

Negative Relationship Intentions on the Web

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Abstract This study aims at discovering the reasons why some customers do not want a relationship. In line with this observation, this paper explores customers' future relationship intentions according to the reasons identified. Based upon a qualitative methodology by way of in depth interviews, we have identified seven factors (e.g., passive loyalty, negative experience, relevance, negative indifference, positive indifference, and emotional value) that lead a consumer not wanting to maintain an ongoing relationship with a company. In Study 2, the author attempts to reveal the effects of each factor over time. The findings show that psychological motivations are useful in improving CRM performance.

Keywords CRM • Relationship Intention • New Relationship Customer

Introduction

An effective CRM can play an important role in; communicating positive word of mouth, building a strong brand, fostering loyal customers, and, ultimately, improving company profitability (Reichheld and Sasser, 1990; Griffin, 1995; Reichheld, 1996; Filiatrault and Lapierre, 1997; Wilson et al., 2002). As a result, CRM is a popular topic in the marketing field largely because retaining existing customers'

costs much less than attracting new customers. Capitalizing on existing customers can be more profitable to the company than nurturing new customers (Reichheld, 1996; Reinarts and Kumar, 2000).

“Unfortunately, a close look suggests that relationships between companies and consumers are troubled at best...we hear about the confusing, stressful, insensitive, and manipulative marketplace in which they feel trapped and victimized... Ironically, the very things that marketers are doing to built relationships with customers are often the things that are destroying those relationship (Fournier et al., 1998, p. 43-44).”

In their rush to establish and maintain customer relationships, many e-marketers have ignored the sovereignty of consumers and missed something essential, namely, that not all consumers are interested in an online relationship with the firm (Barnes, 1995; Ha and Janda, 2011; Harris et al., 2000; Noble and Phillips, 2004). Although a Web site may receive millions of visitors, only 3% actually buy anything. Consequently, the Holy Grail of e-commerce is figuring out how to turn the browsing 97% into buyers (Betts, 2001). Relationship marketing is understood to be a fundamental element of the attempt to turn browsers into buyers.

Bares (1995) was the first to note that not all customers want a relationship with the firm, but did not address any specific factors. Just as not everyone wants to be married, not all customers want to have a relationship. Some customers are only interested in the transaction. Fournier et al. (1998) describe that there is a balance between giving and getting in a good relationship. But when companies ask their customers for friendship, loyalty, and respect, too often they don't give those customers friendship, loyalty, and respect in return. Thus, the objectives of this study are twofold.

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First, we wish to discover the reasons why some customers do not want a relationship. Second, we wish to explore customers' future relationship intentions according to the reasons identified. The study provides insights into the question of customer non-relationships in the CRM field and unlike previous studies, takes into account the consumer's psychological motivations and behavior in their relationships on the Web.

Understanding The Relationships Between Parties

Relationship marketing is the establishment of a long-term relationship between the service supplier and customer to their mutual benefits. A relationship is composed of a series of repeated exchanges between two parties known to each other. The relationship progresses from an initial point of contact between two parties, through increasing levels of awareness of what is on offer, interaction between the parties, and finally interdependence (Berscheid et al., 1989). In general, the major reasons that consumers maintain a relationship with a specific firm¹ are to actualize their values, attain their goals, and fulfill their needs. Consumers are more likely to attend to information when they find it relevant to their values (Hoyer and MacInnis, 1997) and by adding values or customized information, a retailer can facilitate building a long-term relationship between the parties (Wilson, 1995; Blois, 1998). Lemon et al. (2002) suggest that it is important to consider how consumers' evaluations of the future values they expect to receive from the service influence their current decisions. In line with standard economic theory, our study is based on the assumption that customers strive to maximize their value, which equals the current and discounted future utility. This value depends on the decisions a customer makes and on the customer's perceptions of the relationship.

On the other hand, relationships from a company perspective are defined as the ongoing process of engaging in cooperative and collaborative activities and programs with immediate and end-user customers to create or enhance mutual economic value and reduce cost (Sheth and Parvatiya, 2000). However, what is sought in terms of benefits may be different for buyers and for suppliers (Siguaw et al., 1998). Håkansson and Snehota (1995) have suggested five negative factors or disadvantages that result from being in a relationship. These are:

1) *Loss of control*. Developing a relationship inevitably means giving up, to some degree, control over such

matters as resources, activities and even intentions.

