KIM STRIKOL

University of North Carolina

WILMINGTON. USA

601 S. College Road
Wilmington NC 28403
kastriko@yahoo.com

REMEDIOS CALERO

Universidad Católica de Valencia San Vicente Mártir

VALENCIA. SPAIN

C/ Los Huertos, 37
46500 Sagunto (Valencia)
MACAGI@alumnos.ucv.es
Telf. (34) 666 92 10 85

MARTINA G. GALLARZA

Universitat de València

VALENCIA. SPAIN

C/ Cronista Carreres, 11
46003 Valencia
martina.gallarza@uv.es
Telf. (34) 636 450 091

"LOST IN TRANSLATION?" LANGUAGE IN PROMOTIONAL MATERIAL AND ITS EMOTIONAL EFFECTS ON B2B RELATIONSHIP MARKETING IN HEALTHCARE INDUSTRY

ABSTRACT

Relationship Marketing is a commonly adapted concept by businesses to maintain and create successful business-to-business relationships. According to this shift, in the marketing paradigm "the focus (of marketing) is shifting from the activity of attracting customers to activities which concern having customers and taking care of them (Ravald and Grönroos, 1996, p. 19). There has been differentiation regarding how Trust and Commitment are directly linked as constructs or antecedents of Relationship Marketing and behavioral intentions, such as Loyalty, that result among business-to-business (B2B) relationships. Disparity among theories of Relationship Marketing have evolved regarding appropriate methods of best practice with further complication for international companies due to differing cultural dimensions with Relationship Marketing activities to be either adapted or standardized across the organization (Hewett and Bearden, 2001). Standardization and adaptation has also been addressed for global marketing of products or services (Okazaki et. al. 2006) and language has been explored as an indicator of affective communication for advertising in international markets (Hornikx et. al., 2010). Nevertheless, information is lacking in the area of B2B Relationship Marketing among Clinical Research Organizations and manufacturing companies, and the use of promotional material to elicit emotional responses has yet to be explored. The aim of this study will attempt to compensate for lack or research relative to Relationship Marketing among B2B relationships, with qualitative research conducted among managers in the healthcare industry with specific focus on the emotional responses elicited from adapting the language of promotional material across markets.

KEY WORDS: Relationship Marketing; B2B; Adaptation vs. standardization; Promotion; Healthcare Industry; Qualitative Research.

I.-INTRODUCTION

This paper will focus on one area of Relationship Marketing that has not been adequately addressed in the Healthcare Industry: the utilization of B2B promotional material and its effects on relationship management regarding levels of Trust and Commitment among international business partners. In more detail, this paper will examine promotional material used by a leading Clinical Research Organization (CRO) involved in R&D for pharmaceutical drugs, and how adapting the language of this material across international markets may impact business relationships within the CRO subsegment of the healthcare industry.

A CRO is an organization providing a wide range of pharmaceutical and medical research services which generally include: product development and formulation, clinical trial management, laboratory services for trial samples, and data management prior to Federal Drug Administration (FDA) approval (Shuchman, 2008). For the purpose of this study, focus will be placed on one of the world's leading public CROs,(from now on called XXX), as an example of how adapting or standardizing the language of promotions may affect Relationship Marketing in a B2B environment.

Growing competition among CROs providing services to drug and medical manufacturers reinforces the need for strong relationships with B2B clients. The analysis of a leading CRO will be used as an example of how challenges within the industry may be handled. This may be facilitated by communication of service benefits by CROs to companies contracting out these services. Promotional material should therefore clearly depict services and expertise, while influencing the emotional context and commitment to business relationships. International CROs, must understand the effectiveness of promotional material across markets to understand whether the language should be adapted to create stronger ties among business relationships in a global market.

Relative to such issues, it is any company's objective to appeal as a global brand that is familiar with needs across international markets to assure that the promotional message is not lost in translation. XXX strives to maintain and acquire long standing relationships through continued partnering with manufacturing companies through what is known as it's Compound Partnering Program (Loo, 2010). The main practical

objective of the present work will be the analysis of current promotional material and the interpretation of how it is perceived when adapting or standardizing the language of this material.

It is commonly adopted that English is the international language, and that it should be used for business relationships to alleviate misinterpretation of valuable material when facilitating a professional work environment (Puntoni et al., 2009). While standardization and adaptation has been addressed for global marketing of products or services (Okazaki et al., 2006) and language has been explored as an indicator of affective communication for advertising in international markets (Hornikx et al., 2010), the purpose of this study will be thus to identify whether adapting the language of promotional material used for Relationship Marketing affects levels of Commitment and Trust of international B2B customers in the healthcare industry. Furthermore it will provide insight regarding behavioral intentions of business customers as a result of adapting or standardizing promotions.

II.-LITERATURE REVIEW

RELATIONSHIP MARKETING, TRUST AND COMMITMENT

In order to understand the literature reviewed within this section, it is first important to identify the basic definitions that apply as the basis for founding previous framework, for what purpose, Table 1 is presented, built upon our literature review.

Table 1: Key Concepts on Relationship Marketing: a selection of definitions

Relationship Marketing	"Relationship marketing is defined as "attracting, maintaining and – in multi-service organizations – enhancing customer relationships." (Berry, 1983, p. 25)
	"Relationship marketing refers to all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges" (Morgan and Hunt, 1994, p. 22).
Trust	"Trust is defined as one party's belief that its needs will be fulfilled in the future by actions undertaken by the other party" (Wetzels, De Ruyter and Van Birgelen, 1998, p. 411).
	"The firm's belief that another company will perform the actions that will result in positive outcomes for the firm as well as not take unexpected actions that result in negative outcomes" (Anderson and Narus, 1990, p. 45).
Commitment	"A psychological sentiment of the mind through which an attitude concerning continuation of a relationship with a business partner is formed" (Wetzels, De Ruyter and Birgelen, 1998, p. 409).
	"An exchange of one party's willingness to remain in, and safeguard a valued (business) relationship" (Abdul-Muhmin, 2005, p. 620)

Since the 80s, Relationship Marketing has inspired a stream of research that reflects a managerial orientation focused on customer loyalty (Grönroos, 1997). Relationship Marketing offers both an academic and managerial perspective based on a contemporary approach to serving customers (Peck, Payne, Christopher and Clark, 1999; Ravald and Grönroos, 1996); This Relationship-Marketing perspective emphasizes both the affective commitment to a service provider and the repeat-purchase or repatronage intentions, both perspectives underling a comprehensive understanding of loyalty behavior (Dick and Basu, 1994), Commitment and Trust are key in direct cooperative behavior to foster successful Relationship Marketing. Key mediating variables, as shown in the model below (Morgan and Hunt, 1994), focus on one party in the relational exchange and that party's Relationship Commitment and Trust as key mediators relating to five antecedents and five outcomes of relationship management. The five antecedents and outcomes can be viewed on the right and left of the model.

