

## PREFERENCE OF FORMS OF CUSTOMER LOYALTY PROGRAMS BY CLIENTS OF INTERNET PHARMACIES

Hana Lostakova<sup>1</sup>, Marketa Curdova<sup>2</sup>

*University of Pardubice, Studentska 95, 532 10 Pardubice, Czech Republic*  
*Email: <sup>1</sup>hana.lostakova@upce.cz; <sup>2</sup>marketa.curdova@upce.cz*

**Abstract.** Tough market changes require new trading directions to go in servicing the target markets. In particular, it is about offering new ideas, emotional and symbolic values strengthening relationships of shoppers to the company and brand and increasing their loyalty. This also applies to pharmaceutical products. The need to employ non-traditional forms of work with the market and sales promotion of OTC drugs and pharmaceuticals and nutritional supplements is also caused by the fact that in the last 3 years the sale of these products started to dynamically develop on the Czech market through Internet pharmacies. Nevertheless, effort to comprehensively meet the needs and wishes of customers and strengthening of relationships with them require the use of such innovative practices and tools in the electronic commerce environment that lead to increased loyalty of e-shop customers. The article defines appropriate forms of increasing customer loyalty with clients of online pharmacies and summarizes the results of quantitative marketing research among these clients, whose aim was to map out clients' perceptions of the usefulness and importance of various tools of sales support and elements of building their loyalty to an online pharmacy. The research was aimed at exploring the perception of different forms of loyalty programs.

**Keywords:** customer loyalty, forms of customer loyalty programs, e-shop with pharmaceutical products, clients' perception of forms of customer loyalty programs.

**Jel classification:** M31

### 1. Introduction

Bricks-and-mortar pharmacies in the Czech Republic have a long tradition, based primarily on the quality of consultancy, precision in dispensing of drugs, preparation of individually manufactured drugs and communication with patients on a professional level. The trend of bricks-and-mortar pharmacies is on the decline and with the gradual global digitalization they are suppressed by a strong medium, which is the Internet. In the Czech Republic, more and more online pharmacies are thus established, when in 2000 the first Internet pharmacy was launched and over the years their number grew exponentially up to 153 Internet pharmacies at the end of November 2011 (SUKL 2011).

Patients search for information on the Internet by themselves and study the details of not only treatment methods but also of medicines, OTC drugs and pharmaceuticals and food supplements. Marketing communication on the Internet cannot be just one-sided information to customers, but it has to be turned into a two-way communication while establishing a dialogue with customers. The Internet allows this change in the marketing communication with customers and with information

from customers there can be significant improvements in the supply of products and services. Marketing on the Internet is affected by the steadily increasing number of Internet users and a growing ability to use the possibilities the Internet offers. The exclusive legal sale through bricks-and-mortar pharmacies is dispensing of medicines on prescription. The OTC drugs and pharmaceuticals and dietary supplements, however, can be sold through Internet pharmacies and have already become very popular and desirable range of Internet sales.

When dispensing drugs and dietary supplements in the bricks-and-mortar pharmacy, certain collaboration with clients and feedback from them is the necessary condition for the principles of correct expedition practice in the pharmacy. Most operators of Internet pharmacies, however, are unaware of this fact, and so far have not worked with clients of online pharmacies too much. It also introduces various loyalty programs for customer retention and their recurring shopping with them. Operators of Internet pharmacies with few exceptions usually use online sales only as a supplement to the bricks-and-mortar pharmacies without any care for the customers. However, it is becoming apparent that the application of new trends in mar-

keting such as creating and strengthening relationships with clients in the online pharmacies is an indispensable condition for the positive development of online business. It is necessary to understand what are the needs, requirements and wishes of the customers of those pharmacies. It is necessary to discover how we can increase the value of supply and services to these clients. This value should be the main concern of all the Internet marketing activities. The main reason is the finding that the value passed to customers leads to customer loyalty and that loyalty and profits are linked to the value created for customers (Powers 2008; Lostakova *et al.* 2009).

