

---

David Beirau

# Which Customers Pay?

## Predicting Value Pre and Post Sales

# Table of Contents

<b>1. Introduction.....</b>	<b>1</b>
1.1. Research Scope .....	1
1.2. Research Goal .....	3
1.3. Research Structure.....	7
<b>2. Theoretical Foundation .....</b>	<b>9</b>
2.1. Customer Relationship Management .....	9
2.1.1. Definition.....	9
2.1.2. Customer Acquisition Process.....	12
2.1.3. Customer Maintenance Process.....	13
2.2. Organizational Buying .....	15
2.2.1. Purchasing Process .....	15
2.2.2. Buying Center.....	16
2.2.3. Sales Situations.....	21
2.3. Relationship Value .....	24
2.3.1. Definition of Relationship Value .....	24
2.3.2. Drivers of Value to the Customer.....	26
2.3.3. Drivers of Value to the Supplier.....	29
2.4. Reasoning of Customers to Provide Value .....	33
2.4.1. Predicting the Future Value of the Business Relationship .....	33
2.4.2. Assessing the Past Value of the Business Relationship .....	40
2.4.3. Theoretical Contribution .....	45
2.5. Conclusion.....	47
<b>3. Study 1: Opportunity Management .....</b>	<b>49</b>
3.1. Research Objective.....	49
3.2. Research Approach .....	52
3.3. Development of Hypotheses .....	53

3.4. Methods .....	59
3.4.1. Data Collection.....	59
3.4.2. Operationalization .....	60
3.4.3. Distribution Analysis.....	63
3.4.4. Missing Data Analysis.....	63
3.5. Results .....	65
3.5.1. Logistic Regression Assumptions .....	65
3.5.2. Logistic Regression Results .....	67
3.5.3. Descriptive Results .....	73
3.6. Conclusion.....	75
3.6.1. Discussion.....	75
3.6.2. Limitations and Research Implications .....	78
3.6.3. Managerial Implications .....	80
<b>4. Study 2: Value Management.....</b>	<b>83</b>
4.1. Research Objective.....	83
4.2. Research Approach .....	86
4.3. Development of Hypotheses .....	88
4.3.1. Value Breeding Value .....	88
4.3.2. Future-Orientation: Replaceability .....	91
4.3.3. Past-Orientation: Internalized Reciprocity Norm.....	94
4.4. Methods .....	97
4.4.1. Selection of an Analytical Technique and Method .....	97
4.4.2. Specification of the Structural and Measurement Model.....	98
4.4.3. Data Collection.....	107
4.4.4. Distribution Analysis.....	112
4.4.5. Missing Data Analysis.....	114
4.5. Results .....	115
4.5.1. Evaluation of the Measurement Model .....	116
4.5.2. Results of the Structural Model.....	123

4.6. Conclusion.....	133
4.6.1. Discussion.....	133
4.6.2. Limitations and Research Implications .....	136
4.6.3. Managerial Implications .....	138
<b>5. Synthesis.....</b>	<b>143</b>
5.1. Summary of the Results .....	143
5.2. Limitations and Research Outlook.....	147
5.3. Managerial Implications.....	150
<b>6. References .....</b>	<b>153</b>
<b>A. Appendix – Study 1 .....</b>	<b>179</b>
A.1. Descriptive Statistics .....	179
A.2. Testing of Logistic Regression Assumptions.....	182
A.3. Logistic Regression Results – without Control Variables .....	183
<b>B. Appendix – Study 2 .....</b>	<b>185</b>
B.1. Descriptive Statistics .....	185
B.2. Distribution of Variables.....	187
B.3. Content Validity and HTMT .....	191