- 2) *Indetermindeness*. A relationship is changing all the time. Its future is uncertain and is, in part, determined by its history as well as by current events and the parties' expectations of future events.
- 3) *Resource demanding*. It takes effort to build and maintain a relationship. Dowling (2002) points out that people simply don't have the time and interest to form relationships with a wide variety of products and services.
- 4) *Preclusion from other opportunities*. Given that resources are limited and that building and maintaining a relationship is resource demanding, then there is always a need to prioritize the use of resources and it may not be possible to pursue all of the individual attractive opportunities. Furthermore some potential relationships, which in isolation may look attractive, may be irreconcilable with an existing relationship (Blois, 1998).
- 5) *Unexpected demands*. The other party in a relationship will also have other relationships. This means that establishing a relationship actually means being linked, if only passively, into a network of relationships. The "membership" of such a network may bring with it obligation or expectation by others of specific behaviors.

These factors are similar in Business-to-Consumer relationships, as well as to Business-to-Business relationships. For example, flexibility is generally viewed as a mark of intelligence and consumers can display a great deal of flexibility in purchasing. But what other negative factors are associated with relationships from the consumer standpoint on the web? In particular, customers' indifference might act as a key factor why they don't want a relationship on the web. While most literature has identified critical factors (e.g., customer value and benefits), which have an important effect upon forming relationships, no research has conducted customer's indifference. We assume that indifference on the web might be a significant construct leading to cause user's non-behavior or negative psychological motivation.

Some consumer behaviors may be explained by the theory of motivational conflict, which occurs when multiple needs function simultaneously, and fulfilling one goal causes another to remain unsatisfied which results in frustration (Hanna and Wozniak, 2001, p.233). Torkzadeh and Dyke (2002) proposed that some forces precipitate movement toward a goal (approach), whereas other forces deter such action (avoidance). A consumer's relationship with a specific retailer or firm usually involves some degree of conflict

¹ Wulf et al. (2001) define consumer relationship proneness as a consumer's relatively stable and conscious tendency to engage in relationships with retailers of a particular product category (p.38).

between an individual's desire to acquire a product or service benefits and resistance against undesirable factors (e.g., the investment of time and effort). Another example is psychic distance which Vahlne and Wiedersheim-Paul (1973) define as factors that prevent or disturb the flow of information between suppliers and customers. Perception is the main focus for the operationalization of psychic distance, which is based on the principles of cognitive mapping and Gestalt psychology (Stottinger and Schlegelmilch, 1998; Evans and Mavondo, 2002; Swift, 1999).

We assume that if there is a negative perception associated with past experience, then the resulting level of psychic distance between the individuals or organizations concerned will be very high. A high level of psychic distance can jeopardize the establishment and/or development of customer relationships.

Methodology

Subjects and Design

From a consumer-behavior perspective, these factors should conduct further empirical analysis to provide the extra validity for the proposed theoretical framework in the CRM field. Accordingly, we conducted an experiment using situational manipulation and subjects who do not want an online relationship but who are regular web users, were chosen. Each subject was paid £5. In total, one hundred and nine subjects at two North-west universities participated in the experiment. The factorial experimental design was then 2 (Positive indifference: strong vs. weak) x 2 (Negative indifference: strong vs. weak) x 2 (Motivation: low vs. high). With respect to measures, the question of positive indifference is: "Though I have little interest in building a relationship, if I feel good about a particular retailer, I will positively consider a relationship in the future." The question of negative indifference is: "I have no interest of building a relationship, and even though I have good feelings about a particular web-retailer, I won't consider creating a relationship." The question of motivation is: "At this moment, I am not interested in developing any relationship with a particular website, but if I feel any motivations associated with good choices, I will be willing to have a relationship. The dependent variable future relationship measured intention on a 9-point scale (1= not at all, 9= very possible).

Data Analysis for Separating Groups

To conduct this experiment, we divided each four group on subjects into passive loyal, best-buy seeker, price sensitivity, and service warranty. Both negative and positive indifference

were measured as dependable variables because the interrelationship between the attitudinal factors of four groups and the psychological factors of two indifferences may better understand non-relationship intentions of e-consumer behavior.

Before conducting discriminant analysis, we first measured the similarity distance of each group using cluster analysis. It may be a useful tool to classify both the same characteristic and similarity on each group or object. The most straightforward way of computing distances between objects in a multi-dimensional space is to compute Euclidean distance. As expected, variables which were first clustered were useful information and service quality (similarity distance = 37), passive loyal was next (similarity distance = 76), and price sensitivity was final (similarity distance = 121). Based on these results, we suggest that both Group B and Group D are closely related to consumer motivation, and then, their repeated purchases have an important influence upon passive loyal behavior, if they mind to build relationship with a particular web-tailor. Finally, Group D can be explained as an individual object associated with non-relationship behavior.