Purchasing products over the Internet in the Czech Republic is still developing in a number of industries, including pharmaceutical products. The success of sales through this distribution and communication channel will depend on the ability to know what the higher value of supply and services is to mean in the customers' perspective, how customers can be more attracted to this distribution channel and led to higher and recurring purchases. It will also depend on the ability to apply new and novel ways and forms of marketing communication, sales, customer care and strengthening relations with them in an online environment.

So, the aim of the article is to map out clients' perceptions of the usefulness and importance of various tools of sales support and elements of building their loyalty to an online pharmacy. Methods used: literature analysis, quantitative marketing research.

## **2. Changes in the concept of customer value and its components and loyalty programs**

Over the years the concept of customer value has been constantly extending with new knowledge. From a simple comparison of two quality characteristics and price (Zeithaml 1988) through the evaluation of the whole "package" of benefits gained against all costs spent (Woodruff 1997) to the current inclusion of the value in personal experiences and life philosophy of customers (Ulaga 2003; Khalifa 2004; Walker *et al.* 2006; Campagnolo, Camuffo 2010).

By all definitions, the customer value is customer-oriented, because it is always the customer who decides what is valuable and what is not. The customer value is also always associated with a product or service. From this perspective, the value can be seen as the customer's personal view of the quality, price and subjective evaluation of all the benefits and sacrifices resulting from the acquisition, possession and use of the product or service. If the customer perceives greater benefits

gained than the sacrifices incurred, the value is created. The value for the customer thus represents the main reason why people buy what they buy. Proper understanding of the cause thus allows creating a mutually beneficial relationship between the customer and manufacturer and building a concept of most successful business on the market (Woodruff, Gardial 1996).

Currently, the customer value is seen as an integrated configuration that creates a complete model of customer value. (Sudarsanam 2003; Khalifa 2004; Kowalkowski 2011). Customer value goes for products and services and as such it should come from an emphasis on products and services to a wider and more comprehensive basis of customer satisfaction and pleasure by inserting those products and services to the experience generally meaningful to the customer. Therefore, such elements should be incorporated into the shape of products and services that are associated with the overall customer experience that creates or enhances the value. On the contrary, elements that reduce it should be identified and eliminated.

This is reflected also in the preference of the customer value attributes that form the determining basis for the customer value perception. Increasingly accented is the multidimensional concept of customer value, which points to a number of attributes associated with the customer value, allowing revealing better how the customer derives benefits from products and services offered in real life.

Different authors defined different dimensions of customer value, or more precisely they defined a different content of some dimensions.

Sheth and Uslay (2007) distinguished a functional dimension, arising from product features that create a functional, practical or physical performance of the product, and an emotional dimension as a benefit from the properties of the product or service that encourage feelings or affective states of the customer, and finally a symbolic element as a motivator of purchase with the ability of self-expression. Nevertheless, the attributes of the symbolic dimension of customer value can be combined with all other components of customer value (Rintamaki *et al.* 2007).

Smith and Colgate (2007) attempted to define the customer value attributes analogically with regard to possibilities to differentiate offers of individual manufacturers. Their conceptual framework groups the customer value attributes into the following four categories:

- Functional/instrumental – assesses what are the characteristics of the product and how it performs the function demanded by the customer. Within this category, customer value

attributes may be assessed from three perspectives. The first is correctness, accuracy and appropriateness of features, functions and parameters of the product. The second aspect is the manner of product performance or activities. The last aspect then assesses the level of achievement of the desired consequences of the product consumption.

