



BONDS RELATIONSHIP: MEASUREMENT AND DESIGN IMPLICATIONS

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Abstract

The constant changes in the environment, characterized by strong competitive pressure, are increasingly pushing Moroccan companies to opt for close collaboration. Establishing long-term and stable relationships with different partners is ultimately a solution that can be a potential source of competitive advantage. However, the way in which these relationships are built, managed and supported in a Moroccan context remains unknown. The purpose of this paper is therefore to explain the mechanisms and processes by which client-supplier relations emerge and develop in Moroccan companies and to study the impact of relational links on the development of exchange relations in the inter-organizational context.

Keywords: Supplier buyers Relationship - bonds Relationship - Competitive Advantage

I. INTRODUCTION

To survive with increasingly competitive markets, in which innovation provides only temporary benefits, companies are now seeking to develop sustainable and viable relationships with their various partners, mainly customers (L. Gammoudi 2009). Increasing market competition is forcing suppliers to implement a customer-centric marketing strategy. The challenges posed by the management of the customer relationship are identical for all companies in the goods and services markets, in the field of Business-to-Customer (B-to-C) and Business-to-Business (B-to-B). It is for each company to go beyond the satisfaction of the need to know how to strengthen the trust of the customer and thus sustain the business relationship. The relational approach has represented the dominant trend in marketing and certainly the most important topic of management conversation (Egan, 2003). Berry's (1983) work has been the source of growing interest in relationship marketing. He is the first to use the terms "relationship marketing" in the context of service marketing, which he defines as an activity that seeks to attract, maintain and develop customer relationships. In the mid-1990s, Harker (1999), in his meta-analysis, distinguished different definitions of relational marketing from various research. According to this author, relational marketing includes seven conceptual categories: creation (attracting), development (reinforcing), maintaining (making stable), interaction (mutuality), long-term (permanence), emotional content (trust)



and profit (profitability). Indeed, the "intimate" relationship with the customer will generate "the creation of additional value in the exchange for the two parties involved who can achieve together things that would not be possible in the case of a sales process traditional" (Brady, Davies & Gann, 2004).

As a source of value that can lead to competitive advantage, this relationship must be managed and supported. For this, leaders must distinguish between different types of relationships to adapt their management to the type of exchange that presents itself to them and develop relevant mechanisms related to it. However, despite the growing interest of researchers, it appears that buyers-suppliers relationships record a significant failure rate. In practice, it seems that the organization, the management, the implementation of these relations or the mobilization of the elements of support to them is complex. In these conditions, the understanding and analysis of the elements with the capacity to develop commercial relations are of paramount importance. In the same way, the answers provided by customers must be the subject of constant and careful attention in order to support their development. The purpose of this reflection revolves around two questions: What are the management methods of these relationships? And what are the challenges of sustaining supplier customer relationships in the inter-organizational context, and to answer these questions, this paper is structured in three sections. First, it is a question of presenting a conceptual framework allowing to clarify the bases of the modalities of management of the relations of exchanges, Then, we analyze the factors ensuring their durability. A theoretical model that is then developed whose methodology is also described. The results and their implications are then presented before a conclusion listing the limitations of this study.

CONCEPTUAL FRAMEWORK OF THE RELATIONAL APPROACH: TOWARDS NEW THEORETIC PERSPECTIVES:

The notion of relation is today strongly discussed in the marketing literature. The relational theories that have developed in marketing postulate that the establishment and maintenance of privileged relationships between the various actors within an exchange, offers an opportunity for companies to gain a competitive advantage and a source of profitability on the long term. The interest of such an approach has been demonstrated in several specific areas of the discipline such as industrial marketing, marketing services or the relationship between buyers and sellers. Some proposals are made, however, which, with a more flexible redefinition of the notion of relationship; allow summoning some significant contributions of relational theories to draw lessons adapted to the field of inter-organizational relations. Relationship marketing can have different meanings depending on the authors or researchers who are interested. Berry (1983) defines relationship marketing as "attraction, retention and, in a multiservice context, the development of customer relationships". This definition, although confined to the field of services, focuses on customer relationships. Gronroos (1989) shares the same idea with the following definition: "marketing is about establishing, developing and managing customer relationships over the long term in order to achieve the objectives of the parties involved". The Gronroos definition focuses primarily on the long-term relationship and keeping promises, even if it applies to an inter-organizational context. Nevertheless, the notion of mutual exchange is refining somehow the definition proposed by Berry a few years ago. These two definitions emerge from two researchers recognized from the perspective of service marketing. In the mid-1990s, the concept of