In the next stage, we used discriminant function analysis. Many social scientists (Sapsford and Jupp, 1996, p. 275) are likely to see this as a very useful analytical tool in that it can be used both to predict the group to which a person or 'case' might belong on the basis of a set of characteristics which that person or case holds, and to identify which variables are most powerful in distinguishing between the members of different groups. The most commonly used statistic is Wilks' λ (lambda), which count in the opposite direction from most of the statistics we have adopted in this experiment: a value of 1 means no difference from chance, and a value of 0 means perfect prediction. Group A' λ was 0.310 and Canonical correlation was 0.831. The prediction probability of group A was 96.2%. Group B' λ was 0.310 and Canonical correlation was 0.831. The prediction probability of group B was 96.8%. Group C' λ was 0.332 and Canonical correlation was 0.609. The prediction probability was 89.7%. Finally, group D' λ was 0.164 and Canonical correlation was 0.914. The prediction probability of group D was 100%.

We divided non-relationship subjects into four groups: Group A (n=26) was passive loyalty, Group B (n= 31) was best buy seeking, Group C (n=29) was price sensitivity, and Group D (n=23) was service quality based upon the questionnaire constructed from the in-depth interviews. Similar to manipulation checks of Simonson and Nowlis's study (2000), the subjects were given four of the non-relationship types used in the study (e.g., behavioral perspective) and were then asked to respond to items (all on a 0-10 scale). Accordingly, each group was divided by a comparison of the average ratings (see Table 1). First of all, we perceived

that relationships between constructs are very important to understand non-relationship behavior on the Web, because relationships between constructs might become an indicator of both consumers' inherent and future-oriented- behavior measures.

Table 1 Manipulation Checks (Ratings on 1 0-10 scale) for using Discriminant Analysis

| Questions | Group A Passive Loyals | Group B Best-Buy Seeking | Group C Price Sensitive | Group D Service Warranties |
|-----------|------------------------------|--------------------------------|-------------------------------|----------------------------------|
| 1 | 8.1 | 4.7 | 3.6 | 6.5 |
| 2 | 5.8 | 7.6 | 7.1 | 6.7 |
| 3 | 3.9 | 5.3 | 8.4 | 4.9 |
| 4 | 7.2 | 5.7 | 4.2 | 7.8 |

Note. The questions are: (1) I am a loyal customer, but I am not interested in building a relationship with a particular web-retailer. (2) I am very interested in searching for the useful information associated with the purchase. (3) Price plays an important role in buying products or services, regardless of considering relationships. (4) The quality of products or services is my most important consideration.

In particular, it is important to know the intercorrelations among the items to which Table 1 pertains because these correlations would also be useful in understanding the rest of the data we report.

Results

To test this experiment, we used ANOVA. Table 3 shows the result of this experiment.

Table 3 The Differentiation of Non-Relationship Factors Among Groups

| Dependent Variable | Passive Loyalty Group (A) | | Best-Buy Seeking Group (B) | | Price Sensitivity Group (C) | | Service Warranties Group (D) | |
|--------------------|---------------------------|----------|----------------------------|----------|-----------------------------|--------|------------------------------|--------|
| | SS | F | SS | F | SS | F | SS | F |
| I | 26.32 | 28.69*** | 24.39 | 19.70*** | 2.45 | 2.04 | 1.45 | 0.68 |
| NI | 1.524E-02 | 0.02 | 7.36E-02 | 0.06 | 5.39 | 4.48** | 0.84 | 0.39 |
| LM | 02 | 4.30* | 1.52 | 1.23 | 1.19 | 1.60 | 13.73 | 6.42** |
| PI*NI | 3.95 | 4.18* | 5.47 | 4.43** | 6.89 | 5.73** | 7.52 | 3.52* |
| PI*LM | 3.84 | 0.62 | 0.11 | 0.09 | 1.07 | 0.89 | 0.19 | 0.09 |
| NI*LM | 0.57 | 0.70 | 0.33 | 0.27 | 0.11 | 0.09 | 2.083E-02 | 0.01 |
| Residual | 0.68 | | 29.67 | | 25.26 | | 02 | |
| Total | 16.51 | | 558.00 | | 522.00 | | 32.08 | |
| R2 | 48.00 | | 0.62 | | 0.56 | | 373.00 | |
| | 0.77 | | | | | | 0.46 | |

