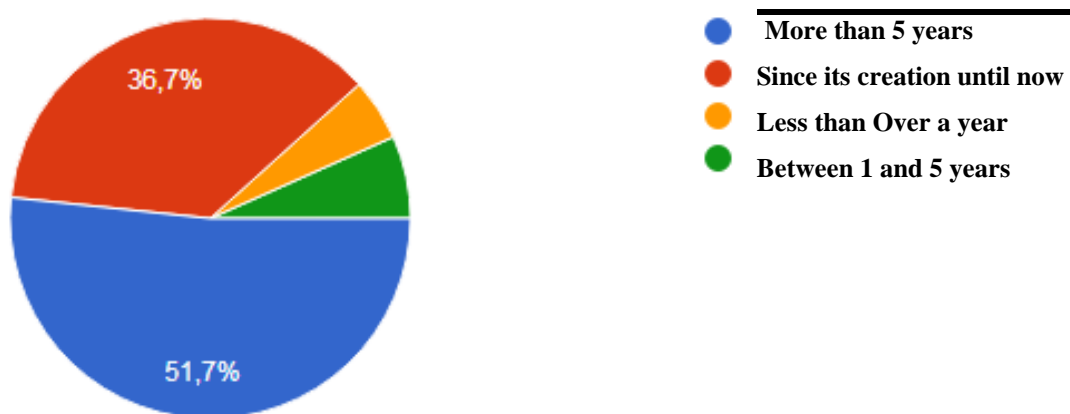
The purpose of this question is to find out the length of the relationship between the customer and the OXXO company.

Table 12: Representation of duration of business-client relationship

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid More than 5 years	31	51,7	51,7	51,7
Since its creation until now	22	36,7	36,7	88,3
Less than Over a year	3	5,0	5,0	93,3
Between 1 and 5 years	4	6,7	6,7	100,0
Total	60	100,0	100,0	

Source: Examination of question N °03.

Figure 31: Representation of duration of business-client relationship.



Source: Examination of question N °03.

✓ **Comment:**

The criterion, more than 5 years is dominant with a percentage of 51.3%, followed by a rate of 36.7% are customers who have relations with OXXO since the creation until now. after we have; The criterion, between 1 and 5 years with a rate of 6.7%, and ends with the criterion less than 1 year with a rate of 5%.

It can therefore be said that OXXO has the power to build a lasting relationship with its customers, which justifies the loyalty of the majority of its customers.

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➤ **Question N°04:** For what reason have you remained a customer of OXXO?

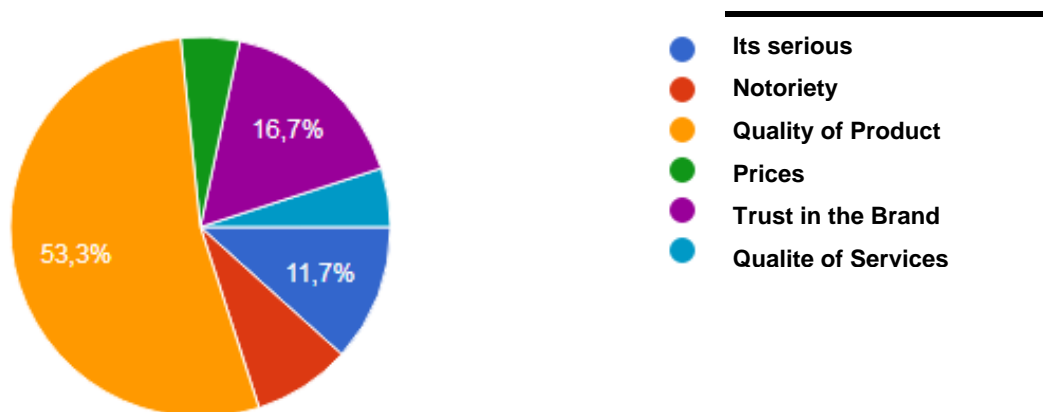
The purpose of this question is to find out the strengths of OXXO that attract and retain customers.

Table 13: The distribution of the sample by Reasons

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Its serious	7	11,7	11,7	11,7
	Notoriety	5	8,3	8,3	20,0
	Quality of Product	32	53,3	53,3	73,3
	Prices	5	8,3	8,3	81,7
	Trust in the Brand	11	18,3	18,3	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °04.

Figure 32: The distribution of the sample by Reasons.



Source: Examination of question N °04.

✓ **Comment:**

We notice that the quality of the product is one of the main reasons why the customer maintains his relationship with the company, at a rate of 53%, followed by trust in the brand with a 16,7% per cent, and also The criterion, " it's serious" with a rate of 11%, at the end we have the notoriety and prices with the 8,3 per cent.

➤ **Question N° 05:** Have you ever contacted a company other than OXXO?

The purpose of this question is to find out whether the OXXO customers surveyed are loyal.

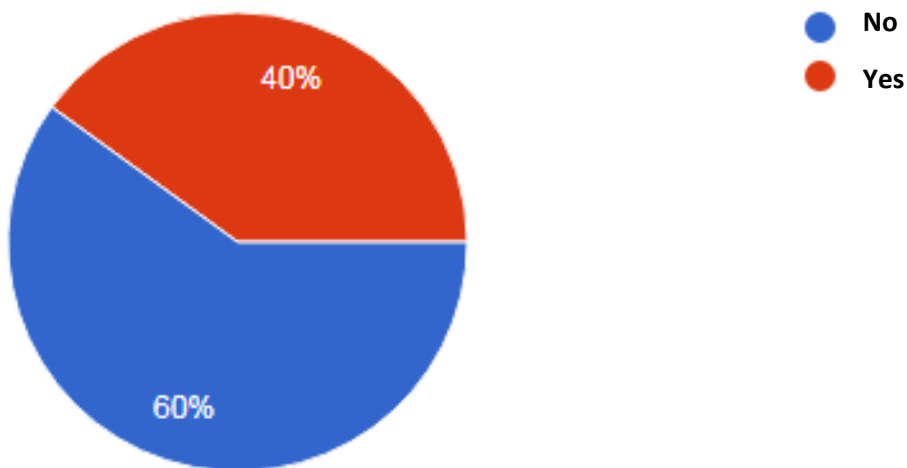
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Table 14: The distribution of the sample by a contact from a company other than OXXO

		Frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	No	36	60,0	60,0	60,0
	Yes	24	40,0	40,0	100,0
Total		60	100,0	100,0	

Source: Examination of question N °05.

Figure 33: The distribution of the sample by a contact from a company other than OXXO



Source: Examination of question N °05.

✓ **Comment:**

We find that most clients didn't contact other competing companies, representing 60% of the total sample, and preferred to remain loyal and satisfied with the products and services offered by OXXO.

On the other hand, the rest, representing 40% of the total sample, have connected to other competing companies and justify their contact by looking at a better price offer and also Promotional offers. and for those who don't have time to wait for the delay for their order they prefer to run to another competitor to get the order fast and immediate.

➤ **Question N° 06: How is your relationship with OXXO?**

The purpose of this question is to find out the nature of the relationship between OXXO and its customers.

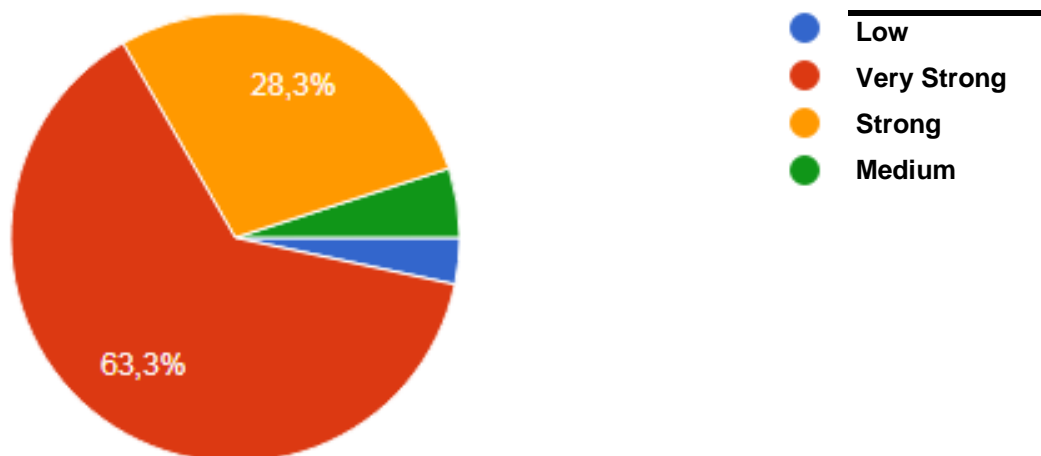
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Table 15: Representation of the nature of the company/client relationship

		Frequency	Percentage	valid Percentage	cumulative Percentage
Valid	Low	2	3,3	3,3	3,3
	Very Strong	38	63,3	63,3	66,7
	Strong	17	28,3	28,3	95,0
	Medium	3	5,0	5,0	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °06.