Figure 1: A Model of Relationship Marketing. Morgan and Hunt (1994)

FIGURE 2
The KMV Model of Relationship Marketing
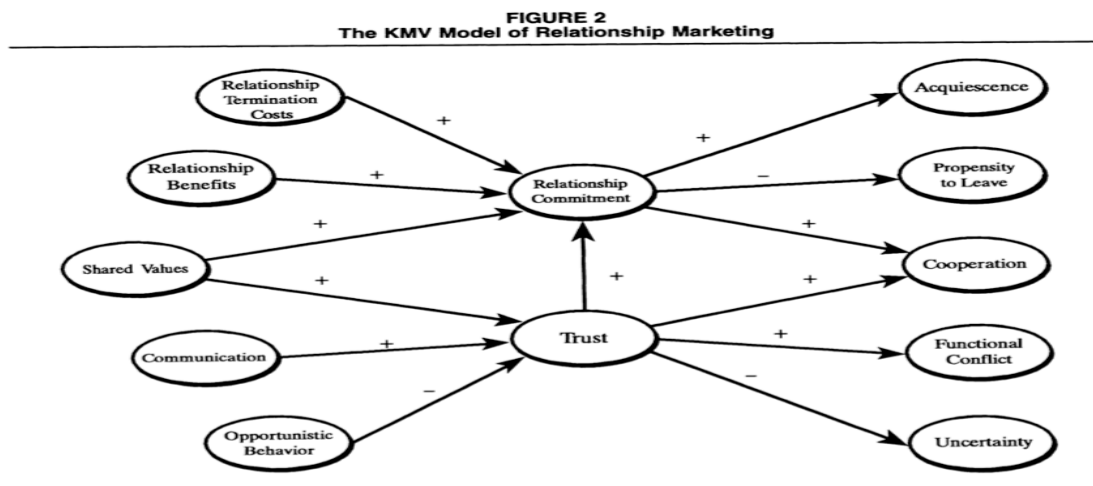
Source: (Morgan and Hunt, 1994)

There are 5 major precursors, as shown above, of Relationship Commitment and Trust. These state that (1) relationship termination costs and relationship benefits directly influence Commitment, (2) shared values directly influence both Commitment and Trust, (3) communication and opportunistic behavior directly influence Trust and Commitment indirectly (Morgan and Hunt, 1994). Commitment is central to building a relationship and is said to exist when there is an apparent desire and willingness to maintain lasting relationships. Commitment is influenced by Trust which is often a determinant of Relationship Commitment (Morgan and Hunt, 1994).

The Role of Commitment in Relationship Marketing

Commitment is seen as a sentiment that is critically important in the development of long-term channel relationships or as a favorable affective or emotional reaction (Kumar et al., 1995). Therefore, Commitment is a psychological sentiment by which preference towards continuation of a relationship with a business partner is present (Wetzels, De Ruyter and Van Birgelen, 1998).

Previous literature has identified two key views characterizing organizational Commitment as either Affective or Calculative. Affective Commitment is an emotional response or mind-frame adopted by an individual or partner toward a relationship with another individual or partner (Wetzels, De Ruyter and Van Birgelen, 1998). Affective Commitment occurs when a person identifies or shares the values of the organization and is defined as a sense of liking or emotional attachment with a partner (Morgan and Hunt, 1994). Calculative Commitment is more behavioral than affective (emotional) and evolves from instrumental worth of a continued relationship in which all advantages and disadvantages are combined and calculated in the form of investments and allocation of resources among business partners (Morgan and Hunt, 1994, Geyskens et al. 1996, Williamson, 1985).

Previous research demonstrates that Affective Commitment is the most substantial for developing and facilitating relationships among partners to strengthen intentions and desire for continued investment and relationship maintenance (Wetzels, De Ruyter and Van Birgelen, 1998).

The Role of Trust in Relationship Marketing

Trust has been defined as the belief by one party that the actions taken by the partnering party will provide benefit and fulfill needs in the apparent future (Wetzels, De Ruyter and Van Birgelen, 1998). Morgan and Hunt (1994) clarify that Trust is one party's assurance in the reliability and integrity of its partner. Social psychologists further identify Trust consisting of awareness and reliability on one's honesty and benevolence. As mentioned, Commitment is seen to be influenced by Trust and it may be determined that Trust must be present prior to the development of Commitment in Relationship

Marketing. The presence of Trust and Commitment in relationship management can be viewed as indicators or contributors to Valued and Quality business relationships.

The Role of Customer Loyalty

Previous findings support that customer satisfaction is related to customer behavior in the form of Loyalty, which as a result is related to profitability (Heskett et al., 1994, Storbacka et al., 1994). This is demonstrated in the service profit chain (Heskett et al., 1994) and theorizes that: Customer Satisfaction leads to Customer Loyalty, that thus leads to Profitability.

Literature states that Customer Satisfaction is a result of Relationship Value after considering relationship opportunity costs and benefits compared to that of conducting business with competitors (Hallowell, 1996). Optimal levels of Perceived Relationship Value may result in Loyalty. Additionally, Satisfaction has been discovered to influence purchase intentions as well as post-purchase attitude with Loyalty defined between two categories (Hallowell, 1996). Loyalty as an attitude has been associated with an individual's feelings of overall attachment to a product, service, or organization (Fornier, 1994) and is characterized as a cognitive process (Hallowell, 1996). The second type of Loyalty, Behavioral Loyalty, is the result of a customer's perception that Value received from a business partner is greater than that of other potential relationships and is identified with relationship continuance, increased scope/ scale of the relationship, and recommendations by word of mouth (Halloweel, 1996). Ravald and Grönroos support this ideal by stating that "a Satisfied customer is supposed not to defect but to stay Loyal to the company for a long period of time and to buy more and more often than other, not so Loyal, customers" (1996, p. 20). As a result, profits are believed to increase through enhanced revenues, reduced costs associated with the acquisition of new customers, lower customer-price sensitivity, and lower costs when serving customers familiar with service delivery (Reicheld and Sasser, 1990).