relationship marketing is evolving significantly. Although the customer relationship remains a central element, the concept takes on another dimension by also including other relationships.

According to Hunt and Morgan (1994), "relationship marketing refers to all marketing activities in order to establish, develop, and maintain successful relational exchanges with suppliers, buyers (customers) and internal partners". This definition extends the notion of mutual exchange, but to various interlocutors or partners outside the organization, but also internally. It is essential to specify that Hunt and Morgan argue that there is no seller and buyer in a relational exchange, but rather partners who exchange their resources in order to perpetuate the relationship. Harker (1999), in his meta-analysis, distinguishes different definitions of relationship marketing from various research. According to this author, the latter includes seven conceptual categories: creation (attracting), development (reinforcing), maintaining (making stable), interaction (mutuality), long-term (permanence), emotional content (trust) and profit (profitability). However, one element remains prolix: this concept is bonded to the development and maintenance of mutually beneficial relationships with both key consumers and other parties, in order to meet the objectives of each. In summary, the overview of the most "famous" definitions in relationship marketing shows that the central concept of relational marketing involves the establishment, development and maintenance of long-term successful relationships composed of several interlocutors or partners (buyers, sellers; suppliers, institutions, etc.).

NEW STRATEGIC APPROACHES TO THE COMPETITIVE ADVANTAGE OF THE FIRM

Relational bonds sources of differentiation for firms:

The analysis of the relevant literature has led us. To argue that building lasting relationships with businesses can lead to the acquisition of a future competitive advantage. In this sense, we say that many variables have been identified in the literature as being crucial for the development of these relations of exchange. For example, in the literature of the industrial marketing the authors evoke several types of bonds : temporal, structural, processual , (Castro, al, 2005). These relationships refer to bonds established between two or more companies and have several dimensions:

- **Temporal bonds:**

In the marketing literature, some writers speak of long-term orientation (Dwyer et al., 1987, Kaufmann and Stern 1988, Noordewier et al., 1990, Parkhe 1993, Ganesan 1994, Ryu et al. 2007), lasting bonds (Hill, 1990) or continuity of relationship (Heide and John, 1990), tried to define the characteristics of relational exchange. The characteristic noted by Noordewier et al. (1990) is "the expectation of continuity of the relationship" which means the likelihood of future interaction between a client and a provider. The long-term orientation proposed by Ganesan (1994) goes beyond the mere probability of capturing the desire and need of the buyer to establish a long-term relationship. It includes the element of future interaction advanced by Noordewier et al. (1990) but also expresses the partners' desire to maintain a long-term relationship (Ganesan 1994, Lee and Dawes 2005). This temporal dimension explains the good progress of the relationship, the development of the latter refers to experience, uncertainty, distance and commitment (Castro et al., 2005). Studies have shown several phases of customer relationship development provider, one of the first relationship



models is developed by (Ford.1980). followed by (Dwyer, Schurr and Oh 1987) who conceptually developed the first relational model, which will become the reference for relational models over time. Based on the buyer / seller relationship, the three researchers propose five stages in the relationship: awareness, exploration, expansion, engagement and dissolution. In most cases, uncertainty is reduced in relations characterized by transparency (Eggert and Helm, 2003). Indeed it is based on the perception of the exchange of information and the important characteristics of the interaction. Thus, at the beginning of relationships, and in order to overcome uncertainty, trust and transparency are of great importance. Business partner loyalty plays a critical role in the success of B2B relationships and is particularly relevant to the late stages (long-term and final stages) of the relationship development process (Bagdoniene and R. Zilione2009). the importance of commitment and confidence has been empirically demonstrated by (Garbarino and Johnson 1999). The authors emphasize that the intention to pursue a relationship and to develop it more closely depends essentially on the mutual commitment and trust established between the parties. The interaction of the parties in the exchange relationship allows for the acquisition of new skills and access to new knowledge. Nielson (1998) suggests that proximity could increase the stability and sustainability of the relationship.