- Experiential/hedonic – relates to the degree of fulfilment of experience, feelings and impressions as required by the customer. Attributes of this category create value for customers by affecting their sensory components, creating emotional value or building social relations, business relations, personal interactions and trust.
  - Symbolic/expressive – deals with the degree of psychological importance that the customer attaches to a product or service. It is then possible to create value for customers through enhancing their self-confidence, personal and social significance and allowing the customer to express his/her personality, taste and personal values.
  - Costs/sacrifice – relates to the economic cost, personal time and energy customer losses and his/her psychological distress, perceived risk associated with the purchase, ownership and use of the product and creating customer convenience.
- In today's hyper-competitive environment, however, product-based or process-based sources of competitive advantages are quickly imitated by competitors and to maintain customers a constant innovation of the customer value associated especially with services and relations is essential. What is necessary to pay attention to was outlined by Lappiere (2000):
- Alternative solution - associated with the product - includes a range of assortment offered, the ability to customize the offer according to customer needs and willingness to help solve customer problems.
  - Product quality - associated with the product - is characterized by endurance, reliability, performance and continuous improvement of products.
  - Custom-made product – associated with the product – presents the ability to create a product for customers with unique properties according to exact customer requirements.
  - Helpfulness - associated with the services - is characterized by willingness to provide rapid response and resolution to customer problems, listen to the customer and visit the customer in order to better understand his/her needs.
  - Flexibility - associated with the services - is explained as the ability to customize suppliers' products or services to unforeseen events and the ability to provide "stopgap" product or service.
  - Reliability - associated with the services - is determined by accuracy and timeliness of payments, the ability to do things in due manner and time and the ability to keep promises.
  - Technical competence - associated with the services - defined by creativity, professional competence, or way of using technology.
  - Image – associated with the relationship - is established by reputation, credibility of the supplier.
  - Trust - associated with the relationship - is created by precision and veracity of the information provided, fulfilling promises, honesty to the customer, etc.
  - Solidarity with customers - associated with the relationship - is determined by the willingness to provide the customer with assistance in solving problems, sharing of problems arising from cooperation, willingness to satisfy the customer beyond the contract.
  - Price - associated with the product and service – includes the prices of purchased products and services, or competitive impact on the customer associated with the level of prices he/she has to spend, etc.
  - Time, effort, energy - associated with the relationship - represents the number of meetings required for the contract to be concluded, energy expended in dealing with customers, time and effort spent in training the customer's employees etc.
  - Conflict - associated with the relationship - is defined by the frequency of quarrels or disagreements with the client in the issues related to achieving goals.

Many authors in response to these findings point out that intangible attributes of customer value are becoming more and more important, because they are difficult for the competition to imitate and create assets leading to deepening relationships with customers and increasing their loyalty (Woodruff, Flint 2006; Woodside *et al.* 2008; Baron, Harris 2010; Chang, Hong 2011; Wallenburg, Lukassen 2011; Davidavičienė, Meidutė 2011). One way to get an updated value for the customer thus becomes strengthening of capacity of the company and its workers to build strong relationships with customers as an inherent part of the offered products and services of the company that lead to strong and beneficial partnerships among all the subjects of the value network

(Kourdi 2011; Anvuur *et al.* 2011) and to strengthening of relationships culture (Ginevičius, Vaitkūnaite 2006). The different forms of loyalty programs play very important role in the process of creating intangible attributes of customer value associated with the relationships.

Customer value attributes from the relationships established are defined by the following benefits (Tracey *et al.* 2011):

- Benefits of reliability - reflecting the customer's reduced perception of anxiety and increased comfort from knowing what he/she can expect from the purchased product or service of the producer. It represents the desire of customers for a stable relationship with the company and confidence in the goods purchased.
- Social benefits - are defined as benefits that the customer gains from the emotional aspect of the relationship, such as personal recognition, familiarity, friendship and others. Social benefits strengthen the relationship between the manufacturer and the customer, and his/her willingness to stay.
- Benefits of special treatment - the benefits that the customer gains from companies with the establishment of the relationship. These benefits relate to, for example, pricing proposal, faster services or their individual realization. This group of benefits leads customers to the rejection of competing products or services while expecting special treatment if needed.

Creating customer value within the relational component has become increasingly more important in recent years. Current research shows that developing and maintaining long-term, mutually beneficial relationships brings businesses benefits from the stability of customers while having a positive effect on the creation of customer loyalty to the company (Dagger, O'Brien. 2010). Benefits for the company consist mainly of reduced transaction costs, increased sales of products and services and strengthened competitive position in the market.