It may be concluded that successful Relationship Marketing is a combination of Trust, Commitment, Value (both product/ service and relationship) and Satisfaction to result in Behavioral Loyalty from successful relationships between business partners. Marketing activities must incorporate successful proponents of Relationship Marketing to yield

positive behavioral responses. Such marketing activities to facilitate Relationship Marketing will be discussed in the following section.

MARKETING ACTIVITIES THAT AFFECT B2B BEHAVIOR

Theorists of Relationship Marketing agree that it is important to recognize the implications and difficulties for MultiNational Companies (MNCs) that must respond to differing cultural dimensions in various countries of operation (Hewett and Bearden, 2001). With the emergence of globalization and the presence of subsidiaries in numerous national markets, success in these markets is often dependent on the global management of marketing efforts (Hewett and Bearden, 2001). Critical to success is the tendency of MultiNational Companies to adapt or standardize global marketing activities and cultivate managerial relationships across markets of operation. Success in cultivating relationships is often dependent on subsidiary's Trust and dependence on headquarters (Hewett and Bearden, 2001). Customer Relationship Management (CRM) is included in these marketing activities as a key function of successful B2B relationships to be applied across international markets. Customer databases, or data mining, may be used as an example of CRM to provide product and service information to customers according to previous purchase intentions or individual profile information.

STANDARDIZATION / ADAPTATION OF GLOBAL MARKETING

Previous literature has specifically addressed the issue of standardizing or adapting global advertising in a B2C environment. The lack of research for the standardization of promotional material in B2B environment, specific to the CRO subsegment of the healthcare industry, will be further analyzed throughout this study to understand effects on relationship maintenance and levels of Trust and Commitment. It is first relevant to refer to previous literature addressing B2C adaptation/ standardization of advertising while also analyzing the trends in the healthcare industry.

Standardization/ Adaptation of Global Advertising

Industry consolidation has lead to standardize advertising strategies for some global companies as means to facilitate cost savings while coordinating strategy across segments. Standardizing campaigns rather than local advertising may benefit relative to

economies of scale, control of marketing activities, and a unified global brand image in international markets (Hornikx, Van Meurs and De Boer, 2010). According to the Global Marketing Strategy theory, the US is slightly more inclined to standardize their advertising strategy in the European Union market based on the desire for a unified brand identity. Though flaws are seen to exist, successful standardization has resulted in costs savings when appropriately applied (Okazaki et al., 2006). Global image is often achieved through instruments such brand name, logo, slogan, and headlines and the English language may be a determinant of how slogans and headlines are achieved. (Hornikx et al., 2010). Adaptation has been seen as a precondition of successful advertising (De Mooij, 2005) based on cultural value hierarchies relative to individual cultures (Hofstede, 1980).

English as a Standard for Advertising

The globalization of advertising implies that marketing messages are increasingly delivered in a language that is different from consumers' native tongue. When advertising internationally, language must be used as a basis for standardization or adaption. It should therefore be identified whether ads in English as a standard are more persuasive than those using a locally adapted language (Hornikx, 2010). According to this ideal, language can be interpreted as literal or symbolic relative to how consumers interpret the message across various international markets. "Different researchers have argued that foreign languages are mainly used as a symbol, for which the literal meaning of the utterance in the foreign language does not matter (Hornikx, 2010, pp. 173).

While there has been research regarding the preference of English and emotional connections among local and standard advertising, this applies to the B2C markets and fails to identify emotional connectivity and effects on B2B relationship management. This study will analyze promotional material presented to clients regarding the services provided by XXX and their preference for locally adapted or standardized English promotional material. It will then determine how adapting the language will effect Trust and Affective Commitment and the possible connection in the development of Customer Loyalty.

III.- METHOD

**THE CASE OF THE CRO SUBSEGMENT OF THE HEALTHCARE INDUSTRY: CRO INDUSTRY PROFILE**

The CRO market consists of about 800 companies worldwide with about 33% of revenues generated by the top five publicly traded CROs (Loo, 2010). Most revenue from CROs is generated from providing research and development (R&D) to pharmaceutical and biotechnology companies with global pharmaceutical R&D expenditures towards CRO services expected to be approximately $17 billion, increasing by about 10%-12% annually over the past several years (Loo, 2010). In 2009, global economic conditions stunted growth in the single digits for the CRO Industry; however, revenue is expected to remain steady as pharmaceutical outsourcing for later-stage development continues as a more cost effective alternative for contracting companies (Loo, 2010). The company chosen for the qualitative research is a leading CRO providing drug discovery and development services to companies manufacturing pharmaceuticals, biotechnology, and medical devices in 41 countries of operation. Development services specialize in Phase I clinical testing, and lab services while Phase II-IV services focus on clinical trial management, study design and management, and market development. Development services accounted for the majority (99%) of net revenues in 2009 with approximately 80% of development revenues from Phase II-IV services, 15% from laboratory services, and 2% from Phase I services (Loo, 2010).

RESEARCH QUESTIONS

For the purpose of this research, the conceptual framework will focus on key constructs of Affective Commitment, liking/ emotional connection with business partners, (Morgan and Hunt, 1994, Wetzels, De Ruyter and Van Birgelen. 1998) and Trust as a determinant of Affective Commitment. Literature states that Affective Commitment positively influences Satisfaction (Wetzels, De Ruyter and Van Birgelen, 1998) and that Commitment, Satisfaction and Trust then influence Relationship Value (Morgan and Hunt, 1994, Ulaga and Eggert, 2006). It can then be interpreted that Relationship Value and Affective Commitment both influence one another, with Trust as an antecedent for both. Additionally Affective Commitment and Relationship Value are necessary to develop Satisfaction and vice versa. This means that Affective Commitment, Relationship Value, and Satisfaction are reliant on one another in the creation of

Behavioral Loyalty, perception that Relationship Value outweighs that of other potential B2B relationships resulting in relationship continuance (Halloweell, 1996). While the order and contribution of constructs composing Relationship Marketing differ among theorists, based on the aforementioned description and interpretation of previous work, the conceptual framework for this study is indicated in Figure 2.