Figure 34: Representation of the nature of the company/client relationship



Source: Examination of question N °06.

✓ **Comment:**

We note that the majority of clients have a very strong relationship with OXXO, with a percentage of 63.3%, and 28,3% say their relationship is strong, while 5% say their relationship is Medium, and 3.3% with a weak relationship.

According to our sample, we can see that the majority of customers have a very strong relationship with OXXO, which proves that the company uses a Relationship Marketing policy that enables it to build a Strong and solid relationships.

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➤ **Question N° 07:** How important do you think the relationship with OXXO is?

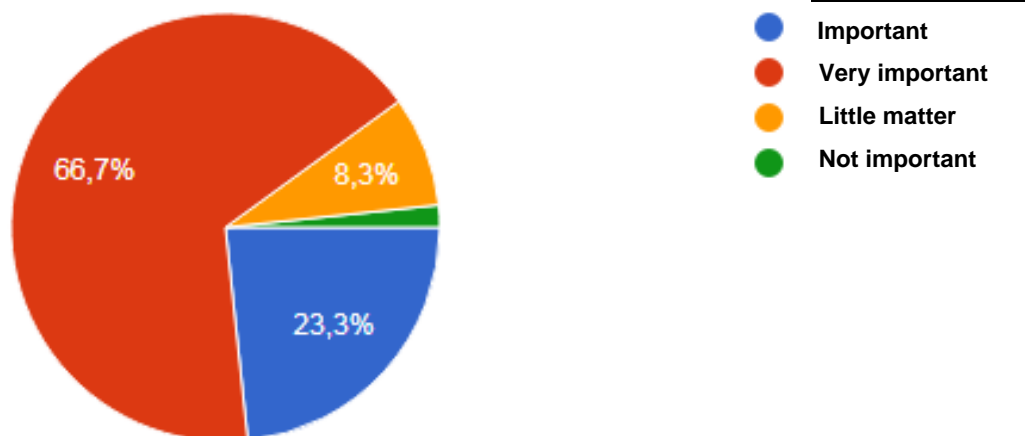
The purpose of this question is to know the importance of the Company/customer relationship.

Table 16: Representation of the Importance of Company/client Relationship

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Important	14	23,3	23,3	23,3
	Very important	40	66,7	66,7	90,0
	Little matter	5	8,3	8,3	98,3
	Not important	1	1,7	1,7	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °07.

Figure 35: Representation of the Importance of Company/client Relationship



Source: Examination of question N °07.

✓ **Comment:**

We note that the majority of customers say that the relationship between them and OXXO is very important to them with a percentage of 66.7%, and 23.3% say it that it important, while 8.3% and 1.7% say it is a little important and not important.

From our sample, we can see how the majority of customers appreciate the value of the relationship with their company (they say it is a very important relationship), which shows how the customer is attached to OXXO.

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➤ **Question N°08:** Do you have a constant desire to preserve this relationship?

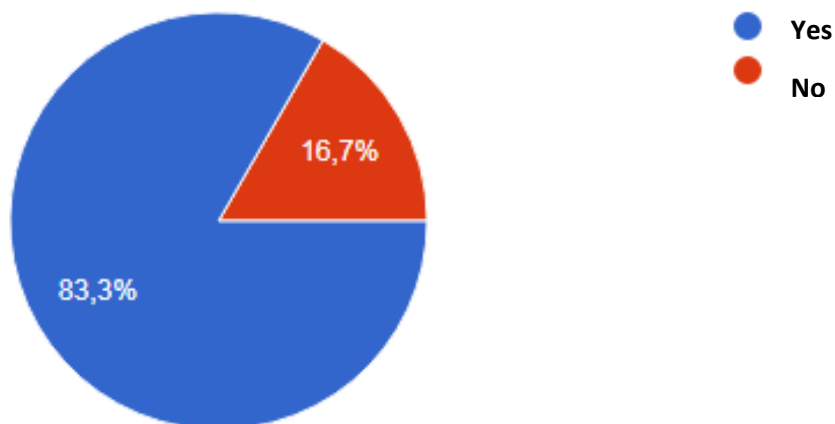
The purpose of this question is to find out whether the client would like to preserve this relationship.

Table 17: Representation of the customer who want to preserve the relationship

	Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid Yes	50	83,3	83,3	83,3
No	10	16,7	16,7	100,0
Total	60	100,0	100,0	

Examination of question N °08.

Figure 36: Representation of the customer who want to preserve the relationship



Source: Examination of question N °08.

✓ **Comment:**

83.3% of Customers want to preserve their relationship with OXXO and this includes the majority of them, while the rest want to change with 16.7%.

Based on these results, we see that the majority of customers still want to preserve their relationship with OXXO, which proves that they are loyal.

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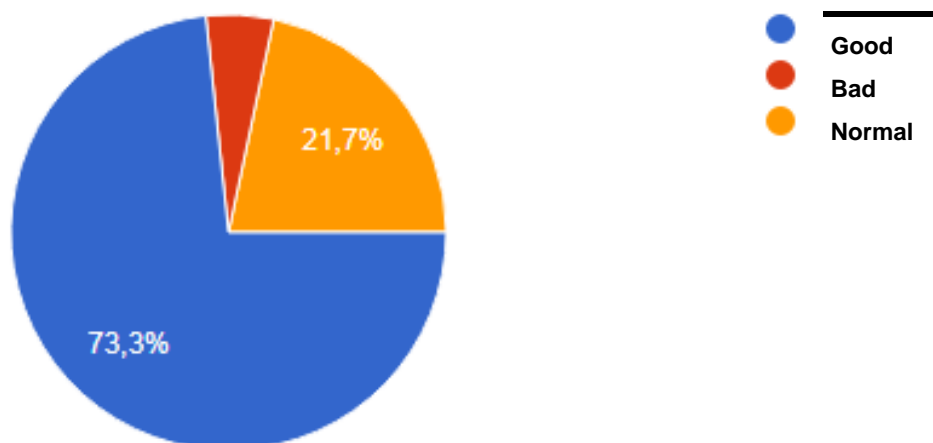
➤ **Question N° 09:** How would you describe the reception at OXXO?

Table 18: Representation of the description of the reception

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Good	44	73,3	73,3	73,3
	Bad	3	5,0	5,0	78,3
	Normal	13	21,7	21,7	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °09.

Figure 37: Representation of the description of the reception



Source: Examination of question N °09.

✓ **Comment:**

In general, it appears that 73.3% of the OXXO customers surveyed are always good received by the OXXO company, and 21% who described the reception as normal, while only 5% are badly received.

which means, according to the majority, OXXO has a qualified staff.

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➤ **Question N° 10:** Are the OXXO employees friendly and polite?

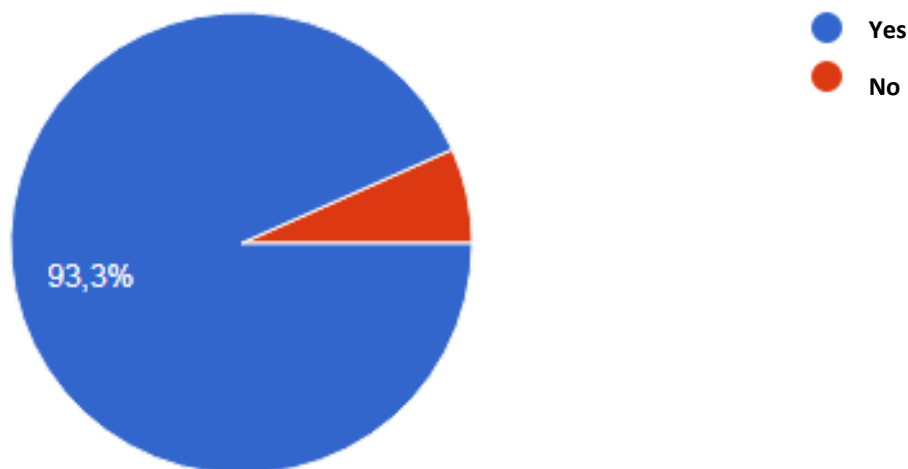
The purpose of this question is to describe the way employees treat customers.

Table 19: Representation of the client who describes employees as friendly and polite

	Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid Yes	56	93,3	93,3	93,3
No	4	6,7	6,7	100,0
Total	60	100,0	100,0	

Source: Examination of question N °10.

Figure 38: Representation of the client who describes employees as friendly and polite



Source: Examination of question N °10.