Note. PI = Positive Indifference, NI = Negative Indifference, LM = Low Motivation
 *** $p < 0.001$, ** $p < 0.05$, and * $p < 0.10$

The passive loyalty group showed that subjects had strongly positive indifference [$p=0.000$] and the gap of means associated with positive indifference ($\bar{x} = 4.91$, $\bar{x} = 2.78$) was clearly distinguished. On the other hand, negative indiffer-

Table 2 Correlation among group items

| | 1 | 2 | 3 |
|-----------------|------|------|------|
| 1. Group A item | 0 | | |
| 2. Group B item | 0.12 | 0 | |
| 3. Group C item | 0.18 | 0.23 | 0 |
| 4. Group D item | 0.49 | 0.28 | 0.36 |

Note. Correlation coefficients among the factors affecting brand trust. $P < 0.01$

Stimuli and Procedure

All subjects were each presented with a set of illustrations and objectives. Before the experiment began, we explained the notion of the seven factors to the subjects and they were then asked to recall of their past poor experiences on the Web. Accordingly, this study included four different scenarios-based experiments each offering a different illustration of the relationship phenomenon in which participants describe the experience of a company associated with their relationships (see Appendix 1). The scenarios included four types of non-relationship intention; passive loyalty, best-buy seeker, price sensitivity, and service warranty. We asked subjects to imagine how the subject would motivate in the situation described. Finally, they completed the dependent measures at their own pace and were debriefed upon completion of the questionnaire.

ence showed a reverse phenomenon in the means ($\bar{x} = 3.94$, $\bar{x} = 4.71$) and a somewhat significant response [$p= 0.053$] with low motivation. The result leads to a reduced motivational stimulus for future relationship intentions. The indif-

ference itself is the factor that influences non-relationship behavior, regardless of whether it is positive or negative in the mind of consumers.

The best-buy seeking group showed that subjects strongly responded to positive indifference which implies that non-relationship consumers who have more experience in using the Internet show indifference to building a relationship with a specific firm or retailer, but can positively consider developing the relationship in the future. Similarly the passive loyalty group and the useful information group showed a strong interaction effect [$p= 0.046$] between positive and negative indifference.

The price sensitivity group showed significant negative indifference [$p= 0.046$]. These consumers do not reject a relationship and are sensitive to pricing, but are not interested in a relationship with a particular firm or retailer. Like previous groups, the price sensitivity group also showed a strong relationship between positive and negative indifference [$p= 0.026$].

The service warranty group showed significantly low motivation [$p= 0.023$], which illustrates that these consumers do not want a relationship because they may perceive the possibility of encountering negative performance in the relationship process and this reduces their motivation.

Table 4 Consumer willingness to engage in relationships

| Consumer willingness to engage in relationships | Group A | Group B | Group C | Group D |
|--|---------|---------|---------|---------|
| I want to maintain relationships with my service provider. | 5.60 | 3.67 | 4.12 | 5.49 |
| F-Value | 7.26 | 2.36 | 3.81 | 6.44 |

Note: Extent of agreement or disagreement with the statements was captured on a 9-point scale anchored at 1 (not at all) and 9 (very possible). Entries represent the means of the measures in the left-most of the table. All F-values are significant at the 0.05 level.

We conducted additional analysis associated with these four groups. Don't these consumers really want to engage in relationships? The answer is no. Our results clearly show that most consumers have strong intentions toward building a potential relationship in the future (see, Table 4). Passive loyals and quality seekers are important to keep long-term relationships, but best-buyer seekers and price sensitivity

consumers can't be ignored, because they may generate a positive motivation when they have an impressive experience on a particular website.

Figure 1 shows each group's propensity on the three types of non-relationship constructs namely; positive indifference, negative indifference, and low motivation.