Figure 2: Conceptual Framework to be followed in the Empirical Study
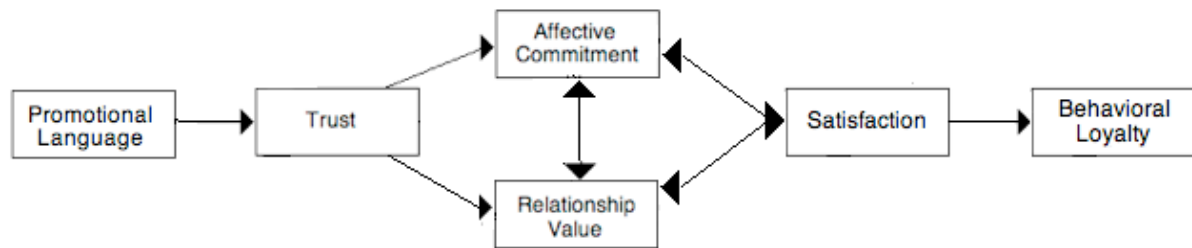
A chain of six main components are considered, to include Promotional Language, Trust, Affective Commitment, Relationship Value, Satisfaction and Behavioral Loyalty. To better understand the composition of these five components they can be described as follows:

1. Language: A facilitator/ or contributor when communicating or gaining trust through promotional material (Hornikx et al., 2010).

2. Trust: Direct determinant of Affective Commitment and Relationship Value (Wetzels, De Ruyter and Van Birgelen, 1998; Morgan and Hunt, 1994)

3. Affective Commitment: Dependent on Trust with Relationship Value as a contributing factor (Relationship Value also inversely influenced on the development of Affective Commitment) (Wetzels, De Ruyter and Van Birgelen, 1998)

4. Relationship Value: Composed of Trust, Satisfaction and Affective Commitment (which is also inversely influenced by Relationship Value) (Morgan and Hunt, 1994, Ulaga and Eggert, 2006).

5. Satisfaction: Composed of Affective Commitment and Relationship Value (with Trust required for the development of both) (Wetzels, De Ruyter and Van Birgelen, 1998)

6. Behavioral Loyalty: A result of Satisfaction (Satisfaction being composed of Affective Commitment, Relationship Value and Trust)

These constructs should be analyzed according to the conceptual framework to ultimately determine how the Promotional Language affects Trust, Affective Commitment, and Relationship Value to then influence Satisfaction and Loyalty among business customers. Specifically, Promotional Language should be considered as an initial factor in the formation of Relationship Marketing. The contributions of Promotional Language in the development of these constructs should be analyzed as follows:

- Promotional Language and its affects on Trust

- Trust's Influence on Affective Commitment and Relationship Value

- The reciprocal dependency between Relationship Value and Affective Commitment (both dependent on the development of Trust)

- The contribution of all of these constructs in the creation of Satisfaction to then develop Loyal relationships

Based on the conceptual model indicated in Figure 2, the research questions for the purpose of this study are defined as follows:

Table 2: Research Questions for this Study

RQ1	Partners in countries where English is the standard language are more loyal to XXX when presented standard English promotional material.
RQ2	Global XXX partners where English is not the standard language prefer promotional material to be adapted using the local language(s).
RQ3	There is a positive relationship between adapting the local language(s) of promotional material and customer loyalty among global XXX partners.

METHODOLOGY

This study was composed of qualitative research: 12 in-depth interviews were conducted with XXX International Business Development Managers of whom have direct contact in providing promotional material to business customers for relationship development and maintenance worldwide. These managers, considered as a convenient sample of the CRO subsegment of the healthcare industry, are able to directly observe customer reactions and preferences towards promotional material across international markets to recognize trends that may be related to cultures or specific business partners.

The background information of these managers was collected at the beginning of each interview to be categorized in Table 3.

Table 3: Managers' Sample Profile

Sex	Age	Education	Geographic Location
Males: 7	Ages 31-35: 3	University: 3	North America (US): 7
Females: 5	Ages 36-40: 3	Post Grad: 7	Europe (UK): 3
	Ages 41-45: 2	Doctorate: 1	Asia (China): 1
	Ages 51-55: 3		Latin America (Argentina): 1
	Ages 56-60: 1		

More than half of the respondents were domestically based in the US (7 out of 12 managers) and traveled regularly with continuous contact among international business partners via multiple forms of contact. The gender distribution consisted of 7 males and 5 females interviewed from the sample of 12 managers. These managers were Directors or Senior Directors of International Business Development for XXX and had extensive knowledge when managing customer accounts due to direct customer interaction and account management. These managers were chosen based on their experience and personal interaction with clients and the use of promotional material when recruiting, acquiring and managing business accounts. The age of these managers ranged from 31-60 years.

The participants were provided a questionnaire (see Appendix A), which first provided some general definitions, and concepts that apply to Relationship Marketing to be referred to throughout the course of the interview. This questionnaire was developed and then pre tested during a preliminary/ test interview with responses audio recorded and then transcribed for analysis. After reviewing the mock interview responses, gaps in research objectives not covered by the questions were identified with new questions developed to better assess the specific area of focus. A revised interview questionnaire was developed to more efficiently gather participant opinions relative to the topic of study and then used for the interviews to follow. The test interview results were not incorporated for analysis in the results portion of research and served solely as a preliminary tactic for evaluating effectiveness of questions to gather the necessary information when conducting interviews.

According to the exploratory purpose, the first two questions were open ended to gather a general knowledge of how promotional material was used by each manager. The purpose of the study was to gather qualitative research; however, based on the complexity of concepts and managers' unfamiliarity of academical notions, the remainder of the interview included a series of statements by which managers were asked to rate their responses according to a 7 point likert scale and then asked to justify the reasoning for their responses. These likert scale responses were provided as a platform for managers to formulate their responses to then explain their opinions relative to provide qualitative research. While the likert scale responses were intended to help initiate conversation and explanation to each statement, managerial opinions throughout these in-depth interviews were the primary focus of this research. Scaled responses also allowed for opinions to be categorized according to differentiations or similarities based on geographic regions.

Points of discussion were provided for the questions to guide responses, which managers could choose to reference according to their personal opinions. It is important to identify that these scaled responses were not used for the purpose of generating quantitative results, but instead were used to help managers better formulate responses when providing an opinion to the statement of inquiry.

In order to obtain further knowledge on the information gathered in the interviews for XXX, interview responses were evaluated to identify any differentiations in responses according to general opinion. Differentiations in opinions were also evaluated according to the geographic region from which the manager was based.

Responses were analyzed to identify possible similarities differences based on overall consensus while also identifying whether similarities or differences existed among geographic areas.