▪ Social bonds

The relationship that develops between customer supplier is of particular interest in the field of marketing services. The sale of an intangible product such as service is generally manifest as a tangible phenomenon (Kotler and Armstrong, 1994). Therefore, when it comes to service marketing, personal interaction itself becomes an important criterion that customers use to determine how satisfied they are with the offer, and whether they will continue to do business with them. this provider (Solomon et al, 1985).

Social bonds are personal connections that focus on service dimensions to develop supplier customer relationships through interpersonal interactions (Berry 1995, Wilson 1995), identification (Smith 1998, Turner 1970).), empathy, affiliation, attachment to the organization, shared experience through the advice provided (Sharp and Sharp, 1997). They refer to the psychosocial attachment that binds the company to its client (Han, 1991). They are represented by the familiarity, the trust that is built through the interpersonal exchange that strengthens the personal relationship and can lead to a close personal connection.

The social bonds are maintained with customers and suppliers in close collaboration (Han, 1991), and represent the mutual degree of friendship and the taste for sharing in the customer and supplier relationship (Wilson, 1995). In relationship marketing, these bonds are derived from studies done in the context of B to B (Smith, 1998, Rodríguez and Wilson, 2000). For his part, Wilson (1995) explains in studies on social bonds that they reveal themselves when a strong personal relationship develops between client-provider, and that both parties are interested in the continuation of this relationship. In Business-to-Business (Nielson, 1998, Srivastava and Singh, 2010, this bond refers to the social bonds that are created between companies through their employees, and its intensity is measured by the frequency of personal and the number of employees concerned.

Similarly, in Business to Consumer, the definition of proximity is articulated in many works around the personal relationship between the seller and the buyer (Barnes, 1994, 1997), then qualified as relational proximity (Salerno, 2001). , or social contact (Dampérat, 2006).



The best personal adaptations between the parties, generate strong social bonds. The work done by Berry and Parasuraman (1991) and Cann (1994) underlines the importance of the personal bond between the supplier client and the desire of many clients to form a close relationship with their service provider.

The social bond corresponds to cordiality in interpersonal relationships. Even in exchange relationships, personal relationships and emotional states influence the dynamics of interactions (Andersen and Kumar 2006, Lawler 2001). In the field of marketing, the personal interactions of the firm greatly influence the strength of relationships (Jap, 2001, Mummalaneni, 1995, Weitz and Bradford, 1998). The founders of this strategy emphasize the importance of staying in touch with clients, identifying their needs, and maintaining a positive relationship with them (Berry 1995, Williams et al., 1998).

The work of Murnighan (1994) has distinguished between the psychological and structural determinants of collaboration and believes that psychological determinants refer to "personal connections." As for Andersen and Kumar (2006) "a lack of positive personal chemistry often cited as a reason for why exchange relationships either fail to develop and / or fail to be sustained over time." (Sic). Jap (2001), they emphasize that interpersonal relationships are "the main sources of customer satisfaction." They influence the overall assessment of the quality of a relationship (Boles et al, 2000, Ivens, 2004). Close social relationships require open, bidirectional communication, according to Morgan and Hunt (1994) and Wilson (1995), implying greater trust between the two parties involved that engenders greater engagement in the relationship. Once the commitment is reached, there is a strong desire on the part of both parties to continue the relationship in the long term. Social and structural bonds between partners are essential to create lasting relationships (Wilson, 1995, Jap, 2001). This exchange is characterized by a certain degree of proximity (Macneil, 1980). The high level of proximity is reflected in the actions of the partners who act in a unified way towards achieving the desired objectives (Sin, Tse, Yau, Lee, and Chow, 2002). Relationships are managed by people with different social roles. The social bonds that arise between individuals in both companies are important for mutual trust and interaction among individuals. People interacting on behalf of their organizations in an exchange relationship take on other roles in other contexts. They then take part in other relationships: professional associations, various social bonds in workplaces, social and sports clubs, religious organizations and the like.