Staff of institutions play a key role in strengthening customer relationships who come into contact with customers, negotiate with him/her and provide him/her with services (although in the case of online consultancy and purchase only virtually). It is therefore necessary to pay great attention to their selection and subsequent improvement of their skills, improvement of abilities and skills in the care of clients (Nguyen, Nguyen 2011). In doing so, it is necessary to establish and deepen relationships not only with instant customers, but also with customers of these

customers up to the end consumers and engage other entities in their satisfaction who will help to increase the customer value from the strategic point of view and strengthen their loyalty (Sherer 2005; Rundh 2011). It cannot be done without customer value co-creation through a close collaboration with customers and other stakeholders of the value network (Vesel, Zabkar 2010).

### **3. Quantitative research into preferences of different forms of loyalty programs from the perspective of clients of Internet pharmacies**

#### **3.1. Objective and method of the research**

The objective of the quantitative marketing research was to identify both the shopping process in an online pharmacy and the preferences of different forms of care, support and strengthening of relations from the perspective of clients, including their perceptions of loyalty programs. Furthermore, results are summarized only for a part of the second thematic range of the research dedicated to the preferences of different types of loyalty programs. We carried out this quantitative research in September 2011. By a simple random selection 1,200 customers were chosen of an Internet pharmacy from the population of 5,630 clients. Its owner also operates a bricks-and-mortar pharmacy in the centre of Prague and also runs a private clinic for overweight reduction, modification of metabolism and healthy lifestyle. The research was conducted by Internet polling. 761 clients returned the completed questionnaire, representing a 63.4% return of questionnaires. The data were processed and analyzed using the IBM SPSS Statistics.

#### **3.2. Results of the research**

It was first examined, which forms of loyalty programs would make them recur to buy in the Internet pharmacy. The respondents had an opportunity to choose a number of forms of loyalty programs. These were the following forms of loyalty programs:

1. Consistently higher discount on the next purchase for a certain amount of points that are added for previous purchases.
2. Gifts with future purchases for a certain amount of points (credits) obtained from previous purchases.
3. Instant acquisition of a gift for a certain completed amount with a current purchase.
4. Instant discount for a certain completed amount with a current purchase.
5. Discount for a certain completed amount in the previous purchase provided with a current purchase.

The first two forms are long-term loyalty programs because customers repeatedly for cumulative amounts of purchases subsequently receive a permanent discount or gift with every next purchase. The other three forms of programs represent rather short-term incentives for buying a certain amount, either directly for purchases over a certain amount they get a discount or gift or they get a discount with the next purchase. The results of the own research are summarized in Table 1 - 12.

**Table 1.** Frequencies of preferred forms of loyalty programme

Preferred forms of loyalty programme	Responses		Percent of Cases
	N	Percent	
Consistently higher discount on next purchase for summed points (credits)	149	14.0 %	19.7 %
A gift can be chosen for summed points in a certain amount	96	9.0 %	12.7 %
You will instantly get a gift	132	12.4 %	17.5 %
An instant discount for a certain completed amount	167	15.7 %	22.1 %
Discount from a previous purchase	325	30.5 %	43.0 %
Loyalty programs do not influence me when purchasing	195	18.3 %	25.8 %
Total	1064	100.0 %	140.9 %

The research showed that customers tend to prefer shorter term incentives than long-term loyalty programs for repeat purchases. As for the short-term forms of sales promotion, 43 % of them would be made to recur for purchase by a discount on the next purchase for a certain completed amount with a current purchase, 22% of clients obtaining an instant discount for a certain completed amount with a current purchase and 17% of clients obtaining an instant gift for a certain completed amount with a current purchase. As you can see, a discount off the purchase value is more attractive for the clients than a gift. In fact, more than one fourth of the clients stated that they were not influenced by loyalty programs. As for constant rewards for longer-term purchases, the clients of online pharmacies give somewhat higher preferences to permanent discounts than to permanently given gifts (20 % of the clients would like to see consistently higher discount on next purchases for a certain amount of points that are added for previous purchases and 13 % of the clients obtaining gifts with next purchases for a certain amount of points (credits) obtained from previous purchases).