IV.- RESULTS

Cognitive/ Affective Content

The majority of managers, 4 out of 7 US managers and 4 out of 5 International managers, feel that promotional material for new customers should include mostly factual (cognitive) information describing the service capabilities and expertise that XXX provides. Most responses reveal that managers feel information should be basic

for new clients and therefore certain material may be more appropriate. Less than half of managers feel that promotional material should be purely informational throughout the course of the business relationship, for new and existing clients; however, the majority of managers feel that more detailed promotional material should be presented based on specific client relationships with more emotional messages used to reinforce relationship value. The communication of relationship value through tailored and emotional content was especially noted in the opinion of International managers, with only one manager that did not agree with this perspective. It may therefore be determined that factual (cognitive) information should first be presented to new clients and that more detailed information can then be presented as the relationship progresses. This may be more effective in stressing emotional benefits and relationship value in promotional material provided to international companies based on the majority opinion of these managers.

Delivery of Promotional Material

International managers placed more emphasis on how promotional material should be presented physically as an extra step in reinforcing the value of business relationships for both new and existing customers. It was; however, agreed by all managers that face to face presentation of material is fundamental in the first step for establishing a business relationship. Presenting information personally may be a necessary extra step throughout the course of the relationship; however, it is dependent on the client. Electronic access to promotional material may be preferred by some clients while hard copies provided in person may be useful for others.

US managers place more emphasis on the ease of electronically presenting the material and the preference by clients, both new and existing, to receive material electronically. Physically presenting material to clients is seen as an extra step that may provide added value, especially for new customers, but that urgency in the provision of information is more important that physical deliver.

This shows that international managers recognize the need for more personalized emotionally connected relationships through face to face interaction while US managers place more value on providing necessary material in the most convenient means of delivery relevant to business transactions. US managers deal primarily with domestic clients and have less experience with cultural differences recognized by international

managers. It may therefore be interpreted that US business customers are more concerned with the receiving of information that is beneficial to business via the most convenient means necessary with most clients familiar with technologically friendly forms of delivery. While importance is still placed on presenting materials physically when possible, it is believed that most customers prefer electronic delivery of information.

Monitoring of Promotions

The majority of managers were either neutral or disagreed to some extent that promotional material was monitored regarding effectiveness after presented to business customers. However, two international managers agreed promotional material was effectively monitored saying that this was achieved by taking record of who is present at certain events where promotional material is provided to then identify which participants follow up via requests for proposals. An internal database was said to be used for providing other promotional material to therefore link who is receiving what and how this correlates to the business relationship. Additionally, when providing promotions through email if clients are interested they often reply to the email indicating that the promotional material is generating interest. When presenting promotional material via a sales person feedback is then relayed by way of the client to indicate whether they are interested in entering into a relationship with the company.

Most managers; however, responded that they disagree to some extent or are neutral based on no real knowledge of how promotional material is monitored. Others feel that promotional material is presumed to be effective with no real system in place to their knowledge. This shows that effectiveness of promotional material, if monitored, is not shared or communicated consistently across departments.

According to these findings, research questions 1 and 3 will be identified as "Supported" and Research Question 3 as "Not Supported" The following paragraphs will give rationale on this.

Evaluation of RQ1: The Influence of English on Levels of Trust and Loyalty

Questions 6 and 9 were developed to asses whether RQ1 held true and were analyzed accordingly. From the results, it can be interpreted that both questions are correlated and

well aligned, with Trust positively affecting Loyalty, to allow for clear and concise interpretation relative to acceptance of RQ1. Most managers responded either neutral or agreed to some extent with the statements provided in questions 6 and 9 and felt that if the company has a stronger presence or brand recognition in certain countries where it is more well established, it may therefore be easier to acquire Trust and Loyalty. This was a possibility said to exist by the majority of managers; however, most reinforced that Trust and Loyalty are generally partner specific rather than country specific and that the country of operation may somewhat influence tendencies when building Trust and Loyalty due to brand recognition. The partner, however, is ultimately the determining factor for establishing both. It was also seen to be easier to communicate capabilities and credibility to those countries using English as a standard which may permit for Trust to be more easily acquired in the development of Loyalty.

The majority of managers who were neutral or agreed with both statements were US managers, with only one international manager in agreement for question 6 and two for question 9. Three of the five international managers from Europe, Asia and Latin America felt that Trust does not depend on the use of English as a primary or secondary language but instead is dependent on previous experience with the company based on Satisfaction with its services and Relationship Value. These managers felt that Trust is partner specific, with language having no impact on the creation of Trust. Similarly, two international managers, one from Europe and one from Asia, and one US manager felt that Loyalty was also partner specific based on previous Satisfactory experience with language not affecting the development of Loyalty.

One European manager recognized that speaking or communicating in the same language helps to initiate Trust and Loyalty but this doesn't depend on the use of English. This for example would be the same for communicating in Spanish to for companies with Spanish as their native language, French to French, Japanese to Japanese, etc.. By adapting the language, whether it be for promotional material or for developing an interpersonal relationship, it is easier to communicate Trust which may lead to Loyalty in the future. It has also been brought to attention by one manager in Latin America that the meaning of Trust and Loyalty are different among countries. "Trust and Loyalty is more personal for some cultures and the reputation of the

company also may be a factor." From this perspective, Trust and Loyalty are dependent on the country and the partner but are not influenced by language.

According to another view, of one manager located in Asia agreed that there is no significant difference in Trust for those countries or cultures where English is a standard. His reasoning for this opinion differed in that the use of the local language does not help to achieve Trust because English is commonly used as a business standard. This was consistent to his opinion of English as a preferred standard for conducting business due to the limited number of clients that are able to speak, in his example, Chinese and his reference to English as the International Language. Under these circumstances, English is used as a clearer and more concise means of communication. It was also communicated that English is perceived as more professional, technological and scientific and that it is the goal of many professionals to learn English in order to gain respect in the business world. This view of English alone demonstrates the symbolic value of English as the International Language and the cultural differences that exist among geographical regions.

There is differentiation among US managers who are neutral or agree with statements 6 and 9 and for international managers that disagree with these statements. US managers use English as their native language and because other countries may not be as familiar with the use of English, it may be derived that these US managers perceive levels of Trust to be different to some degree based on less familiarity in the use of English. The contrasting view of foreign managers shows that the influence of language is perceived differently among cultures and that in their experience, international managers have not believed language to be an influence on Trust among business partners. It should be noted that these managers may have more exposure to multiple languages due to their location outside of the US. If language barriers are to exist, the emphasis on the personal relationship and satisfactory service will strengthen levels of Trust and Loyalty.

Two main concepts support this research question which were agreed upon by the majority of managers:
- The company has a stronger presence or brand recognition in certain countries where it is more well established, it may therefore be easier to acquire Trust and Loyalty.