The social network of each individual is constituted by relationships of personal origin for different reasons. It can be used in different ways to strengthen or develop the exchange relationships in which the individual participates.

In the context of business-to-business, the relationship between customer-provider is the first step towards closing the sale and developing long-term relationships naturally and mutually beneficial. In the last few years, in the service sector, the personnel of the companies are more and more stressed.

Social bonds can be an important precursor to customer retention and can produce a good atmosphere between customer and -provider, especially when there is a differentiation between competitive services (Berry, 1995). Bonds are discussed in the literature as part of a relationship development process (Wilson 1995). The latter, in particular, sees it as an



important step in the construction of the relationship (Berry 1995: Dwyer, Schurr and Oh, 1987, Sheth 1994, Wilson, 1995).

▪ **Structural bonds:**

According to Smith (1998), structural bonds are "bonds related to the structure, control, and institutionalization of norms of the relationship. Rules, policies, procedures or approvals that provide a formal structure to the relationship; the norms or routine that organize the interaction, and the organizational systems and technology, All of these actions can offer a psychological, legal or physical bonds that connects the parts of the relationship and makes it difficult to substitute the exchange partners Relationships between organizations could be described by the continuity, complexity, and symmetry of information, and the structure of the latter (Castro et al., 2005). Structural bonds relate to the tangible bonds that unite organizations as the specific adaptations made to facilitate the relationship (Doney and Cannon, 1997). These bonds are manifested in particular by investing in relationships. Continuity is derived from the maintenance of business transactions over time, following the steps contracted repeatedly. (Wilson and Nielson 2001) defined it as the perception of suppliers to future expectations of transactions. It refers to the length of time an enterprise has relationships with other firms (Kamp, 2005). The continuity of relations also depends on the negotiation that could be described as a process to reach a decision-making on the issues in dispute (Weigand et al., 2003). The variety of paths on which relationships can be exploited for different purposes also determines the complexity. This variable depends on the type of interdependence between organizations. In this case, relations should be characterized by flexibility and rigidity (Ferrer-Balas and Buckland, 2008). They could be viewed as a common understanding or communicatively focused alignment in a communicative way (Davis & Walker, 2007).

Symmetry of information is a typical situation in the context of B to B, unlike B to C, where organizations have the resources and capabilities which tend to give rise to more balanced situations. In business relations the emphasis is on the need for symmetry and reciprocity. The symmetrical dependence favors the continuity of the relationship in the long term. Asymmetrical relationships are associated with instability and conflict situations (Hingley, 2005). Asymmetrical relationships of various natures induce power relations (Perroux, 1973). These asymmetries have the particularity of being both conditions and consequences of the exercise of power. . Relational bonds are also generated when both sides of the exchange make substantial investments that make relationships difficult to break, or when it becomes difficult to terminate the relationship because of the complexity and costs of changing resources. (Thrunbull and Wilson, 1989). Berry and Parasuraman (1991) argue that these services are not only difficult, but they are also expensive and the client cannot afford them elsewhere. Also, Peltier and Westfall (2000) note that structural bond ages generate a sense of "empowerment" and provide a level of psychological control over the buyer-seller relationship.

▪ **Satisfaction**

The concept of relational quality represents a central construct in the marketing literature. This variable varies according to the different stages of development of a relationship between customers and businesses (Athanasopoulou, 2009). The work of Smith (1998), Moliner (2009), and Vesel and Zabkar (2010) has described relational quality as a mega-



construct that integrates a set of key dimensions into elemental relational variables. Conceptually, previous theoretical developments of this concept have been unclear and lacking consensus on its dimensions (Huntley, 2006, Qin, Zhao and Yi, 2009). Indeed, some authors such as Woo and Ennew (2004), have shown that the definition of relational quality depends on the dimensions that compose it. On the contrary, Hennig-Thurau and Klee (1997), as well as Mimouni and Volle (2003), show that relational quality reflects "the ability of a relationship to meet the needs of clients." kim and cha 2002 conceptualized the quality of the relationship as a second-order bi-dimensional concept of trust and satisfaction. several marketing researchers agree that satisfaction, trust and commitment are key components of relationship quality Palmatier et al 2006, Najjar et al. 2008).

