ACKNOWLEDGMENT

I would like to express my profound gratitude to the management of Chitkara Business School at Chitkara University for the inspiration to undertake research work, providing me with clear direction and tireless support to progress my work and contribute to research.

My sincere thanks to my research supervisor Dr, Sandhir Sharma, Professor, Chitkara Business School for making the journey possible and insightful. I am grateful to Dr. Amit Mittal, Dean, Doctoral Research Centre, Chitkara Business School, and Dr. K.K. Sharma, Dean, UG Programs, Chitkara Business School for their invaluable suggestions, support and motivation for making the work possible.

I take the opportunity to thank and categorically mention the persuasion received from Dr. Arun Aggarwal, Dr. Deepika Jhmab and Dr. Pawan Kumar Chand, Dr. Sahil Gupta for their active support and cooperation, for sharing their experience, opinions and advice.

I am equally thankful to my colleagues, friends and family for the encouragement and relentless support in meeting strict time schedules, observations throughout and suggestions to achieve my research goal.

__________________________
Name: Bacchu Kumar Das
Registration Number: CU/PHD/15-16/ 000018
ABSTRACT

Since the organisations came into being, the B2B commerce had started. The studies of B2B marketing had started since 1890, though it was in the level of individualised and experimental basis. The significant scientific contribution of B2B marketing theory have been made since last 30-35 years. Since then B2B relationship marketing has undergone a vast change and gained significant focus from researchers. It has become an important branch of general marketing theory. B2B marketing has undergone change from merely economic transaction to a behavioural theories. Behavioural science has contributed a lot to B2B marketing theory to understand Inter-organisational buying situations. The market environment has become very competitive dynamic and complex the customers are well informed and have many choices. The customers have become more demanding due to the increase and fierce competitions. Marketers have found difficulties to enjoy sustainable advantage in competitions by adding value features through superior technology, as this tangible value features can be copied by competitors. Hence relationship based marketing has become absolutely necessary as it is intangible and stronger and provide long term and sustainable competitive advantage.

It’s sustainability largely depends on many humane factors involved in managing & maintaining the business relations with customers, vendors and employees especially in case of international business operations. There are many researches, which prove that relationship and behavioural aspects have direct impact on winning customer retention and loyalty.

The present study has attempted to determine the influence of relationship and behavioural aspects on retaining customers and winning loyalty in B2B flexible packaging industry in Bangladesh. The study supports the strong backing of literature review and clear need of such study in Bangladesh with respect to flexible packaging industry in Bangladesh. Theories related to trust, commitment, Salesperson-Customer bonding, loyalty and Cooperation of Salesperson support the research effort with sufficient literature in hand. This research is an attempt to analyse the relevance and importance of the variables of trust,
commitment, Salesperson-Customer bonding and cooperation of salesperson on loyalty in B2B flexible packaging industry in Bangladesh. The study includes testing of seven hypotheses framed based on extensive literature review.

The study is qualitative and quantitative both, which involves interview in depth with 19 units for B2B flexible packaging as almost census study in Bangladesh. Based on the responses collected, data set is formed to be tested for the study. The study is limited to single main product (Polyester/BOPP Films) sourcing from their suppliers.

In this study, interviews were used as the source of data collection for descriptive & thematic analysis. Under this interview method, open ended unstructured questionnaire were formulated which was distributed to the participants to acquire knowledge about customer satisfaction and other related aspects for qualitative research. Interviews gave in-depth information on the strategies applied or adopted by the packaging industries in order to remain loyal. All the open-ended questions have been analyzed through qualitative methods; In this technique, interviews helped in collection of data were analyzed thematically.

During the interview respondents also scores on their perspectives on each hypothesis have been tabulated. Independent one sample “t” test on SPSS has been be carried out to test the hypothesis. In the test it is found that all the hypothesis have been supported.

After the analysis, it is found that, trust, commitment, Salesperson-Customer bonding, and Cooperation of Salesperson are very relevant and important for customer Loyalty in B2B industry. It will help marketer to plan their CRM design to enjoy sustainable patronage and loyalty from their customers.