✓ **Comment:**

From the results obtained; 93,3% of the respondents said that OXXO staff are polite and friendly with their clients, while there's only 6,7% who replied No.

which means that OXXO has hired employees who can gain the trust of customers in order to create relationships with them.

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- **Question N° 11:** Do you know all the information about the products and services they provide?

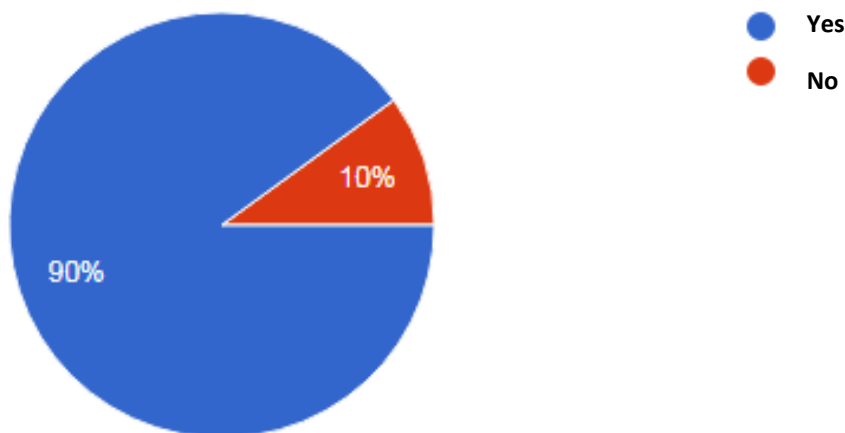
The purpose of this question is know whether the employees give enough information's about the products and the services that they provide.

Table 20: the representation of the customer who has information about what the component provides.

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Yes	60	90	90	90
	No	6	10	10	100,0
Total		60	100,0	100,0	

Source: Examination of question N °11.

Figure 39: The representation of the customer who has information about what the component provides



Source: Examination of question N °11.

✓ **Comment:**

From the results obtained, 90% of the respondents said that OXXO employees give enough information about the products and the services that OXXO provide. while there is only 10% who replied No.

Knowing all the information about the products and services that the company provides is one of the most important things that helps the customer to know their company. As a result, the majority of clients stated that they get the necessary information

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from staff, which proves that OXXO employees are qualified and communicate well with clients.

➤ **Question N° 12:** How does OXXO communicate with you?

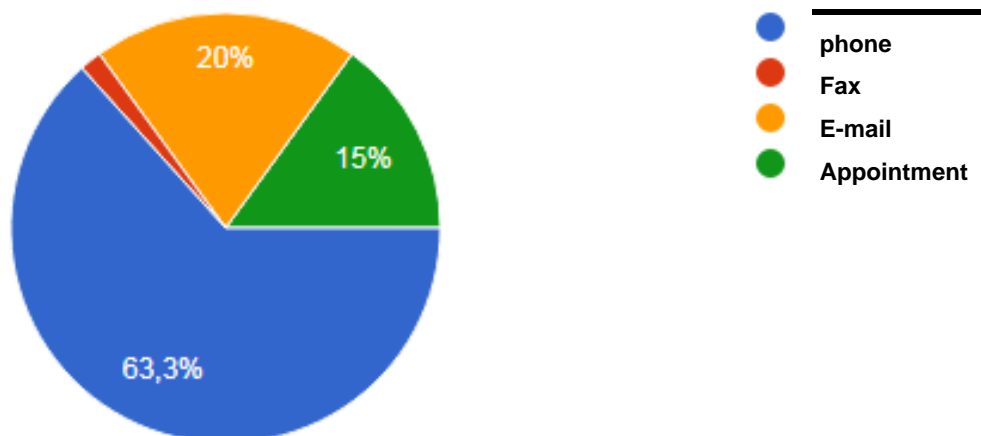
The purpose of this question is to find out what tools OXXO uses to communicate with its customers.

Table 21: Representation of the Communication tools

	Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid phone	38	63,3	63,3	63,3
Fax	1	1,7	1,7	65,0
E-mail	12	20	20	85,0
Appointement	9	15	15	100,0
Total	60	100,0	100,0	

Source: Examination of question N °12.

Figure 40: representation of the communication tools



Source: Examination of question N °12.

✓ **Comment:**

According to these results we notice that the most used tools are the phone with a percentage of 63.3%, followed by e-mail with a percentage of 20%, and Appointments with a percentage of 15%, and finally the fax with a percentage of 1.7%.

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It is summarized from the above that the company OXXO, uses the telephone in the first place for its contacts in order to answer any questions and complaints asked by its customers.

➤ **Question N°13:** How would you judge the delay of your orders?

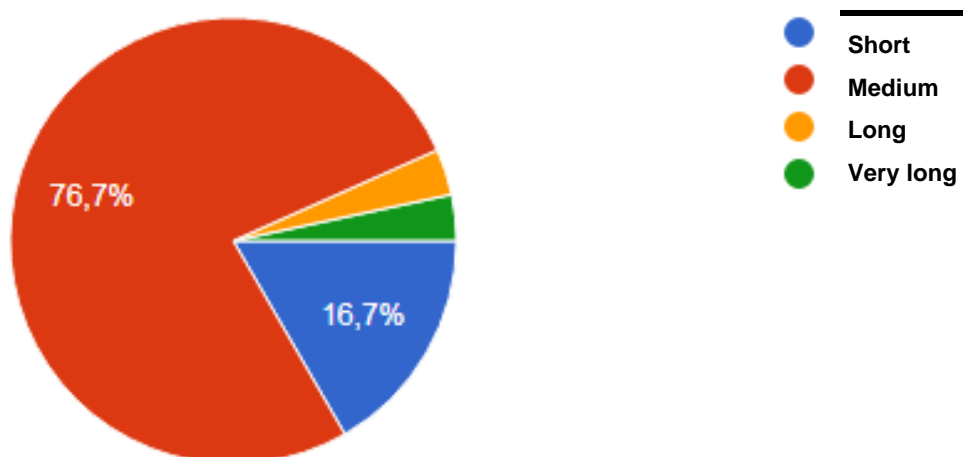
The purpose of this question is to find out how quickly OXXO meets the needs and expectations of its customers.

Table 22: Representation of the Delay

	Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid Short	10	16,7	16,7	16,7
Medium	46	76,7	76,7	93,3
Long	2	3,3	3,3	96,7
Very long	2	3,3	3,3	100,0
Total	60	100,0	100,0	

Source: Examination of question N °13.

Figure 41: Representation of the Delay



Source: Examination of question N °13.

✓ **Comment:**

According to these results we notice that the response time to the customer's order is average with a percentage of 76,7%, and short for some with a percentage of 16,7%, and 3,3% for the rest which finds the response time is long or very long.

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➤ **Question N° 14:** Have you ever made any complaints to OXXO?

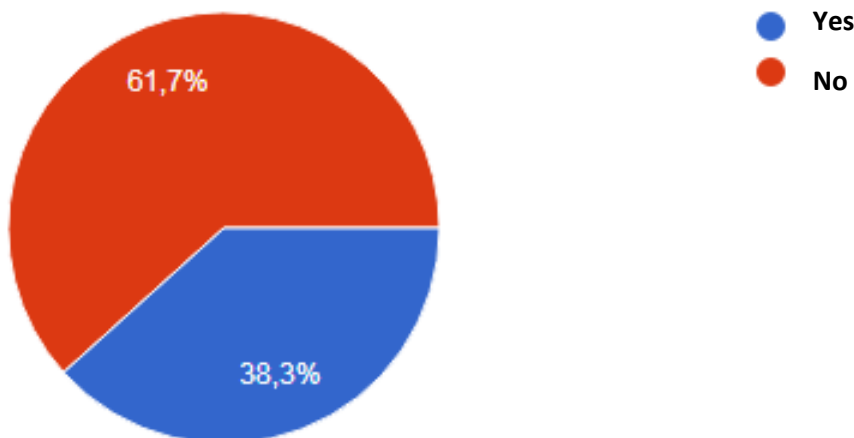
The purpose of this question is to find out whether OXXO's customers are complaining or not.

Table 23: Representation of clients in case of complaints

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Yes	23	38,3	38,3	38,3
	No	37	61,7	61,7	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °14.

Figure 42: Representation of clients in case of complaints



Source: Examination of question N °14.

✓ **Comment :**

After these answers, the majority of clients have no complaints to OXXO with a percentage of 61.7%. and about the 38.3% who said yes are complaining about:

- The delivery time.
- The installation of the product.
- The Price.
- Technical errors in the product.

➤ **Question N°15:** How long did it take for your complaint to be resolved by OXXO?

The purpose of this question is to find out whether the OXXO company gives importance to the complaints made by its customers.