▪ **Loyalty**

The main purpose of the customer relationship is to "get and keep customers" (Grönroos, 1995). Peng and Wang (2006) define relationship marketing as all customer loyalty-oriented marketing activities that create value for all parties involved in relational exchange. "Previous studies confirm that service companies receive more benefits from faithful followers (Bagherzad, Chavosh and Hosseinikhah, 2011).

The loyal customer portfolio in the context of B to B is not just about maintaining a customer base over time, but more importantly about maintaining long-term relationships with customers to encourage future purchase. Suppliers have understood the importance of loyalty and that maintaining good relationships contributes to higher profitability. Several studies in this context have shown the importance of loyalty in the performance of the company. The work of (Rust et al., 2000, Lam et al., 2004;) assumes that loyal customers offer a steady flow of income for a company, staying with the same brand and rejecting openness to other competitors. Moorman, Zaltman and Deshpande (1992) believe that customer loyalty is the intention to maintain privileged relationships. Generally, loyalty is measured by the intention of revisiting (Pritchard and Howard, 1997). Another approach is to follow the intent of change (Mittal and Lassar 1998), or the actual behavior of change (Roos 1998). The definitions and use of this notion show a wide variety in the literature especially in the language of practitioners. Jacoby and Chesnut (1978) found more than 50 operational definitions of loyalty in their in-depth study. Sometimes loyalty has been loosely defined as redemption behavior (Gengler and Popkowski Leszczyc 1997). Given the nature and importance of the transaction in the context of B to B; significant vendor rewards manage to create and maintain loyal customers. Many researchers and practitioners have clarified the determinants that influence loyalty and emphasize its importance as a profit-generating variable Jani and Han, 2014a.

Studies dealing with the concept of loyalty in the inter-organizational context remain limited. Researchers have proposed a number of theory to bonds variables found in relationship marketing research and inter-organizational marketing as part of the conceptualization of loyalty. Czepiel (1990) shows the positive impact of strengthening relationships with customers, including: loyalty, word of mouth communication and purchase intent. In the context of B to B, some authors highlight the relational elements that affect loyalty.

As such, Ricard and Perrien (1999) found that relational practices have a direct impact on customer loyalty. Other writers also see the importance of the various antecedents of loyalty. Morris and Holman (1988) propose the sources of the dyadic determinants of loyalty.



Jarvis and Wilcox (1977) suggest additional antecedents of loyalty in the business-to-business context, such as perceived risk and lack of choice.

Authors including Bennett et al. (2005) and Gounaris (2005) develop empirical studies bonding several constructs such as the quality of the relationship, trust, participation, satisfaction, purchase development, organizational change, and the cost of change and its influence on customer loyalty and retention in the B to B context.

After a review of the literature, three main lines of research of loyalty emerge: behavioral loyalty (Tellis, 1988, Lam and Burton, 2006), attitudinal loyalty (Riley, et al, 1997, Bennett and Rundle-Thiele, 2002) and composite loyalty (Day 1969, Jacoby 1971, Chaudhuri and Holbrook 2001). The literature on loyalty (Jacoby, Jacoby, Jacoby, Jacoby, Jacoby, 1973, Jacoby, Jacoby, 1973, Jacoby and Chesnut, 1978) supports the use of a composite measure of loyalty bonding behavioral and psychological measures. Several researchers (Bern, et al., 2001, Dick and Basu, 1994, Oliver, 1997) followed by Day's (1969) have attempted to explain loyalty, basing their approach on the theory of composite loyalty. These authors explain the disadvantage of focusing only on behavioral loyalty, and seeing the need to combine behavioral loyalty and attitudinal loyalty. Day (1969) proposes an association of the behavioral and attitudinal components of loyalty. The analysis of loyalty under one aspect, namely the purchase decision cannot distinguish between true loyalty and false loyalty and implies a need to broaden the definitions and measurement methods of this one (Baldinger and Rubinson, 1996). Jacoby and Chesnut (1978) argue that researchers must study the attitudinal component of loyalty for an additional understanding of the stochastic representation of behavioral loyalty. Following these suggestions, a composite approach to loyalty combines behavioral and attitudinal aspects to fully explain the concept of customer loyalty. Oliver (1997) defines loyalty as a customer's commitment to buy back the same products or services and preserve repetitive behavior.