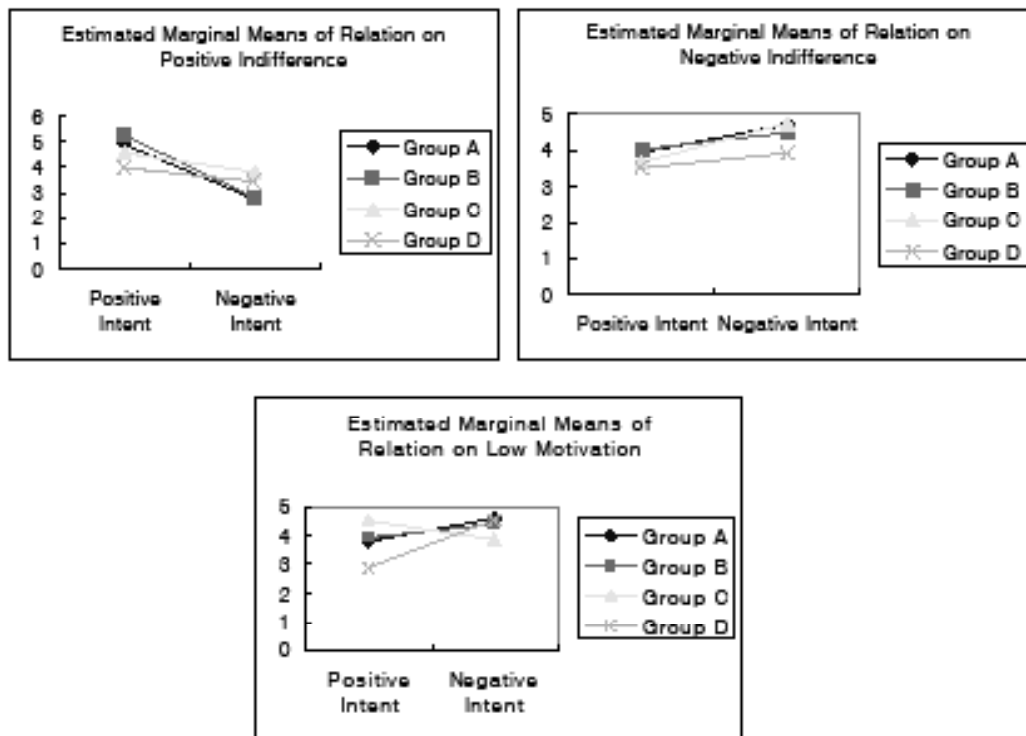


Figure 1. Factor Differences of Estimated Marginal Means of Relation among Groups

From Figure 2 we see that all of four Groups had interaction effects between positive and negative indifference indicating that the intrinsic construct called the indifference is strongly working among subjects whether they were clearly aware of two constructs or not.

Most consumers who do not want a relationship with a particular firm or retailer have a will to develop a potential relationship. In other words, positive indifference rather than negative indifference showed great differences. In addition, most non-relationship consumers can be motivated to facilitate a relationship when it relates directly to their values, goals, or needs.

General Discussion

The objective of the study was to answer the question, “why doesn’t everyone want a relationship on the Internet”, and we identified specific types of non-relationship consumers. This study found seven key factors among consumers who do not participate in relationships: passive loyalty, useful information, price sensitivity, service quality, positive indifference, and negative indifference. Although these constructs are uniquely classified, they are intertwined in the minds of consumers. As Study 1 indicates, three informants clearly showed that some construct regarding non-relationship behaviors factored into their thinking. Furthermore, the findings of this study suggest that experience-based processing may rely on cognitive feeling and affective feeling to guide judgment, decision making, and behavior in different ways regarding customer relationships.

More recently, Kumar et al. (2003) argued that the relationship intentions is influenced by the customer’s firm equity and perceived brand equity. While their argument may offer a solution as to why most customers do not want a relationship, it is not customer’s psychological approach. Reinartz and Kumar (2002) argue that to get strong return on relationship programs, companies need a clearer understanding of the association between loyalty and profitability. Without considering consumers’ psychological perspective, however, researchers cannot fully understand the relationship intention, and, in turn, companies cannot gain their ultimate profitability. This study represents an early step toward addressing this important gap in the literature.

As expected, consumers who had a negative perception associated with past experience on the web show that the resulting level of psychic distance between the customers and companies is very high. A high level of psychic distance

as a gap of cognitive mapping between consumer’s perceptions and company’s strategies can jeopardize the establishment and/or development of customer relationship. Similarly, Verhoef et al. (2002) point out that if customers’ behavior is perceived as not optimal, customers will adjust this behavior based on their current satisfaction and relationship perceptions. Furthermore, it is very important to note that the construct of psychic distance can be also applied into business to consumer environment because the existing literature has been conducted in business to business (Vahlne and Wiedersheim-Paul, 1973; Stottinger and Schlegelmilch, 1998; Evan and Mavondo, 2002; Swift, 1999; Hallén and Wiedersheim-Paul, 1984).