- It is easier to communicate capabilities and credibility to those countries using English as a standard which may permit for Trust to be more easily acquired in the development of Loyalty.

From these opinions it can be concluded that levels of Trust and Loyalty differ according to the country/culture where English is a primary or secondary language. It can then be determined that countries where English is the standard are more Loyal to XXX when presented standard English promotional material than other countries. It may therefore be determined that locally adapted promotional material would create or facilitate stronger levels of Trust and Loyalty among companies in countries where English is not the primary language.

Evaluation of RQ2
Use of the Native Language

When asked to address whether the use of the native language more effectively communicates emotional benefits of services provided by XXX (question 4), most managers agreed with this statement. To justify this response managers felt that when utilizing the native language the message is communicated more effectively due to the lack of a language barrier.

It was also communicated by managers that it can be contradictory to appear as global when everything is provided in English. This shows that actually "acting global" is not a real priority. It is true that sometimes English makes information more accessible, but under other circumstances it does the opposite. When promotional material is provided in the native language, more commitment is seen on the part of the company providing the information to its customers to foster a sense of cultural awareness.

The use of the English language as a standard for business is often based on the culture where business activities take place. For some cultures, to attain a great level of business efficiency and professional standing, English proficiency is something to achieve. This may be true for places where the client's native tongue is not commonly used worldwide, for example China. Other cultures may prefer to use the local language based on a sense of pride. According to Hornikx (2010), language can be interpreted as literal or symbolic relative to how consumers interpret the message across various

international markets. The use of language as symbolic is evident in the responses provided by Asian, European, and US counterparts. In their analysis of how adapting the language is perceived across cultures, they feel that the English language in some instances provokes more meaning regarding not the literal meaning but instead the symbolic meaning associated with the English Language. According to managerial perspectives, there are obvious cultural implications that may be associated with the use of language for different cultures when the language is not adapted.

Creation of Trust and Commitment through Promotional Material

When asked if managers felt that promotional material created trust and commitment (questions 5 and 7), it was communicated that promotional material is conducive for facilitating Trust and Commitment, but it should be accompanied by personal interaction to create a thriving business relationship. The use of XXX promotional material creates Trust in that information is presented very clearly regarding expertise through simplistic, standard, factual content rendering services offered. The emotional message is more subtle; however, it is seen to translate well across markets to foster Affective Commitment. This means that promotional material is able to communicate relationship benefits to further develop Trust and Affective Commitment throughout the course of the relationship. It should be noted that many managers agreed that promotional material alone does not create Trust and Commitment, it is preliminary in the development of Trust and Commitment through the accompaniment of personal interaction. It may therefore be interpreted that promotional material is a vehicle for helping to, not create, but facilitate levels of Trust and Commitment.

Managers from the Europe, Latin America, and Asia went further into detail stating that the promotional material appears as very professional and clearly communicates credibility and expertise through the use of the tangible/physical material itself. Promotions are of high quality to align with the reputation of the company. This is done through use of pictures, aesthetics, structured content, and physical material, to clearly communicate a message of professionalism to XXX's clients. The use of high quality material further strengthens credibility and commitment on the part of XXX to its customers to then foster levels of Trust and Affective Commitment on the part customers regarding the company.

Creating Loyalty through Promotional Material

Managers responded differently to question 8, which assessed whether or not promotional material could create Loyalty. Managers felt that promotional material aids in positioning XXX as a Trustworthy and stable company, however, no promotional material can create Loyalty. Loyalty is achieved through the delivery of services by which the promotional material is used as a vehicle for communicating benefits, both emotional and rational. The delivery of service should be of consistent quality accompanied by follow up and continued strides towards strong performance. Promotional material should communicate such efforts.

Additionally, promotional material was viewed as a tool for keeping clients informed to be viewed as well received when providing updated company specific material. Continuing to keep the client informed demonstrates XXX's desire to involve the client. This helps to facilitate Loyalty down the road by creating Relationship Value by keeping clients informed and allowing them to be a part of the company's development. Newsletters may be well received when providing updated information to further facilitate Trust in the company to then lead to Loyalty down the road.

Managers felt that there was room for improvement for promotional material in creating Trust and Affective Commitment among customers. To appear as a global company, managers felt that the language of promotional material should be adapted to help create an emotional bond.

Adapting the Language of Promotional Material

Every manager agreed with question 10 with the exception of one. This means that managers are in majority agreement that it is necessary to adapt the language of promotional material to optimize affective ties for a healthy and profitable relationship with customers. This is consistent with questions 4, 5 and 7 to confirm that the use of promotional material can help create affective ties among clients and that the native language is preferred in communicating emotional benefits. Question 10 asses how the relationship may be strengthened through promotional material to create Loyal relationships. Most managers did not agree that promotional material creates loyalty (question 8); however, agreement with question 10 shows that by adapting the language of promotional material, though it may not directly affect loyalty, the extra effort is

recognized by clients. This may help to establish affective ties that may potentially lead to Loyalty in the future.

Managers felt that adapting promotional material would strengthen levels Trust and Affective Commitment to help facilitate Loyalty among business customers. To appear as a global company, the language of promotional material should be adapted to help create an emotional bond. This is consistent with the managerial opinions expressed for question 4. The more specific the company makes promotional material using local language, the more affective the material will be in communicating commitment to clients. The use of the local language in promotional material reflects cultural awareness and respect with the perception that XXX invests more into the relationship by putting forth extra effort to adapt the material. This is especially relevant to provide a competitive edge among competitors that use standard English material. Promotional material is preliminary and when using the local language, it initially creates a better liking to the material and opens the door for creating relationships. Adapting the language further yields against the message the company hopes to communicate being lost in translation.

Evaluation of RQ3: There is a direct positive relationship between adapting the local language(s) of promotional material and customer loyalty among global partners.

As mentioned, managers believe that the use of promotional material can create affective ties among clients and that the native language is preferred in communicating emotional benefits. When asked if the relationship may be strengthened through promotional material to create Loyal relationships (question 8), managers believed Loyalty to be experienced based and not directly associated with promotional material. Managers did agree; however, that adapting the language of promotional material, though it may not directly affect Loyalty, establishes affective ties that may potentially lead to Loyalty in the future. It may therefore be determined that adapting the promotional material does not directly impact Loyalty among global partners. The statement provided for H3 could then be reworked to state that: There is an indirect positive relationship between adapting the local language(s) of promotional material and the creation of affective ties that facilitate loyalty among global XXX partners.