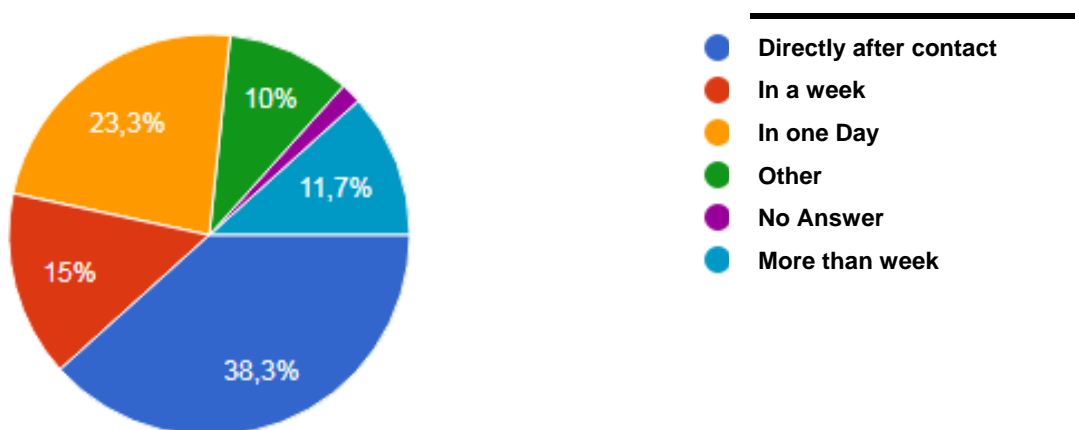
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Table 24: Representation of the time it took to resolve customer complaints.

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Directly after contact	23	38,3	38,3	38,3
	In a week	9	15,0	15,0	53,3
	In one Day	14	23,3	23,3	76,7
	More than week	6	10,0	10,0	86,7
	No Answer	1	1,7	1,7	88,3
	Other	7	11,7	11,7	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °15.

Figure 43: Representation of the time it took to resolve customer complaints



Source: Examination of question N °15.

✓ **Comment:**

It can be observed that the majority of clients report that their complaints are resolved within a short period of time, within one day or directly after contact, followed by clients who say that their complaints are resolved within a week or more, with a percentage of 15% and 11.7% respectively.

In this case it can be said that the majority of OXXO's customers have solved their problems, which means that the company gives great importance to the complaints made by its customers, whose objective is, of course, to satisfy its customer and retain them.

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- **Question N°16:** Indicate how satisfied you are with the handling of your complaints?

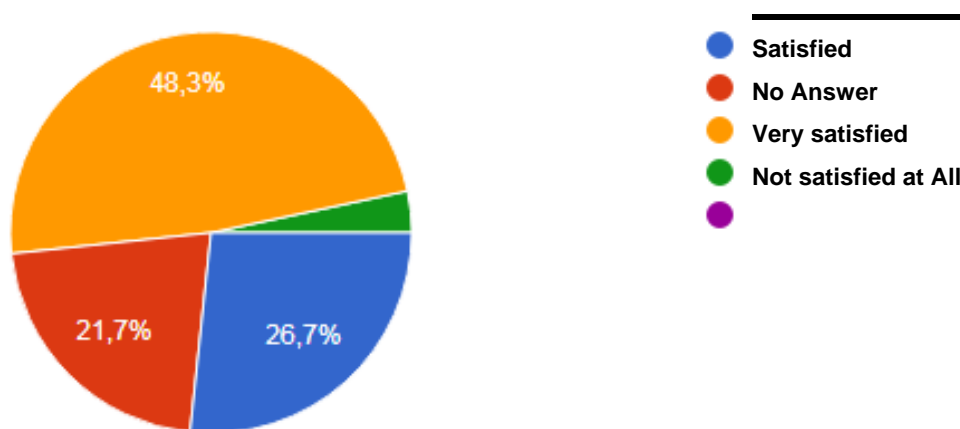
The purpose of this question is to see how satisfied OXXO's customers are with the service that takes care of their complaints.

Table 25: Representation the degree of customer satisfaction

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Satisfied	16	26,7	26,7	26,7
	No Answer	13	21,7	21,7	48,3
	Very satisfied	29	48,3	48,3	96,7
	Not satisfied at All	2	3,3	3,3	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °16.

Figure 44: Representation the degree of customer satisfaction



Source: Examination of question N °16.

✓ **Comment:**

According to the results obtained, we note that all the clients surveyed are satisfied and even very satisfied, the percentages of which are respectively as follows: 48.3% and 26.7% respectively.

All this can then prove that the company is doing its best to satisfy its customers.

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➤ **Question N° 17:** How is the service quality offered by OXXO?

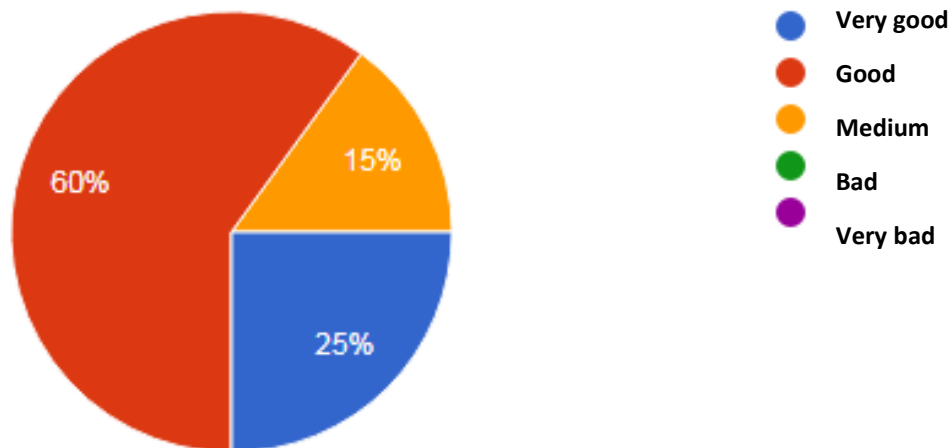
The purpose of this question is to find out whether the quality of service offered by the OXXO company meets the needs of the customers.

Table 26: Representation of the sample by the quality of service.

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Very Good	15	25,0	25,0	25,0
	Good	37	61,7	61,7	86,7
	Medium	8	13,3	13,3	100,0
	Bad	0	0	0	100,0
	Very Bad	0	0	0	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °17.

Figure 45: Representation of the sample by the quality of service.



Source: Examination of question N °17.

✓ **Comment :**

According to the results we observed that service quality of OXXO is good and very good with a percentage of 61,7% and 25% respectively, and about the rest said it's medium with a percentage 13,7%.

We notice that the OXXO company is characterized by a professional quality of service that could meet the needs of the customers.

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➤ Question N°18: Are you satisfied with?

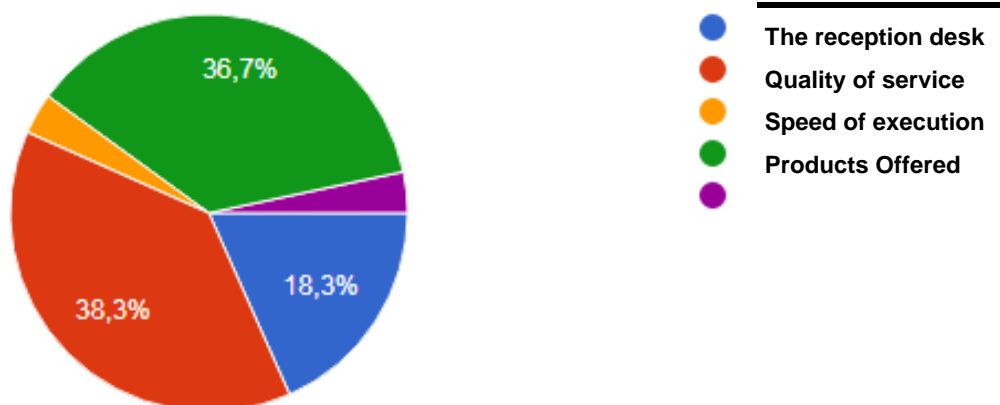
The purpose of this question is to show by what OXXO's customer is most satisfied.

Table 27: The distribution of the sample in relation to what causes satisfaction in the OXXO customers.

	Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid The reception desk	11	18,3	18,3	18,3
Quality of service	23	38,3	38,3	56,7
Speed of execution	2	3,3	3,3	60,0
Products Offered	24	40,0	40,0	100,0
Total	60	100,0	100,0	

Source: Examination of question N °18.

Figure 46: The distribution of the sample in relation to what causes satisfaction in the OXXO customers.



Source: Examination of question N °18.

✓ Comment:

The majority of customers are satisfied with the quality of service in the first place with 38.3%, followed by product quality of 36.7%, followed by the reception desk of 18.3%.