**Keywords:** International Business, relationship marketing, Trust, salesperson-customer bonding, loyalty, Commitment of Salesperson, B2B industry
Contents

Chapter 1 ..................................................................................................................5
  Background of the study ..........................................................................................5
  The Premises ............................................................................................................5
  The importance of customer relationship building and marketing .......................7
  Importance of customer retention and loyalty .......................................................10
  Introduction to the flexible packaging industry of Bangladesh .........................11
  Problem statement .................................................................................................14
  Research questions ................................................................................................15
  Aim and Objectives .................................................................................................15
  Research Hypothesis ...............................................................................................16
  The motivation of the study ....................................................................................17

Chapter 2 ..................................................................................................................19
  Literature Review & Theoretical Framework ........................................................19
  Introduction ............................................................................................................19
  Some of the Key-related Literature .......................................................................19
  The theoretical framework of variables identified .................................................22
  Introduction to Customer Relationship Management .........................................24
    Factors affecting customer relationship management ......................................25
  CRM process ..........................................................................................................29
    Impact of CRM ....................................................................................................31
  Theories of CRM ....................................................................................................32
    Social theories in the packaging industry ............................................................32
    Cultural theories ..................................................................................................35
    Environmental theories .......................................................................................36
  Customer loyalty ....................................................................................................37
    Factors affecting customer loyalty ....................................................................38
    Importance of customer loyalty .........................................................................41
  Theories of customer loyalty ..................................................................................42
  Customer Retention ...............................................................................................44
    Meaning and definition .......................................................................................44
    Importance of customer retention .....................................................................45
    Factors affecting Customer Retention ................................................................46
  Theories of Customer retention ............................................................................48
    PAYNE’s Model ...................................................................................................48
  Modern strategies for CRM influencing customer retention and loyalty ..............50
  Challenges in customer retention and loyalty in the B2B segment ......................52
  Empirical review ....................................................................................................55
    Impact of CRM on customer retention ...............................................................55
    Impact of CRM on customer loyalty .................................................................56
  Conceptual framework .........................................................................................57
  Summary ..................................................................................................................58

Chapter 3 ..................................................................................................................59
  Research Methodology ...........................................................................................59
  Introduction .............................................................................................................59
  Research Design ....................................................................................................59
Customer Retention and Loyalty in B2B Flexible Packaging Industry in Bangladesh

Research Paradigm........................................................................................................69
Research method used.................................................................................................70
Research Approach Used............................................................................................71
Research strategy..........................................................................................................72
Data Collection methods .............................................................................................73
  Sampling plan and Procedure ..................................................................................74
  Questionnaire development .....................................................................................75
Data Analysis Procedure ............................................................................................76
Ethical consideration ....................................................................................................77
Validity and reliability .................................................................................................78
Summary.......................................................................................................................79
Chapter-4 .......................................................................................................................80
Data Analysis .................................................................................................................81
  Introduction ................................................................................................................82
  Qualitative analysis ...................................................................................................83
    Demographic information .......................................................................................84
    Importance of relationship for customer loyalty ....................................................85
    Trust important for customer loyalty ..................................................................86
    Co-operation important for customer loyalty .......................................................87
    Bonding important for customer loyalty .............................................................88
    Commitment important for customer loyalty .......................................................89
    Scoring and testing for hypothesis .....................................................................90
    Analysis of the categorical data ..........................................................................91
Limitations/Further scope in the analysis ...............................................................92
  Discussions ...............................................................................................................93
  Summary ....................................................................................................................94
Chapter-5 .......................................................................................................................95
Conclusions and Recommendations ...........................................................................96
  Discussion of Research Questions ..........................................................................97
    What is the importance of customer relationship aspect for a B2B packaging business? ···· 98
    What are the benefits associated with customer retention and loyalty in B2B businesses? 100
    What are the factors that affect customer relationship management in B2B businesses? 102
    Implications .............................................................................................................103
    Summary, limitations of the study and recommendations to future scope ..........104
References .....................................................................................................................105
APPENDIX .....................................................................................................................106
List of Tables

Table 1: Demographic information of interviewees ................................................................. 71
Table 2: Level of knowledge for aspects of customer relationship ........................................... 73
Table 3: Cross-tabulation for scoring on respondent’s perspectives on hypotheses ............... 86
Table 4: Sample Descriptive: .................................................................................................. 90
Table 5: One-Sample Statistics for Hypothesis-1 ..................................................................... 91
Table 6: One-Sample Statistics for Hypothesis-2 ..................................................................... 92
Table 7: One-Sample Statistics for Hypothesis-3 ..................................................................... 93
Table 8: One-Sample Statistics for Hypothesis-4 ..................................................................... 94
Table 9: One-Sample Statistics for Hypothesis-5 ..................................................................... 95
Table 10: One-Sample Statistics for Hypothesis-6 ................................................................. 96
Table 11: One-Sample Statistics for Hypothesis-7 ................................................................. 97
Table 12: “t” statistics for hypothesis testing .......................................................................... 98
Table 13: List of hypotheses and their testing results ............................................................ 99
List of Figures

Figure 1: PAYNE’s model of CRM ................................................................. 49
Figure 2: Conceptual framework for customer retention and loyalty in B2B businesses .......... 58
Figure 3: Conceptual framework for relationship and behavior aspects impacting customer loyalty in B2B businesses ........................................................................................................ 85
Figure 4: One-Sample Statistics Descriptive ........................................................................ 90