Recent work by Hayes (2008) argues that customers are the only source of increasing profitability, and that customer loyalty can contribute. Chu (2009) describes loyalty as a commitment to a certain product and repetitive buying. There is a difference between the purchase rate and loyal and non-loyal customers (Bowen et al, 2003). Blackton (1995) argues that customer loyalty is very important and that loyal customers are a very important asset for businesses. It is up to the company to retain these clients for a long-term relationship (Tseng, 2007). Client loyalty has two dimensions: attitudinal and behavioral (Aydin et al, 2005).

Indeed, the research work of Jazi (2005), allowed to classify them in four groups namely the theory of the repeated purchase, the preference, the dependence and the constrained commitment.

Theoretical model and research hypotheses:

Our work aims to study, within an explanatory model, the impact of relational bonds on loyalty via its influence on satisfaction in the industrial context.

We propose to test 4 hypotheses:

a. Temporal bonds positively influence satisfaction



- b. Structural bond s positively influence satisfaction
- c. Social bond s positively influence satisfaction
- d. Satisfaction with customer-supplier relationships has a positive impact on loyalty

The model constructs were measured using selected measurement scales from previous research. All constructs were measured by a five-point Likert-type scale from "strongly disagree" to "strongly agree". The scales were selected based on their psychometric properties ie reliability, validity and stability of the scale through previous research. In this communication, our primary objective is to partially validate the measurement scale of relational bond s, satisfaction.

During the exploratory phase, we checked the reliability of the scales developed for this study. The statistical results show globally satisfactory levels of coherence for all scales. However, weaknesses were noted for some items that were eliminated. On the basis of the factor analysis, we were able to identify the different dimensions of each scale.

In order to guarantee a better reliability and validity to our scales of measurement, we were led to conduct a confirmatory analysis for measuring instruments after the exploratory factor analysis. The results of the confirmatory factor analysis applied to the structure of each of the scales show a good fit of the empirical data with the factorial structures resulting from the exploratory phase. They attest to a satisfactory level of reliability and validity of the different scales of measurement.

II. CONFIRMATORY ANALYSIS

Confirmatory analysis is used to verify the reliability, validity and fit of the resulting measurement model. We began by presenting the results of the confirmatory analysis of relational bond s:

1. Relational bonds

We have retained in the design of our theoretical model three dimensions of these constructs

1.1 temporal bonds

The temporal relationship measurement model can be qualified by a good fit. According to the table (), the GFI, the AGFI, the NFI and the CFI converge towards the value of 1. The DPR and the RMSEA are less than 0.1 and very close to 0. We note that the report χ^2 / degrees of freedom are 0.14.

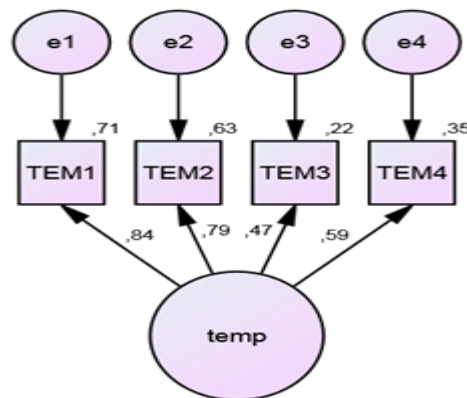


Table 1: Adjustment quality indicators of the temporal bonds model

Indices	Parcimonies				Absolus		incrémentaux	
	Indice	Chi-deux /ddl	PNFI	GFI	AGFI	RMR	RMSEA	NFI
M1	,14	0.167	0,961	0,999	0,02	0,04	0,999	0,985
Indices	<3	Le plus proche de 1 si possible	>.90	>.90	<.08	0,08 et si possible <0,06	>.90	>.90

In addition, Figure (1) presents the temporal relationship measurement model and shows significant contributions associated with each of the items.