Most OXXO customers are satisfied with the services and the products offered.

➤ Question N° 19: Does OXXO use loyalty tools?

The purpose of this question is to find out whether OXXO uses tools to build customer loyalty.

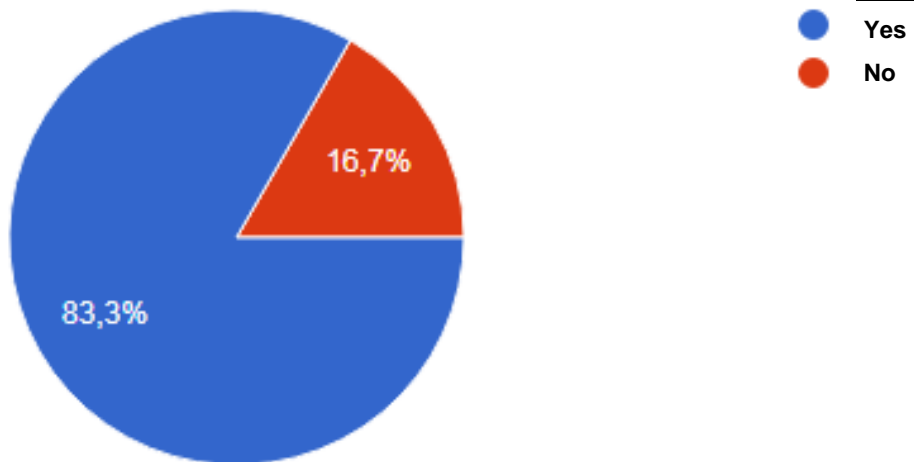
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Table 28: Representation of the sample according to loyalty tools

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Yes	50	83,3	83,3	83,3
	No	10	16,7	16,7	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °19.

Figure 47: Representation of the sample according to loyalty tools



Source: Examination of question N °19.

✓ **Comment:**

According to this results, 83.3% of the clients affirm that OXXO uses loyalty tools, on the other hand 16.7% of the clients deny it

➤ **Question N° 20:** If “Yes” which ones?

The purpose of this question is to illustrate the different loyalty tools used by OXXO.

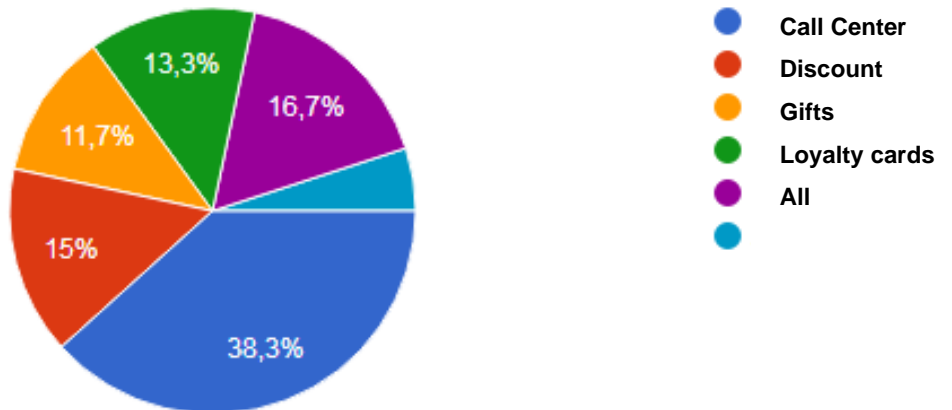
Table 29: The division of the sample by the different loyalty tools used by OXXO.

		Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid	Call Center	23	38,3	38,3	38,3
	Discount	9	15,0	15,0	53,3
	Gifts	7	11,7	11,7	65,0
	Loyalty Cards	11	13,3	18,3	83,3
	All	10	16,7	16,7	100,0
	Total	60	100,0	100,0	

Source: Examination of question N °20.

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Figure 48: he division of the sample by the different loyalty tools used by OXXO.



Source: Examination of question N °20

✓ **Comment:**

These results only show that the Call Center is one of the loyalty tools most used by OXXO with a percentage of 38.3%, followed by customers who say that OXXO uses all these tools with a percentage of 16.7%, then we handed them over with a percentage of 15%, and 13.3% for loyalty cards, and finally gifts with a percentage of 11.7%.

These results show that OXXO uses more than a loyalty tool to build customer loyalty.

➤ **Question N° 21:** Do you think OXXO knows its customers well?

The purpose of this question is to know if the Relationship Marketing helps the company to know its customers well.

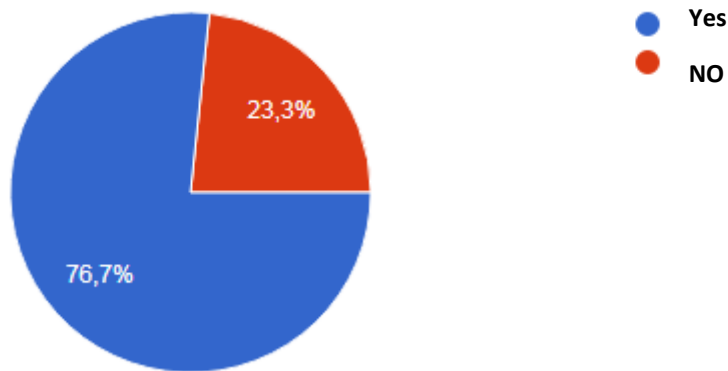
Table 30: The distribution of the sample according to knowledge of clients

	Frequency	Percentage	Valid Percentage	cumulative Percentage
Valid Yes	46	76,7	76,7	76,7
No	14	23,3	23,3	100,0
Total	60	100,0	100,0	

Source: Examination of question N °22.

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Figure 49: The distribution of the sample according to knowledge of clients



Source: Examination of question N °22.

✓ **Comment:**

These results tell us that the majority of customers think that OXXO knows its customers well, because OXXO stores all kinds of information about its customers in databases that are available about them, enriching it, updating it, exploiting it.

- **Question N° 23:** What are your suggestions for improving the quality of service offered by OXXO?

The purpose of this question is to know the different function that the company need to improve.

Suggestions:

- To have an understanding mind of the customers.
- Improving the quality of service.
- Be very serious with customers.
- Always get to know your client better.
- Accelerate the waiting time for orders.
- To improve the quality of services, OXXO must listen to its customers and meet their expectations and requirements.
- Send a regular customer satisfaction surveys to your customers

Most of the clients surveyed did not answer this question.

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3. General summary of the results of the study:

The results of the sample survey (questionnaire) are presented below:

- 77% of customers surveyed use the product OXXO for their own use.
- 58.3% of the sample choose OXXO because of the Quality of its products.
- 51.7% of the sample have been customers of OXXO for more than 5 years.
- 53.3% of customers remain OXXO customers due to the quality of the products.
- 60% of customers have not contacted any other company than OXXO.
- 63.3% of the sample have a very strong relationship with OXXO.
- 66.7% of the sample consider their relationship with OXXO to be very important.
- 83.3% of the sample wish to preserve their relationship with OXXO
- 73.3% of the sample describe the reception of OXXO as good.
- 93.3% of the sample consider OXXO employees to be friendly and polite.
- 90% of customers know all the information and details on products and services provided by OXXO.
- 63.3% of the sample report that the most common tool used by OXXO to communicate with its customers is the phone.
- 76.7% of the sample describe the timing of their order as medium.
- 61.7% of customers did not make a complaint to OXXO.
- 38.3% of clients report that their complaints are resolved directly after contact with them.
- 48.3% of sample are satisfied with the handling of their complaints.
- 61.7% of the sample describe the quality of OXXO's service as good.
- 40% of customers are satisfied with the product quality of OXXO.
- 83.3% of the sample say that OXXO uses loyalty tools.
- The call center is the most used loyalty tool by OXXO with 38.3%.
- 76.7% of the sample think that OXXO knows its customers well.

4. Conclusion of the Analysis:

According to the analysis of the results, the majority of OXXO's customers are loyal. This confirms the degree of their satisfaction which is honorable and very encouraging for the application of Relationship Marketing within the company, which

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has made it possible to achieve a very important turnover by making its customers loyal and putting them at the Centre of its concerns.

where the company faces many customer relationship challenges. To meet these challenges, the company needs to move from a product orientation to customer orientation, while integrating different communication channels to deliver a consistent customer experience. and this confirms that OXXO, is always doing its best to strengthen its customer relationships, remains attentive to its customers, and try to gain their trust and commitment in order to build and maintain customer loyalty.