Loyal Internet customers have an active relationship and create their characteristic cultures (e.g., eBaysian community) through word of mouse communications. However, in this study there were a majority of passive loyalty customers² who do not actively participate in a relationship with a particular website because not all loyal customers want a relationship. Ganesh et al. (2000) point out that passive loyalty behavior entails the elasticity of a customer’s behaviors or behavioral intentions to significant changes in the service relationship.

One important clarification is that e-passive loyal customers experienced a negative contact with a specific website, which likes the disconfirmation paradigm, causes a negative expectation of future contact and reduces behavioral motivation. This is similar to the attribution theory processing where negative performance is perceived as an external reason for the firm’s undesirable conduct. The construct of passive loyalty is consistent with that of Storbacka et al.’ (1994) and Susan and Yao’s study (1997). In particular, Storbacka and colleague argue that customer loyalty is not always based on a positive attitude, and long-term relationships do not necessarily require positive commitment from the customers. This distinction is important as it challenges the idea that customer satisfaction (the attitude) leads to long-lasting relationships (behavior). Nevertheless, passively loyal customers also have a strong willingness to enter into a potential relationship with the retailer who can be developed by facilitating ongoing motivational stimuli and creating excellent e-environments. Companies need to understand why customers still patronizes them, because some customers stay with an organization even if they are dissatisfied because they perceive they have no choice (Hocutt et al., 1997; Holmlund and Kock, 1996; Mittal and Lassar, 1998). Levesque and McDougall (1993, p.52) sug-

2 We have to explain that a passive loyal customer is also loyal customer associated with a particular brand, but in here, the passive loyalty is emphasized as a behavioral perspective regarding relational intentions. On the other hands, a loyal customer who has strong relational intention or behavior is “active loyal customer”. The major reason that most loyal customers do not want a relationship with a particular website or brand is that they might be passive loyals.

gest that, “even when a problem is not solved, approximately half of the respondents would remain with the firm”. Accordingly, passively loyal customers need to be re-captured. Companies should respond by benchmarking with competitors’ services and proactively communicate positive qualities and the value that the business places on the relationship with the customer. In particular, recovery procedures in complaints, customer service and generous reimbursements can help to mitigate the poor product or service (Rowley and Dawes, 2000). Furthermore, it is important to note that up to half of your customers will not complain, even e-business treats them (McKeown, 2002). Marketers will have to repeat and repeat the importance of customers complaining, then make sure that the way that their experience adapts to the complaining makes the effort of the customer takes to do so worthwhile. This may also mean putting real people into the picture because most customers still prefer to talk to someone in the flesh when they have a grievance.

Man online users are information seekers who are used to, and comfortable in, the online environment, because they shirk the cumbersome processes of the relationship and search only for information that they need and are satisfied with making their own decisions. When initial contacts by e-mail receive poor answers or no answer at all, this reduces consumers’ relationship intention, and makes them more likely to switch to competitors’ brands. Although online-business has taken steps to simplify all transaction procedures, these moments of truth for e-commerce, prevent potential customers turning into a first-time buyers. To attract these users and build a relationship, marketers must consider three factors: easy of navigation, interactive communication, and customized information. In particular, customized marketing solutions are useful for both customer acquisition and retention and can engender successful, long-term relationships (Ansari and Mela, 2002).

In the brick and mortar marketplace, price sensitivity consumers or best-buy seekers do not generally develop or participate in a continuous relationship with a particular brand or retailer. These consumers look for the lowest price in only loyal to the price, not the relationship. Similarly, these consumers in online transactions buy a product or service by comparison shopping following information search and can be classified as a negative indifference consumption group that is not interested in entering into a relationship. The negative indifference toward relationships may be interpreted as a confidence in product purchasing on the Internet. However, such confidence is directly influenced by value impact. Improving value impact can increase a probability of forming a relationship with a consumer. It is clear that customers need to perceive that are receiving some benefit if a relationship is to develop (Lovelock, et al.,