**Table 2.** The importance of forms of loyalty programs

Forms of loyalty programmes	N Valid	Mean	Std. Deviation
Consistently higher discount on next purchase for summed points (credits)	712	3.24	1.163
A gift can be chosen for summed points in a certain amount	704	2.48	1.059
You will instantly get a gift	708	2.74	1.226
An instant discount for a certain completed amount	711	3.52	1.162
Discount from a previous purchase with a current purchase	723	3.18	1.020

The fact that gifts are less important to the clients than discounts, both short and long term ones, is also revealed by the results of the into the importance of forms of loyalty programs to clients, measured on a 1-5 scale, where 1 meant “not at all important” and 5 “extremely important”.

**Table 3.** The importance of the program “Consistently higher discount on next purchase for summed points”, by gender

Level of Importance	Gender	
	Male	Female
Not at all important	11.0 %	8.4 %
Rather unimportant	16.7 %	15.7 %
Moderately important	32.5 %	29.9 %
Rather important	27.8 %	30.1 %
Particularly important	12.0 %	15.9 %
Total	100.0 %	100.0 %

**Table 4.** Chi-Square test of dependency of importance of the “Permanent Discount for Points” on gender

Statistics	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.086 <sup>a</sup>	8	0.748
Likelihood Ratio	5.687	8	0.682
N of Valid Cases	712		

The importance of certain types of loyalty programs vary by gender. In terms of perception of the importance of loyalty programs that promise discounts, there is no significant difference between men and women (as follows from the hypothesis testing using Pearson’s Chi-Square test). By contrast, in terms of perception of the importance of loyalty programs promising a gift, there is a significant difference between men and women at the level of significance 0.95; women are more sensitive to gifts. Analogically, dependence was not confirmed of perception of the importance of other programs containing discounts on gender.

**Table 5.** The importance of the program “For certain points you can choose a gift” by gender

Level of Importance	Gender	
	Male	Female
Not at all important	23.6 %	19.0 %
Rather unimportant	36.1 %	28.0 %
Moderately important	28.4 %	34.3 %
Rather important	9.1 %	15.5 %
Particularly important	2.9 %	3.3 %
Total	100.0 %	100.0 %

**Table 6.** Chi-Square test of dependency of the importance of the program “Gift for the sum of points” on gender

Statistics	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16,923 <sup>a</sup>	8	0,031
Likelihood Ratio	19,241	8	0,014
N of Valid Cases	704		

Similarly, dependence was confirmed of perception of the importance of the loyalty program “A gift instantly at a certain level of purchase” on gender. Also in this case, there were differences between men and women, when women preferred the instant acquisition of the gift more than men. Furthermore, it was tested whether perception of the importance of different types of loyalty programs changes by age.

While the perceived importance of loyalty programs “Permanently higher discount for the sum of points” and “A gift for the sum of points,” which truly reflect the support of the client’s long-term purchases in the Internet pharmacy is not dependent on age, the perceived importance of other forms of loyalty programs, consisting in a reward to customers for a purchase in process or right in the next purchase, changes with age. These short-term stimuli tend to be preferred by younger age groups (Table 7-12).

Furthermore, it was tested whether perception of the importance of different types of loyalty programs changes by education.