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Conclusion:

In this chapter, we developed the extent to Adopt Relational Marketing in one of the Algerian private institutions, where we presented an overview of the institution Secondly, we tried to present our field study, which consisted of a quantitative questionnaire survey of a sample of the company's clients. A questionnaire was conducted among a sample of 60 clients of the "OXXO" organization, to find out the reality of the practice of customer relationship marketing in the institution as a tool for customer loyalty, and the results indicated that most of the sample members have a strong and long-term relationship with OXXO.

In the end, it is undoubted that to build a relationship with customers, OXXO needs to keep customer retention as well as increase customer satisfaction, which will ultimately result in customer loyalty. It is, therefore, necessary for OXXO to supply good service quality in the relationship marketing program in order to increase customer loyalty because customer loyalty is the final goal of relationship marketing.

General

Conclusion

General Conclusion

General Conclusion:

Every company seeks to achieve success, but that success depends on its ability to create and maintain mutually beneficial relationships with its customers. This means understanding customers, engaging in a participatory conversation with them and providing necessary information which matches their interest and needs. and collaborate effectively in sales, marketing and customer service activities; To achieve this, relationship marketing is an ideal solution, as it pursues the objective of obtaining and strengthening customer loyalty, it is also characterized by a long-term vision that aims to establish and animate relations between the company and its target market in an interactive and individualized manner.

The Results:

Throughout the chapters of this thesis, theoretical and empirical results were achieved that confirmed the validity of the study's hypotheses:

Theoretical results:

- ✓ It is difficult to formulate a unified definition of the concept of relationship marketing because there have been many efforts in this field, but all researchers agree that the concept of relationship marketing is one of the important concepts that have emerged from the literature of modern management
- ✓ Relationship marketing aims to build long-term relationships with customers
- ✓ Relationship marketing aims to build customer retention rather than constantly looking for new customers.
- ✓ Relationship marketing helps organizations to facilitate the process of dealing and communicating with customers in order to know their needs and wants and to be able to present them in the way they want to create and establish relationships with them.
- ✓ Relationship marketing helps build trust and commitment between an organization and its customers.
- ✓ customer satisfaction must be taken into consideration when a company is trying to increase customer loyalty and improve its performance.
- ✓ The measurement of customer satisfaction is a feedback operation of customers' opinions about their experiences.

General Conclusion

- ✓ Loyalty is a key to identifying the best customers, retaining them through an interactive, and long-term relationship.
- ✓ There are two dimensions of loyalty are being discussed in the marketing literature are behavioral, attitudinal dimensions.
- ✓ Loyalty is the main goal of relationship marketing.

The Practical Results:

In our practical part, we followed the extent of the relationship marketing application within the company OXXO that is active in the field of PVC profile extrusion and assembly of high thermal performance.

In order to do that, we completed a two (02) month internship at the company by requesting the help of the employees. We tried to get information about the company first of all, then its relationships with customers and the way it manages them. In addition to the information we had about relationship marketing in this company, and in order to enrich our knowledge on this subject, we chose to develop a questionnaire that was given to a sample of the company's customers.

The analysis of the questionnaires collected showed us the following results:

- ✓ OXXO has a relational marketing policy that enables it to establish a solid and lasting relationship with its clients.
- ✓ Having a strong relationship with the customer drives customers to maintain that relationship, which leads to loyalty.
- ✓ Customers are committed to the relationship with the company
- ✓ Qualified employees with good manners in the company help to gain the trust of customers.
- ✓ The complaints system helps to solve the client's problems and thus tries to reduce potential risks and this is what makes people satisfied with the company and leads to loyalty, which in turn leads to the success of the company.
- ✓ Loyalty tools help to establish a strong relationship with the customer (call centers, Discount, Gifts, Loyalty Cards).
- ✓ It can be said that the company makes a great effort to satisfy its customers.
- ✓ The storage of customer information in the database makes it possible to know them well.

General Conclusion

Testing of Hypotheses:

The results we obtained during our practical training period with the company OXXO, allowed us to make an analysis that helped us to verify the assertion of our initial hypotheses.

The First Hypothesis is confirmed: "Relationship marketing has helped OXXO to build a strong and lasting relationship with its customers".

This hypothesis was confirmed, which revealed that customers reported having a strong relationship with OXXO and consider it very important, which explains why the majority of them have a long-term relationship. This confirms that OXXO, with the help of the relationship marketing policy, has been able to build a strong and long-term relationship with its customers.

The Second Hypothesis, "current customers are actually satisfied and loyal to the company".

This hypothesis was confirmed by the results of our survey, which revealed that the majority of current customers are satisfied with the products and services provided by the company and that they have not contacted a competing company and are willing to maintain the relationship with OXXO which proves their satisfaction and loyalty.

The Third Hypothesis is confirmed, "Relationship marketing has a positive effect on customer loyalty".

According to the results obtained, OXXO uses the success factors of relationship marketing (commitment and trust), which made it wants to gain the trust and the commitment of its clients by communicating with them to meet their needs and solve their problems, and that what made the majority of them appreciate the values of this relationship and wants to preserve it which proves their loyalty.

Recommendations:

Following the analysis of the survey, we consider it useful to propose some recommendations and actions to be implemented for greater satisfaction, as follows:

- Organization of a customer relationship management program in order to track all the details of the company's customers.

General Conclusion

- Improve the level of marketing services in order to set up a listening structure to understand the needs and expectations of customers.
- Monitoring the rapid processing of complaints, and committing the personnel specifically to deal with complaints as quickly as possible.
- Continue to explore the reasons that can increase levels of satisfaction and loyalty of clients, thus ensuring the continued growth, development and improvement of the company's strategies.
- OXXO managers must ensure customer satisfaction through repeated contacts.
- OXXO employees must ensure that delivery times are met in order to keep the customers attached to the company's products.
- The use of different means of customer loyalty in order to keep customers attached and to attract new ones.
- Empowering each employee, not to perform the given task, but to improve customer satisfaction.
- The need to promote relationship marketing and to spread a culture based on the employees' conviction that the customer is the center of the company's activity and the basis of its survival.
- Paying more attention to profitable customer segments and working to provide excellent service without ignoring the rest of the segments, with an emphasis on personal and social relationships with customers and continuity of the relationship.

Research perspectives

In order to open new horizons for research in this field, since the topic has covered some inspiring aspects for this, we suggest some of the following themes:

- The importance of relationship marketing for success.
- The importance of relationship marketing to support perceived customer value.
- The Role of Relationship Marketing Strategies in the Resolution of Crises.
- The importance of relationship marketing in gaining competitive advantage in Algerian companies.
- The impact of employee satisfaction on the achievement of customer satisfaction.

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8. Do you have a constant desire to preserve this relationship?

- Yes No

9. How would you describe the reception at OXXO?

- Good Bad Normal

10. Are the OXXO employees friendly and polite?

- Yes No

11. Do you know all the information about the products and services they provide?

- Yes No

12. How does OXXO communicate with you?

- Phone Fax
 E-mail Appointment

13. How would you judge the delay of your orders?

- Short Medium
 Long Very long

14. Have you ever made any complaints to OXXO?

- Yes No

15. How long did it take for your complaint to be resolved by OXXO?

- Directly after contact In one Day In a week
 More than week No Answer Other

16. Indicate how satisfied you are with the handling of your complaints?

- Satisfied
- No Answer
- Very satisfied
- Not satisfied at All

17. How is the service quality offered by OXXO?

- Very Good
- Good
- Medium
- Bad
- Very Bad

18. Are you satisfied with?

- The reception desk
- Quality of service
- Speed of execution
- Products Offered

19. Does OXXO use loyalty tools?

- Yes
- No

20. If “Yes” which ones?

- Call Center
- Discount
- Gifts
- Loyalty Cards All

21. Do you think OXXO knows its customers well?

- Yes
- No

22. What are your suggestions for improving the quality of service offered by OXXO?

.....

.....

.....

.....

.....

.....