Figure 1: representation of the temporal bond measurement model



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The factor weights are greater than 0.7. Standardized factor weights are greater than 0.5 (see table). The factorial weight bond ing the four indicators of the latent variable "time bond " is significantly different from 0 (C.R> 1.96).



Table 2: Reliability and validity index "temporal bond

			Poids factoriel	Poids factoriel standardisé	C.R.	P
TEM1	<---	Temporel	1,000	,640		
TEM2	<---	Temporel	,826	,636	6,764	***
TEM3	<---	Temporel	,948	,708	3,458	***
TEM4	<---	Temporel	1,244	,826	4,926	***

The confirmatory factor analysis performed on this scale indicates a good quality of fit of the four items used. The model is therefore retained.

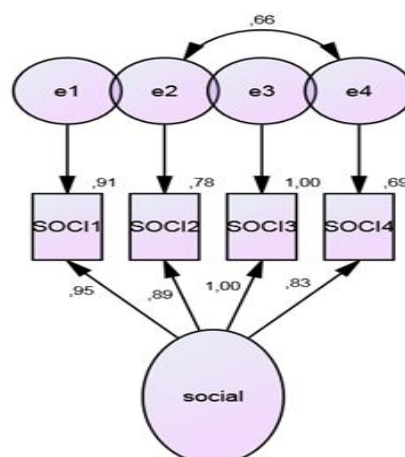
1.2 Social bonds:

The unidimensionality of this variable has been verified. Thanks to absolute, incremental and parsimony indices that represent significant and acceptable values. These results indicate that the model is one-dimensional. It represents a very good quality of adjustment.

Table 2: Social bond adjustment quality indicators

Indices	Parcimonies				Absolus		incrémentaux	
	Indice	Chi-deux /ddl	PNFI	GFI	AGFI	RMR	RMSEA	NFI
M1	1,997	0,261	0,963	0,943	0,054	0,091	0,997	0,999
Indices	<3	Le plus proche de 1 si possible	>.90	>.90	<.08	0,08 et si possible <0,06	>.90	>.90

Figure 2: representation of the social bond measurement model





The following table describes the factorial weights for each item. They exceed the fixed value 0.5. Student's T is greater than 1.96

Table 3: Reliability and validity index "social bond s"

			Poids factoriel	Poids factoriel standardisé	C.R.	P
SOCI1	<---	SOCI	1,000	,776		
SOCI2	<---	SOCI	,798	,887	17,935	***
SOCI3	<---	SOCI	,998	,633	30,975	***
SOCI4	<---	SOCI	,854	,641	15,975	***

We keep the four items as measures of the social bond concept.

1.3 Structural bonds

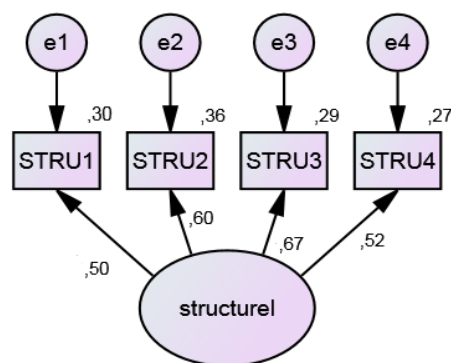
This concept represents the third dimension of the relational bond. It was measured by 4 items; the results of the confirmatory study are as follows:

Table 4: Adjustment quality indicators "structural bond s"

Indices	Parcimonies			Absolus			incrémentaux	
Indice	Chi-deux /ddl	PNFI	GFI	AGFI	RMR	RMSEA	NFI	CFI
M1	2,88	0,125	0,961	0,951	0,03	0,052	0,976	.990

The results illustrate that our model has a very good fit and good quality of representation.