V.CONCLUSIONS

This study has addressed the effects of promotional material in the development of affective ties (Trust and Commitment) and the possible impact on customer Loyalty. From this study, some key points have been identified to conclude research results. These key findings are identified below to be followed by the acknowledgement of some limitations, the presentation of Managerial Implications for all CRO in healthcare industry, and finally the provision of closing and further research that will broaden the scope of this paper.

These are findings considered to be most significant in the conclusion of this research:

1. Cognitive and factual material should be presented to new clients. More detailed material, to focus on relationship benefits, should be provided for existing clients.

2. Delivery of promotional material in person to new clients helps facilitate Trust initially and sets a standard for the remainder of the business relationship. Physical presentation of material is preferred more by international managers and US managers place more importance on urgency of delivery and convenience when presented electronically.

3. Personal interaction, such as the physical presentation or follow-up thereafter, should be used in accompaniment with promotional material. This supports the idea that promotional material potentially sets the pace to initiate affective ties in a relationship to be developed through personal interaction.

4. It is easier to communicate capabilities and relationship benefits when using the native language and English promotions are able to do this for countries with English as a primary language. XXX is also more established in some countries which may allow for easier acquisition of Trust and Loyalty.

5. The use of the English language may be perceived differently among different cultures based on the symbolic, rather than literally meaning, that it represents.

6. Promotional material does not alone create Loyalty, which is achieved through previous satisfactory experience. Adapting the language of promotional material, though it may not directly affect Loyalty, demonstrates extra effort that is recognized by clients. This may help to establish affective ties that may potentially lead to Loyalty in the future.

One important limitation to this study is obviously related to the sampling method: a larger number of participants would have been more representative of the overall opinion of international managers. This study would further benefit by interviewing more managers located outside of the US. Of the 12 managers that were interviewed for this study, 7 were located within the US. Interviews with managers from all major regions of operation (Asia Pacific, Africa, Europe, Latin America, Middle East, and North America) would have allowed for a better overall opinion relative to cultural variations that may have been more evident when evaluating results.

Another limitation is the lack of direct feedback from customers receiving the promotional material. While managerial interpretations of how promotional material was perceived by clients was beneficial, direct feedback would have provided a more realistic interpretation through personal testimony applicable to XXX clients. This would identify directly the differentiations among partner specific, cultural, and geographical tendencies to then be applied to the option of adapting promotional material. Managerial opinions provided a general view of how promotional material may be viewed, but opinions from real clients would allow for specific and applicable recommendations to then be tailored to participating clients and possibly those clients sharing similar characteristics, cultural backgrounds or location depending on results.

From managerial responses, it is apparent that the majority of managers interviewed are not aware of a system for monitoring effectiveness of promotions within the CRO subsegment of the healthcare industry. While this may be in place, it is not clearly communicated across departments. Known trends in responsiveness to promotional material could allow for managers to reconsider or implement particular types of promotional material through particular methods of delivery. If a system has not been implemented one should be developed and communicated across departments. Promotional material should be monitored according to preferred types and methods of delivery. This may identify possible trends and improvements when delivering material to clients.

The type of promotional material used for new customers should be more factual in content with detailed material provided regarding specific relationship benefits according to individual partner. Several managers also mentioned that the actual type of

promotional material, whether it be newsletters, brochures, whitepapers, sells sheets, etc. should be varied in order to appeal to customers. There is a need for a wide range of materials to be used because different messages need to be communicated according to the client. If possible, it may also be more beneficial to present this material in person if the client is new or if it is preferred by the client.

Perhaps one of the most significant findings was that which was proven through RQ1. From managerial opinions it was agreed that "Partners in countries where English is the standard language are more loyal to XXX when presented standard English promotional material." As mentioned, it is easier to communicate capabilities and relationship benefits when using the native language and English promotions are able to do this for countries with English as a primary language. Also, as proven in RQ2, adapting the language believed to be perceived positively among business clients to show extra effort on the part of the company when building business relationships. For these reasons, managers should consider adapting promotional material according to the local language used by international business clients. Significant research should be conducted through extension of this study to evaluate which customers in which locations would prefer locally adapted material and the content to which should be included. Translated material should be reviewed prior to distribution by a manager or professional that is completely fluent in the native tongue by which promotions are being adapted. If the material is not translated effectively, because different dialects or variation of language are attributed to different countries, then this may have a negative effect. If discrepancy or error exists when translating the language then promotions should remain in English. Managers should consider providing both English and locally adapted versions to then gather feedback according to which version the client prefers for future implementation.

Further research would develop additional hypotheses relevant to direct connection with what languages should be used among different cultures and differing perspectives of Trust, Commitment and Loyalty among various cultures. Additional cultural tendencies, to incorporate studies done by theorists such as Hofstede (1980), could further analyze the behavioral tendencies among various cultures to then be connected with language more directly and its influence among various countries/cultures where business is conducted. The conceptual model could be expanded to incorporate cultural differences

according to Hofstede's cultural dimensions (1980) and also more directly assess credibility, expertise and Quality services as components contributing to the development of affective ties, Satisfaction and behavioral intentions in business relationships.

Direct feedback from clients would also allow for more precise and applicable results. Rather than conduct interviews, focus groups would allow for customers to speak freely about the use of promotional language and its affects on business relationships. By providing both standard English and adapted promotional material to clients, by whom English is not their native language, feedback could be provided according to client's personal preference. This could be applied for international managers as well if clients are not accessible. The aim of this focus group would be to gauge clarity and initial reaction when provided both types of material.

REFERENCES

Abdul-Muhmin, A. G. (2005) "Instrumental and interpersonal determinants of relationship satisfaction and commitment in industrial markets", Journal of Business Research, Vol. 58, No. 5, pp. 619-628

Anderson, J.C. and Narus, J.A. (1990), "A model of distributor firm and manufacturer firm working partnerships", Journal of Marketing Research, Vol. 54, pp. 42-58.

Berry, L.L. (1983), "Relationship marketing", in Berry, L.L., Shostack, G.L. and Upah, G. (Eds), Emerging Perspectives on Services Marketing, American Marketing Association, Chicago, IL, pp. 25-8.

De Mooij, M. (2005), Global marketing and advertising: Understanding cultural para- doxes (2nd ed.). Thousand Oaks, CA: Sage.

Dick, A.S. and Basu, K. (1994), "Customer loyalty: Toward an integrated conceptual framework", Journal of the Academy of Marketing Science, Vol. 22 (2), 99-113.

Fornier, S. (1994), "A Consumer-based Relationship Framework for Strategic Brand Management", published PhD dissertation, University of Florida.