Model of a Quote



PORTES ET FENETRES
DE LA MAISON

OXXO ALGERIE SPA

Immeuble Cevital

Ilot D N°06 Garidi, Kouba - Alger

16050 ALGER

Espace Conseil FR Setif

TEL: +213 (36) 82-69 92

Devis **C1**

Espace Conseil FR Setif

Date : 01/03/2020

Code Client : [REDACTED]

Mr [REDACTED]

Adresse : setif

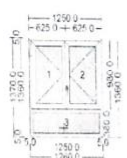
19000 SETIF

TEL : [REDACTED]

Votre contact : Nour adjissa TEL
Délais de Livraison : 4 à 6 Semaines
Adresse du chantier :

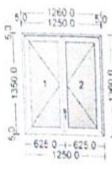
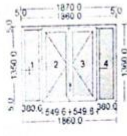
Ref

	Désignation	Qté	Pu TTC	Taux Remise	PU Remisé	Total TTC
1	<p>Menuiserie PVC OXXO Baies Gamme OXALYS POP Fenêtre 1 fixe, 2 vantaux</p> <p>Haut 1370 mm X Larg 1260 mm</p> <p>Profils PVC exclusifs de 60 mm. RAL9016 Performance thermique (1,5 =< Uw =< 1,8 Wm2.k) Renforcement des profils par des raidisseurs en acier galvanisé selon les règles CSTB</p> <p>Champ N° : 1 - Sens d'ouverture : OFS Gauche - Fiche à vis cachée - Dimension Vitrage (en mm) : 487.00 x 816.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>Champ N° : 2 - Sens d'ouverture : OF Droite - Fiche à vis cachée - Dimension Vitrage (en mm) : 487.00 x 816.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>Champ N° : 3 - Sens d'ouverture : Fixed Light - Fiche à vis cachée - Dimension Vitrage (en mm) : 1166.00 x 314.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>- Type de pareclose : mouluree - Verrou_Semi_Fixe_H:Non - Type de Travaux : Neuf - Type Menuiserie: Fenetre - Pre Cadre : Sans - TH: Fixation Tunnel - DD: Fixation Tunnel - DG: Fixation Tunnel - TB: Pas de fixation</p>	1	34 994,33	5	33 356,18	33 356,18



OXXO ALGERIE SPA - DIRECTION GENERALE - 15 BOULEVARD SAID HAMDINE - BIR MOURAD RAIS, ALGER

RC.N : 1380990408 00716 NIF : 001315059340606 Tél. 00213 (0)21 44 56 12 - Fax. 00213 (0)21 44 53 89 - E-mail : contact@oxxo.dz - www.oxxo.dz

	Désignation	Qté	Pu TTC	Taux Remise	PU Remisé	Total TTC
2	 <p>Menuiserie PVC OXXOBaies Gamme OXALYS POP Fenêtre 2 vantaux Haut 1360 mm X Larg 1260 mm</p> <p>Profils PVC exclusifs de 60 mm. RAL9016 Performance thermique (1,5 =< Uw =< 1,8 Wm2.k) Renforcement des profils par des raidisseurs en acier galvanisé selon les règles CSTB</p> <p>Champ N° : 1 - Sens d'ouverture : OFS Gauche - Fiche à vis cachée - Dimension Vitrage (en mm) : 487.00 x 1168.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>Champ N° : 2 - Sens d'ouverture : OF Droite - Fiche à vis cachée - Dimension Vitrage (en mm) : 487.00 x 1168.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>- Type de pareclose : mouluree - Verrou_Semi_Fixe_H:Non - Type de Travaux : Neuf - Type Menuiserie : Fenetre - Pre Cadre : Sans - TH: Fixation Tunnel - DD: Fixation Tunnel - DG: Fixation Tunnel - TB: Pas de fixation</p>	1	28 878,96	5	27 435,01	27 435,01
3	 <p>Menuiserie PVC OXXOBaies Gamme OXALYS POP Fenêtre 2 fixes, 2 vantaux Haut 1360 mm X Larg 1870 mm</p> <p>Profils PVC exclusifs de 60 mm. RAL9016 Performance thermique (1,5 =< Uw =< 1,8 Wm2.k) Renforcement des profils par des raidisseurs en acier galvanisé selon les règles CSTB</p> <p>Champ N° : 1 - Sens d'ouverture : Fixed Light - Fiche à vis cachée - Dimension Vitrage (en mm) : 314.60 x 1266.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>Champ N° : 2 - Sens d'ouverture : OFS Gauche - Fiche à vis cachée - Dimension Vitrage (en mm) : 429.60 x 1168.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>Champ N° : 3 - Sens d'ouverture : OF Droite - Fiche à vis cachée - Dimension Vitrage (en mm) : 429.80 x 1168.00 Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique:30dB</p> <p>Champ N° : 4 - Sens d'ouverture : Fixed Light</p>	1	50 464,41	5	48 182,17	48 182,17

OXXO ALGERIE SPA - DIRECTION GENERALE - 15 BOULEVARD SAID HAMDINE - BIR MOURAD RAIS. ALGER

RC N° : 1380993406 0015 NIF : 001316099340606 Tél. 00213 (0)21 44 56 12 - Fax. 00213 (0)21 44 53 89 - E-mail : contact@oxxo.dz - www.oxxo.dz

Désignation	Qté	Pu TTC	Taux Remise	PU Remisé	Total TTC
-Fiche à vis cachée - Dimension Vitrage (en mm) : 314.00 x 1266.00 - Double vitrage : 4 MS /16ARG/4FC, Ug =1.10 - Performance acoustique: 30dB					
- Type de pareclose : mouluree - Verrou_Semi_Fixe_H:Non - Type de Travaux : Neuf - Type Menuiserie : Fenetre - Pre Cadre : Sans - TH: Fixation Tunnel - DD: Fixation Tunnel - DG: Fixation Tunnel - TB: Pas de fixation					
Transport et Pose	1		5		8 925,00
Habillage	1		5		
Sous-Total	5				117 898,36
NB : La remise est appliquée sur le prix de la fenêtre sans options.					

Règlement : "50 % la commande, le solde une semaine avant la livraison"
Acompte demandé : 58 949,18 DZD

Nos prix sont établis sur la base des taux de TVA en vigueur à la date de la remise de l'offre. Toute variation ultérieure de ces taux, imposés loi, sera répercutée sur ces prix.

Ce devis est valable 1 mois

Total TTC : 117 898,36 DZD

Bon pour accord

Fait à :

Le :

Signature client :

CONDITIONS GENERALES DE VENTE

présentes conditions générales définissent, sans préjudice de l'application de conditions particulières reprises dans nos offres, les obligations respectives des parties contractantes à l'occasion de ventes effectuées par nos services.

Article 01- GENERALITES

En signant le devis, le client d'OXXO ALGERIE SPA reconnaît expressément avoir pris connaissance des présentes conditions générales et les accepte.

Article 02- L'OFFRE

Le devis est une offre qui est remise au client. Elle a une validité limitée à un mois à compter de la date de son établissement par le commercial. Passé ce délai, l'offre n'est plus opposable.

Article 03- PREALABLE A LA CONFIRMATION DE COMMANDE

Chaque commande de menuiserie émise par le client s'engage OXXO ALGERIE SPA à sa concrétisation qu'après :

Etape 1 : Remise du devis au client pour signature. Toute modification apportée au devis d'OXXO ALGERIE SPA, fera l'objet de l'annulation dudit devis et l'établissement d'un nouveau devis à signer par le client.

Etape 2 : Paiement par le client d'un acompte représentant 50 % du montant du devis ;

Etape 3 : Visite des lieux par le métreur, suite à un rendez-vous fixé préalablement avec le client, pour la prise exacte des mesures. Le client s'engage à respecter la date et l'heure de la visite ;

Etape 4 : Avis technique de faisabilité, émis par nos techniciens ;

Etape 5 : Signature de la confirmation de commande de par le client.

Article 04- PRIX

4.1- Le prix fixé est libellé en Dinar Algérien.

4.2- Les prix d'OXXO ALGERIE SPA sont indiqués en toutes taxes comprises (TTC) et comprennent les frais de livraison et de pose des menuiseries sauf clauses particulières non inscrites dans les présentes conditions générales de vente.

4.3- Les produits sont facturés au tarif en vigueur, au jour de la signature de la confirmation de commande. Le client devra donc s'acquitter au moment du paiement du solde de sa commande- de la différence de prix appliquée.

Article 05- DELAI DE LIVRAISON

Le délai de livraison court à partir de la date de signature de la confirmation de commande. Ce délai est de quatre semaines pour les produits standards et de six semaines sur les produits spécifiques (options).

Article 06- TRANSPORT - LIVRAISON

6.1- Le transport des menuiseries est assuré par OXXO ALGERIE SPA. La livraison se fera à l'adresse indiquée sur la facture, selon la date et l'heure convenues avec le client.

6.2- Le Commercial d'OXXO ALGERIE SPA contactera le client pour s'acquitter du solde restant de la commande, une semaine avant la date de livraison.

6.3- Si le client ne répond ni aux contacts téléphoniques, ni aux écrits d'OXXO ALGERIE SPA, pour régler le solde et confirmer la date de livraison ou il n'est pas prêt à recevoir les menuiseries, dans le délai de livraison arrêté lors de la signature de confirmation de commande, OXXO ALGERIE SPA accordera au client un délai d'un mois supplémentaire, pour la réception de ces dernières. Dépassé ce délai, OXXO ALGERIE SPA appliquera une pénalité de 03% du montant de la commande (en TTC), représentant les frais de stockage et d'emmagasinage.