**Table 7.** The importance of the program “A gift instantly” on age (column percentages)

Level of Importance	Age in years				
	Up to 20	21 - 35	36 - 50	51 - 65	66 and more
Not at all important		11.1%	15.4%	24.2%	27.3%
Rather unimportant		16.7%	22.8%	27.1%	28.8%
Moderately important		32.5%	32.0%	27.1%	30.3%
Rather important	50.0%	24.6%	19.1%	14.9%	6.1%
Particularly important	50.0%	15.1%	10.8%	6.7%	7.6%
Total (%)	100.0	100.0	100.0	100.0	100.0

**Table 8.** Chi-Square test of dependency of the importance of the program “A gift instantly” on age

Statistics	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.829 <sup>a</sup>	16	0.001
Likelihood Ratio	41.815	16	0.000
Linear-by-Linear Association	33.032	1	0.000
N of Valid Cases	704		

**Table 9.** The importance of the program “Instant discount after a certain amount is reached” on age )

Level of Importance	Age in years				
	Up to 20	21 - 35	36 - 50	51 - 65	66 and more
Not at all important		2.4%	5.8%	7.7%	16.2%
Rather unimportant		12.9%	7.5%	12.9%	16.2%
Moderately important	50.0%	28.2%	24.1%	31.4%	22.1%
Rather important	50.0%	33.1%	36.9%	25.1%	32.4%
Particularly important		23.4%	25.7%	22.9%	13.2%
Total	100%	100%	100%	100%	100%

**Table 10.** Chi-Square test of dependency of the importance of the program “Instant discount after a certain amount is reached” on age

Statistics	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.382 <sup>a</sup>	16	0.009
Likelihood Ratio	32.903	16	0.008
Linear-by-Linear Association	11.815	1	0.001
N of Valid Cases	706		

**Table 11.** The importance of the program “Discount on previous purchase” by age

Level of Importance	Age in years				
	Up to 20	21 - 35	36 - 50	51 - 65	66 and more
Not at all important		4.0%	4.9%	5.7%	11.8%
Rather unimportant		11.2%	18.4%	17.1%	23.5%
Moderately important		34.4%	44.3%	43.6%	29.4%
Rather important	100%	33.6%	23.0%	25.0%	26.5%
Particularly important		16.8%	9.4%	8.6%	8.8%
Total	100%	100%	100%	100%	100%

**Table 12.** Chi-Square test of dependency of the importance of the program “Discount on previous purchase” on age

Statistics	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.063 <sup>a</sup>	16	0.018
Likelihood Ratio	28.326	16	0.029
Linear-by-Linear Association	11.408	1	0.001
N of Valid Cases	719		

A dependence of the perceived importance of education came into view only for one type of long-term loyalty programs, namely with the “Permanently higher discount for the sum of points for previous purchases,” however the number of respondents in different combinations of importance and education category was too small to allow confirming this dependence.

#### 4. Conclusions

The development of e-commerce in recent years has broken through in the branch of pharmacies too, as in recent years the number of Internet pharmacies has been exponentially increasing and currently there are 253 e-shops operating on the OTC drugs and dietary supplements market in the Czech Republic. Operators of online pharmacies look for ever new forms to attract and retain their clients. One of the tools for acquiring and retaining customers is loyalty programs.

The quantitative research among 761 clients of one of the online pharmacies, selected by simple random sampling, showed that customers tend to prefer shorter term incentives than long-term loyalty programs for repeat purchases. As for the short-term forms of sales promotion, 43 % of them would be made to recur for purchase by a discount on the next purchase for a certain completed amount with a current purchase, 22 % of clients an instant discount for a certain completed amount with a current purchase and 17 % of clients obtaining an instant gift for a certain completed amount with a current purchase. As you can see, a discount off the purchase value is more attractive for the clients than a gift. In fact, more than one fourth of the clients stated that they were not influenced by loyalty programs. As for constant rewards for longer-term purchases, the clients of online pharmacies give somewhat higher preferences to permanent discounts than to permanently given gifts (20 % of the clients would like to see consistently higher discount on next purchases for a certain amount of points that are added for previous purchases and 13 % of the clients obtaining gifts with next purchases for a certain amount of points (credits) obtained from previous purchases).