Geyskens, I. and Steenkamp, J.B. (1996), "An investigation into the joint effects of trust and interdependence on relationship commitment", EMAC Proceedings, Paris, pp. 351-71.

Grönroos, C. (1997). "From marketing mix to relationship marketing- towards a paradigm shift in Marketing", Management Decision, Vol. 35 (4), 322-339.

Hallowell, R. (1996), "The relationships of customer satisfaction, customer loyalty, and profitability: an empirical study", International Journal of Service IndustryManagement, Vol.7, No.4, 1996, pp. 27-42.

Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, W.E. Jr and Schlesinger, L.A. (1994), "Putting the service profit chain to work", Harvard Business Review, March-April, pp. 105-11.

Hewett, K. and Bearden, W.O. (2001) "Dependence, Trust, and Relational Behavior on the Part of Foreign Subsidiary Marketing Operations: Implications for managing global marketing operations", Journal of Marketing, Vol. 65, No. 4, 51-66.

Hofstede, G. (1980). Culture's consequences: International differences in work-related values. Beverly Hills, CA: Sage.

Hornikx, J., Van Meurs, F. and De Boer, A. (2010), "English or a local language in advertising?", Journal of Business Communication, Vol. 47, No. 2, 169-188

Kumar, N., Hibbard, J.D. and Stern, L.W. (1995), "The Nature and Consequences of Marketing Channel Intermediary Commitment", MSI Working Paper, Report No. 94-115.

Loo, J. (2010) "Standard & Poor's Stock Report: Pharmaceutical Product Development Inc", McGraw Hill Companies, Inc.

Morgan, R.M. and Hunt, S.D. (1994), "The commitment-trust theory of relationship marketing", Journal of Marketing, Vol. 58 No.3, pp.20-38.

Okazaki, S., Taylor, C.R. and Zou, S. (2006), "Advertising standardization's positive impact on the bottom line", Journal of Advertising, vol. 35, no. 3 pp. 17–33.

Payne, A., Holt S. and Frow P. (2001), "Relationship value management: Exploring the integration of employee, customer and shareholder value and enterprise performance models", Journal of Marketing Management, Vol. 17, 785-817.

Puntoni, S., De Langhe and Van Osselaer, S. M. J. (2009) Journal of Consumer Research, Vol. 35 No. 6, 1012-1025.

Ravald, A. and Grönroos, C. (1996), "The value concept and relationship marketing", European Journal of Marketing. Vol. 30. No. 2, 19-30.

Reicheld, F.F. and Sasser, W.E. Jr (1990), "Zero defections comes to services", Harvard Business Review, September-October, pp. 105-11.

Shuchman, M. (2008), "Commercializing Clinical Trials", The New England Journal of Medicine.

Storbacka, K., Strandvik, T. and Grönroos, C. (1994), "Managing customer relationships for profit: the dynamics of relationship quality", International Journal of Service Industry Management, Vol. 5 No. 5, pp. 21-38.

Ulaga, W. and Eggert, E. (2006), "Relationship value and relationship quality: Broadening the nomological network of business-to-business relationships", European Journal of Marketing, Vol. 40, No. 3, 311-327.

Wetzels, M., De Ruyter, K. and Van Birgelen, M. (1998), "Marketing service relationships: the role of commitment", Journal of Business & Industrial Marketing, Vol. 13, No. 4, 406-423

Williamson, O.E. (1985), "The Economic Institutions of Capitalism", The Free Press, New York

APPENDIX A

1.What promotional material is most important in communicating relationship benefits and emotional ties for Relationship Marketing?

  (a) Points are provided below to aid in your explanation.

- Types of promotional material?
- Different for new and existing clients?

2.How is promotional material delivered or made available (Physically, by whom, electronically, by mail, website, other)?

  (a) Points are provided below to aid in your explanation.

- When/ how frequently delivered?
  - Regularly scheduled newsletters/promotions?
  - Need basis?
- Different for new and existing clients?
  - One method of delivery perceived as more effective than others?

3.XXX effectively monitors interpretation of promotional material.

(g) Please justify your response.

4.The use of the native language more effectively communicates the emotional benefits of healthcare research and development capabilities that XXX provides

(a) Please justify your response. Points are provided below to aid in your explanation.

- Stronger levels of trust and commitment?
- Perceived cultural awareness/respect?

5.XXX's promotional material creates trust among business partners.

(a) Please justify your response. Points are provided below to aid in your explanation.

- Understanding of expertise/credibility?
- Understanding of benevolence and relationship benefits?

6.Levels of trust differ according to the country/culture where English is a primary or secondary language.

(a) Please justify your response. Points are provided below to aid in your explanation.

- XXX has a stronger presence in specific countries: More aware of capabilities?
- Is trust more quickly developed where English is the primary language.
- Easier understanding of expertise and relationship benefits for countries with English as a standard?
- Levels of trust differ according to the partner or type of service/therapeutic area of study and rather than the country/culture of operation?
  - New partners/long standing relationships
  - Size
- New/Old business

7.XXX uses promotional material to create affective commitment in business relationships.

  (a) Please justify your response. Points are provided below to aid in your explanation.

- Emotional or factual context of promotional material?
  - Values are identified according to customer desires?
  - Difference in shared values for different countries?

8.XXX uses promotional material to create loyal relationships.

  (a) Please justify your response. Points are provided below to aid in your explanation.

- Repeat Patronage/ Long standing relationships
- Word of mouth/ reputation
- Acquisition of new relationships from word or mouth

- Dependent on services provided/ therapeutic area

9.Levels of loyalty differ according to the country/culture where English is a primary or secondary language.
  (a) Please justify your response. Points are provided below to aid in your explanation.
    - XXX has a stronger presence in specific countries: More aware of capabilities?
    - Easier understanding of expertise and emotional relationship benefits for countries with English as a standard?
    - Levels of loyalty differ according to the partner or type of service/therapeutic area of study and rather than the country/culture of operation?
      - New partners/long standing relationships
      - Size
      - New/Old business

10.Adapting the language of promotional material for partners where English is not a standard would create stronger relationships and loyalty among business customers.
  (a) Please justify your response. Points are provided below to aid in your explanation. Affective ties (trust and commitment)
    - Communication/ understanding of service benefits?
    - Mutual understanding and respect of culture?
    - Relationships differ according to the partner or type of service/therapeutic area of study rather than the country/culture of operation?
      - New partners/long standing relationships
      - Size
      - New/Old business