6.4- A la livraison des menuiseries, le client est tenu de signer le bon de livraison, en présence du

représentant OXXO ALGERIE SPA. Le client doit vérifier les menuiseries reçues (nombre, état apparent, casse ou fixation vitrage, etc.) et doit mentionner sur le bon de livraison toutes les réserves constatées.

6.5- OXXO ALGERIE SPA procédera au remplacement pur et simple de la partie du produit incriminé. Le produit incriminé à remplacer restera la propriété d'OXXO et devra faire l'objet d'une restitution à OXXO par le client. Il en est de même pour la palette sur laquelle sont emballées les menuiseries qui est aussi la propriété d'OXXO de ce fait, elle sera récupérée par OXXO, soit à la livraison soit après la pose.

6.6- Dans le cas de l'absence du client ou son représentant au moment de la réception des menuiseries, un autre RDV sera fixé pour la livraison. Les frais d'immobilisation du transport des menuiseries seront facturés à la charge du client

Article 7- MODIFICATION - ANNULATION :

Avant la signature de la confirmation de commande, le client décide d'annuler sa commande après un délai de 90 jours à partir du paiement de l'acompte. OXXO pourra se réserver le droit de ne pas restituer l'acompte payé. Après signature de la confirmation de commande de par le client, aucune modification ni annulation de la commande ne sera possible.

Article 08- POSE - RECEPTION

8.1- Une fois les menuiseries produites, OXXO ALGERIE SPA contactera le client pour solder sa commande, le délai de pose est de sept (7) jours ouvrables à partir du paiement (pour les versements) et de la constatation du paiement en banque (pour les chèques).

8.2- Le client autorise le passage de l'équipe de pose OXXO ALGERIE SPA, afin de poser les menuiseries livrées. Le client ne doit pas interrompre les travaux de pose, y compris le weekend, pour quelque raison que ce soit, sauf cas de force majeure.

8.3- A la fin des travaux de pose, le client s'engage à réceptionner les menuiseries posées en présence du représentant d'OXXO ALGERIE SPA et de signer le PV de réception, certifiant l'absence d'exécution de la prestation.

8.4- Toutes les réserves constatées par le client sur la pose doivent être notées sur le PV de réception et levées par OXXO.

8.5- L'absence du client au moment de la finalisation de l'aposte et de la réception des travaux sans réserves et aucune réclamation ne pourra être acceptée par OXXO.

Article 09- CONDITIONS DE PAIEMENT

Le règlement est effectué selon les conditions de paiement arrêtées et portées sur la facture, comme suit :

- Paiement de l'acompte représentant 50 % du montant du devis, à la signature de ce dernier par le client (acceptation de l'offre),

- Paiement du solde restant de la commande, à la mise en stock de la commande.

- Paiement d'une facture supplémentaire portant la pénalité de retard avant la nouvelle date de livraison. (tel que stipulé à l'article 6.3 ci-dessus)

- Paiement d'une facture supplémentaire pour l'immobilisation du transport pour le retour des menuiseries.

(Tel que stipulé à l'article 6.6 ci-dessus)

Article 10- GARANTIE PRODUIT

Les produits fournis et posés par OXXO sont garantis pour une période de 2 ans, contre tout vice de fabrication, de conception ou d'exécution.

Durant cette période, une expertise sera effectuée après constatation du vice caché. Si la responsabilité OXXO ALGERIE SPA est avérée, le produit sera réparé ou remplacé au client à titre gracieux.

La durée de garantie débute à la date de la signature du PV de réception d'antier par le client.

La garantie ne s'applique pas sur la quincaillerie et pour les parties exposées à l'usure normale de fonctionnement.

La garantie sera perdue en cas de dégâts occasionnés sur la menuiserie (Exemple : rayure, utilisation de produit non adapté, intervention sur la menuiserie, etc.).

Article 11- SERVICE APRES VENTE

OXXO ALGERIE SPA assurera le service après-vente pour des prestations non couvertes par la garantie, la fourniture du SAV ne se confond pas avec la garantie et sera effectuée à titre onéreux.

Article 12- CAS DE FORCE MAJEURE

Lorsque se produit, au cours de l'exécution de la présente vente, un événement imprévisible, insurmontable et extérieur à la volonté d'OXXO, et rend l'exécution de l'obligation impossible, nous nous retrouvons en présence d'un cas de force majeure. La liste des cas de force majeure n'étant pas exhaustive, peuvent être inclus dans cette liste : les perturbations de production et/ou livraison résultant d'accidents, incendies, inondations, catastrophes naturelles, interruption ou retard dans le transport, pénuries de matériels et/ou de matières premières, émeutes, embargos ou restriction réglementaire de quelque nature que ce soit. OXXO ALGERIE SPA disposera dans ce cas de figure, d'un délai supplémentaire de trois mois pour l'exécution de ses obligations à partir de l'adoption de la survenance d'un tel événement. Passé ce délai, le client disposera du droit d'annuler la commande en concertation avec OXXO ALGERIE SPA.

A cet effet, OXXO ALGERIE SPA procédera au remboursement de la somme versée par client.

13- DROIT APPLICABLE ATTRIBUTION DE JURIDICTION

13.1- En cas de litige relatif à l'exécution ou à l'interprétation des présentes conditions de vente et en l'absence d'un accord à l'amiable, seul le tribunal d'HUSSEIN DEY a prérogative pour le règlement de ce litige, et ce, quel que soit le lieu de livraison.

13.2- Le droit applicable aux présentes conditions de vente est le droit algérien.

A; Le

Nom, Prénom & signature précédés de la mention « lu et approuvée »

OXXO ALGERIE SPA - DIRECTION GENERALE - 15 BOULEVARD SAÏD HAMDINE - BIR MOURAD RAIS, ALGER

RC N° : 1380993406 09/16, NIF : 001316099340606 Tél. 00213 (0)21 44 56 12 - Fax. 00213 (0)21 44 53 89 - E-mail : contact@oxxo.dz - www.oxxo.dz



..... Le / /

ACCUSÉ DE RECEPTION DU DEVIS

Je soussigné Monsieur, Madame déclare
avoir reçu en date du / /, de Monsieur, Madame
..... le devis N° 1067458 établi le
01/03/2020

Signature Espace Conseil

Signature Client

List of OXXO Products

Pop -Bloc Baie

1 .Fenêtre / Porte Fenêtre

Technique



- Profilé 3 chambres pour les ouvrants et dormants de 60 mm
- Battement central optimisé pour un max de clair du jour
- Renforts des profilés en acier galvanisé selon les normes (CSTB)
- Ouverture à la française

Performance

- Performance thermique de 1,5 W/m².K Uw
- Performance acoustique 30 DB
- Double Vitrage 4MS/16ARG/4FC

Esthétique

- Teinte Blanche RAL 9016 avec joint couleur gris
- Poignée Secustick asymétrique blanche avec logo OXXO
- Loqueteau pour châssis abattant
- Verrou semi- fixe (à onglet)
- Parclose Mouluré
- Fiche à vis cachée couleur blanche RAL 9016
- Cache tempête couleur blanche RAL 9016
- Complètement vitrée pour les portes fenêtres

OXXO

Pop -Bloc Baie

2. CVR

Technique	
Coffre Relax	Coffre Défi
Déport Intérieur uniquement	Déport Extérieur uniquement
Caisson de 180 mm avec une profondeur de 300mm	Caisson de 154 mm « partie visible » avec une profondeur de 250mm
Trappe de visite démontable de l'intérieur pour maintenance	
Performance	
Manœuvre à sangle	
Treuil avec renvoie de façade gauche ou droit pour une ouverture plus de 90° obligatoire à partir de 2,73m ² de surface	
Lame finale en aluminium	
Lame ajourée permettant une meilleure aération	
Esthétique	
Teinte Blanche RAL 9016	
Caisson arrondi	Caisson Compact et Design avec finition intérieur

OXO

Pop Bloc Baie – Options

Options disponibles sur la Fenêtre / Porte Fenêtre

➤ Types de Vitrage et Remplissage :

- Vitrage Acoustique "6MS/14ARG/4FC"
- Vitrage Retardateur d'effraction "44.1 MS/12ARG/4FC"
- Vitrage Opal "44.1 Op/12ARG/4FC"
- Soubassement en Panneau PVC Lisse blanc RAL 9016
- Soubassement en Panneau PVC à Lambris blanc RAL 9016

➤ Types de Ferrage:

- Ouverture Oscillo – Battante pour Fenêtre
- Ouverture Oscillo – Battante pour Porte-fenêtre

➤ Types de Seuil:

- Seuil Aluminium de 22 mm pour personne à mobilité réduite

➤ Types de Poignée:

- Poignée à clé couleur blanche F 9016

➤ Verrous:

- Deuxième Verrou semi-fixe (à onglet)

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