Figure 4: Representation of the structural bond measurement model





The Student tests associated with each factorial contribution are significant (> 1.96) (Fornell and Larcker, 1981). The factor weights are significant compared to the set threshold.

Table 5: Reliability and validity index "structural bond "

			Poids factoriel	Poids factoriel standardisé	C.R.	P
STRU1	<---	structurel	1,000	,891		
STRU2	<---	structurel	,893	,920	16,300	***
STRU3	<---	structurel	1,078	,992	19,122	***
STRU4	<---	structurel	,924	,732	15,220	***

1.4 Satisfaction

The confirmatory analysis indicates that the values of certain indexes remain insufficient, thus calling for the model to be honored in order to improve the quality of its adjustment. The change index study also indicates that the fit quality of the satisfaction measurement model could improve by bonding the error terms of some indicator pairs.

Table 1: Satisfaction Quality Adjustment Indicators

Indices	Absolus					incrémentaux		
	Parcimonies							
Indice	Chi-deux /ddl	PNFI	GFI	AGFI	RMR	RMSEA	NFI	CFI
M1	3,225	0,677	,969	,847	0,045,	,037	,975	.982

Figure 4: Representation of the satisfaction measurement model

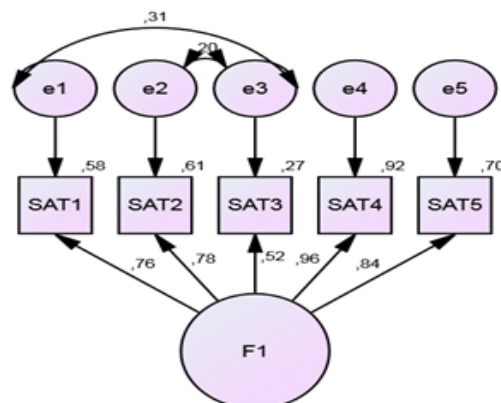




Table 2: Reliability and validity index "satisfaction"

			Poids factoriel	Poids factoriel standardisé	C.R.	P
SAT1	<---	F1	1,000	,762		
SAT2	<---	F1	1,293	,782	9,043	***
SAT3	<---	F1	,699	,517	6,566	***
SAT4	<---	F1	1,451	,958	11,094	***
SAT5	<---	F1	1,408	,839	9,835	***

Loyalty can only be achieved by building relationships with customers. Different relationships will generate different moods of customers vis-à-vis the company. Temporal bonds can act as informational stimuli; the temporal dimension of the exchange leads to taking into account the past and future elements of the relationship. These past elements contribute to the development of customers' beliefs and attitudes and they influence their purchase decision. Social ties can help to improve the interpersonal bonds created between businesses; structural bonds act in a way to make the change of provider difficult.

Managerial contribution:

Over the last fifteen years, the dominant discourse of client companies has focused on the respect of relational norms as the first condition for the success of their relations with their suppliers. By placing the customer / supplier relationship on the mode of collaboration, the actors acquire additional means to improve their performance. The effective success of this collaboration necessarily involves a significant step in joint project mode where the company weaves the different bonds to meet the needs of its partner. This is the only way to overcome natural resistance in any yard of this magnitude. In this study, we have tried to explain how to manage supplier customer relationships in the industrial context from the relational approach. Solid relationships between the parties are also considered as a potential source of competitive advantage by these suppliers. companies. Creating and maintaining them in the long term with customers is now part of the marketing policies of these companies. On the other hand, the success of these relationships depends on several variables. The preliminary results obtained show that the factors that affect the durability of these relationships are: the obligation of the partners in relation, the commitment, the loyalty, the confidence, the satisfaction. They are most often considered by the actors involved as variables contributing to success. Finally, our research shows that the temporal, processual and structural bonds contribute positively to its durability.

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