1998); that is, the perceived benefits must outweigh the sum of the sacrifices, including forsaking attractive alternatives. It is also clear that if a customer thinks that poor value is being delivered, then a previously good relationship can go sour very quickly (Ward et al., 1997). Thus, improving value impact might be cherished by improvement in quality, convenience, and price satisfaction (Rust et al., 2000, p.143). Not every customer wants a relationship, but all customers want to improve their value pursuit. For example, Yes 24, the leading e-bookshop in Korea, is cheaper than its competitors and, once a customer is registered with its site, the site offers ongoing information and membership benefits, e.g., 5% of purchase prices, thus, improving value impact and facilitating the relationship with customers. Accordingly, companies should present value proposition to their customers. As it can be clearly seen that the impact turns a best buy seeker into a loyal committed customer. However, marketers must bear in mind that value proposition is based on ongoing relationships with their customers. Another alternative for this customer group is that a matrix linking the risk of a relationship perceived by the provider with the value added to the customer by the provider’s activities may provide a useful way for a provider to start to evaluate this. That is, relationships increase when value added by the provider is high, and when perceived risk is low. To understand best-buy seekers from another perspective, marketers must also consider consumers’ variety-seeking tendency. This is one of consumer’s individual characteristic variables, and is known as a factor that influences a choice of service providers (Rogers and Shoemaker, 1971; Thompson and Kaminski, 1993). In particular, we assume that the tendency may affect consumer’s relationship intention; if the consumer wants a relationship, it can be built with several providers within similar categories. Thus, the differentiation of offering benefits is a key for successful relationships.

For e-marketers, the experience is everything that the e-customer senses when s/he is involved with a particular company’s product or service. In particular, many electronic experiences are so unsatisfying that the customer is only very loosely bonded to the brand. More recently, McKeown (2002, p.5) points out that 68 percent of customers have not remained loyal to one Internet service provider, 83 percent have abandoned a shopping cart when they are online because they want to compare prices on other sites before buying anything, and 60 percent stopped dealing with a company online when they had a particularly bad customer service experience. This supports our findings that bad or negative customer experience affects customer’s future-oriented relationship intentions.

Knowing what customers expect is the first and possibly most critical step in delivering quality service. Service qual-

ity is closely related to reducing consumers' motivation to develop a relationship with a particular website, because poor customer service online may not keep customers from returning to the website. Generally, many companies guarantee one or two years of service after the purchase of their products. Most customers are clearly aware of service guarantees, but are vague about what to expect after that time. Most customers who contact retailers after the expiration of service guarantees still want quick service with accurate price guides and payment terms. The study suggests that many non-relationship customers are discontented with some of these conditions, and that these are directly related to non-relationship behaviors. Pine et al. (1995) also found that if a service organization cannot consistently satisfy customers' expectations better than the competition, other aspects of a relationship-building program are likely to accomplish little. Kassim and Bojei (2002) found the largest discrepancies along the "reliability" dimension of the service, which causes consumers to form a more negative view of building a relationship with the provider. Thus, reliability should be the most influential determinant of service quality.

While price sensitive customers can be classified as a negative indifference group, not all of the customers do not want a relationship because of the absolute price. Many price sensitive customers keep some kind of relationship with a specific web retailer. The concept of value is critical in forming relationships (Ward et al., 1997) and poor value perception is not easy to recover from, but customization is a potential source of competitive advantage for firms which lead to positive building relationship attitudes.

Our research contributes to social science research on e-consumer behavior operating in a consumer's psychological state. In particular, understanding negative indifference is important to build, maintain, and improve customer relationships for firms, because consumers' preferences and their intention to enter into a relationship change over time. Negative indifference is not likely to be converted into relationship behavior. The focus of any consumer marketing strategies must be concerned with negating the effect of any negative impact on brand image that these customers might have; either via the media, contacts with the company, or word of mouth. To be successful, a business needs to understand where weaknesses lie and eliminate these.

Negative indifference, in particular, has much to do with low motivation. Low motivation does not lead to strong negative indifference, but strong negative indifference plays a crucial role in reducing the motivation. However, low motivation is not generated solely by negative indifference, but generated by a systematic interaction with the other six factors and customers' goals, values, and needs. Thus, marketers must particularly understand that customers want to be treated as an individual enjoying a relationship with one

organization, not simply as a number of different files used by different departments and subsidiaries. To facilitate their motivation and build a relationship, marketers should offer continuously personalized incentives in order to build up emotional attachment to the companies. Because a long relationship with web retailers is one motivation to use them (Yoon et al., 2002), the highly correlated motivation found in this study are important to building strong relationship with web users. For example, American Airlines' web site, AA.com, is on the leading edge of customizing messages to facilitate motivations and enhance relationships. It collects important information like travel frequency, home airport and frequent destination, plus it takes into account more unexpected data like the type of vacation customers enjoy and the hotel chains they prefer (Robineffe et al., 2001). This deep understanding of its customers lets AA.com send the right message to the right people at the right time. Thus, relationship-oriented-motivation acts as a mediator in restraining negative indifference.

Meanwhile, to the extent that no explicit comparison is made, due to a lack of motivation to evaluate his/her relationship intentions, the consumer is not likely to fully aware of his/her feeling of indifference. Negative indifference is the result of an implicit evaluation, which is not elaborated upon. In fact, the difference between negative and positive indifference is not absolute; the degree of elaboration can differ, and therefore we assume there is a continuum between negative and positive indifference. This assumption is in line with the method of reasoning found in the Elaboration Likelihood Model that the central route leads to a permanent attitude (Petty et al., 1983).

Meanwhile, customer and supplier firms do not always select the "optimal" type of relationship for a given the situation. Yet, in all likelihood, there is some collective wisdom in how firms structure their relationships. Over time, successful firms experientially identify "vaguely right" solutions to their needs. Thus, a supplier that is pushing to develop a closer relationship with customers should carefully consider the type of relationship it expects.

Limitations and Future Research

This study offers new insights into non-relationship customer behavior, but also has limitations. First, consumers may change relationship intentions according to situation. This study has analyzed the types of consumer relationships for some specific brands, but not all customers who do not want a relationship are rejecting a specific perceived value. Thus, future research should specify types of non-relationship behaviors with respect to a variety of stimuli. Many companies offer diverse benefits to improve relationships with their customers and invest much time (Patterson and

Ward, 2000).

Second, future research should consider consumer behavior as it changes over time. As consumer preference and satisfaction change, consumers who do not want a relationship can change their behaviors because of situational, environmental, and emotional factors. These factors influence motivation regarding consumer behavior and value evaluation, and, ultimately, directly affect consumer behavior associated with developing a relationship. Accordingly, future study is necessary to understand these factors and their interrelationship.

Finally, future research should consider consumer involvement. A high involvement by the customer in the product field or brand, for whatever reason, will provide a strong basis for extending and broadening the customer-supplier relationship. Leuthesser (1997) points out that a buyer's stake in a relationship with a seller tends to be higher with greater involvement in the product category.

Conclusion

The objective of the study was to shed more light on the question, "Why doesn't everyone want a relationship on the Internet, and we identified specific characteristics in of non-relationship consumers. This study found six key factors among consumers who do not participate in relationships: passive loyalty, useful information, price sensitivity, service quality, positive indifference, negative indifference, and low motivation. Although these constructs are uniquely classified, they are intertwined in the minds of consumers.

Until now, many researchers have focused on positive aspects of CRM and the perception of CRM failure that is occurring within many companies has remained relatively unexplored. The objectives of this study were to identify the reasons why some customers do not want a relationship and to specify those types of customers. Relationship intention of a customer is in part a function of the gap between the customer's expectations and experiences. The results suggest companies require a new CRM approach, which differentiates relationship customers from non-relationship customers.

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3. If I trigger a motivation regarding the purchases, I participate in having a relationship with a particular retailer.
 4. Do you have relationship intentions associated with your purchase in the future?
(from 1 = not at all to 9 = very possible).
 5. Sex
- Best-buy seeker**
Imagine that individually, you like shopping through comparing alternatives (several preferred websites). More recently, however, imagine that you experienced a positive encounter with an employee of a particular website. In spite of the positive experience, you are looking for other websites to exceed your satisfaction.
- Price sensitivity**
Imagine that individually, you prefer "value for money" to "brand". More recently, however, imagine that you experienced a positive encounter with a specific website who has high level of brands. In spite of the positive experience, you have still no any intention in terms of developing new relationships with the website.
- Service warranty**
Imagine that individually, you like websites, which offer well-designed service warranties after you purchase. More recently, however, imagine that you experienced negatively and dissatisfied service warranties at a particular website. In spite of these negative experiences, you prefer the website, but you no longer have any intention to develop a relationship with the website.

Appendix 1

-Passive loyal

Imagine that individually, you have a loyalty on the brand. More recently, however, imagine that you experienced negatively and dissatisfied encounter with an employee of the website (brand). In spite of these negative experiences, you satisfy the brand very itself and have repeated purchase intentions. However, you no longer have still any intention about forming new relationships with the brand.

1. Though I have still little interest of building a relationship, I positively consider the relationship in the future.
2. I have no interest of building a relationship even though I perceive feeling good from a particular web-retailer.