In testing whether the perception of loyalty programs varies by gender, the research has shown that in terms of perception of the importance of loyalty programs that promise discounts, there is no significant difference between men and women. By contrast, in terms of perception of the importance of loyalty programs promising a gift, there is a significant difference between men and women at the level of significance 0.95; women are more sensitive to gifts. While the perceived importance of loyalty programs “Permanently higher discount for the sum of points” and “A gift for the sum of points,” which truly reflect the support of the client's long-term purchases in the Internet pharmacy is not dependent on age, the importance of other forms of loyalty programs, consisting in a reward to customers for a purchase in process or right in the next purchase, changes with age. These short-term stimuli tend to be preferred by younger age groups. Furthermore, it was tested whether perception of the importance of different types of loyalty programs changes by education. A dependence of the importance of education came into view only for one type of long-term loyalty programs, namely with the “Permanently higher discount for the sum of points for previous purchases,” however the number of respondents in different combinations of importance and education category was too small to allow confirming this dependence.

The research has revealed valuable information that can be used in designing loyalty programs to increase the loyalty of customers of Internet pharmacies.

#### Acknowledgements

The authors thank for the financial support provided by the Grant Agency of the Czech Republic under the project No 403/12/1279 “Tools for strengthening the long-term relationships with customers based on integration and cooperation of value network subjects.”

#### References

- Anvuur, A.M.; Kamaraswamy M.M.; Mahesh G. 2011. Building relationally integrated value networks (RIVANS), *Engineering Construction and Architectural Management* 18(1): 102-120. <http://dx.doi.org/10.1108/09699981111098711>
- Baron, S.; Harris, K. 2010. Toward an understanding of customer perspectives on experiences. *Journal of Services Marketing* 24(7): 518-531. <http://dx.doi.org/10.1108/08876041011081078>
- Campagnolo, D., Camuffo, A. 2010. The concept of modularity in management studies: a literature review, *International Journal of Management Review* 12(3): 259-283.

- Davidavičienė, V.; Meidutė, I. 2011. Quality of e-logistics in e-commerce: consumer perception, in *10th International Conference "Liberec Economic Forum 2011"*. 19–20 September 2011, Liberec, 2011, 90–100.
- Dagger, T. S.; O'Brien, T. K. 2010. Does experience matter? Differences in relationship benefits, satisfaction, trust, commitment and loyalty for novice and experienced service users, *European Journal of Marketing* 44 (9/10): 1528 – 1552. <http://dx.doi.org/10.1108/03090561011062952>
- Ginevičius, R.; Vaitkūnaite, V. 2006. Analysis of organizational culture dimensions impacting performance, *Journal of Business Economics and Management* 7(4): 201-211.
- Kowalkowski, Ch. 2011. dynamics of value propositions: insights from service-dominant logic, *European Journal of Marketing* 45(1/2): 277-294. <http://dx.doi.org/10.1108/03090561111095702>
- Khalifa, A. S. 2004. Customer value: a review of recent literature and an integrative configuration. *Management Decision* 42(5/6): 645-666. <http://dx.doi.org/10.1108/00251740410538497>
- Kourdi, J. 2011. *Marketing Century: How Marketing Drives Business and Shaped Society*. Chichester: John Wiley & Sons, 272 p.
- Lapierre, J. 2000. Customer-perceived value in industrial contexts, *Journal of Business and Industrial Marketing* 15(2/3): 122-140. <http://dx.doi.org/10.1108/08858620010316831>
- Lostakova, H. et al. 2009. *Diferencované řízení vztahu se zákazníky* [Differentiated customer relationship management]. Prague: Grada Publishing, 268 p.
- Nguyen, T. D.; Nguyen, T. T. M. 2011. Enhancing relationship value between manufacturers and distributors through personal interaction: evidence from Vietnam. *Journal of Management Development* 30 (4): 316 – 328. <http://dx.doi.org/10.1108/02621711111126800>
- Powers, T. L. 2008. A review of the role of satisfaction, quality, and value on firm performance, *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour* 21: 80-101.
- Rintamaki, T.; Kuusela, H.; Mitronen, L. 2007. Identifying Competitive Customer Value Propositions in Retailing, *Managing Service Quality* 17(6): 621-634. <http://dx.doi.org/10.1108/09604520710834975>
- Rundh, B. 2011. Development of customer value in supply chain: managerial thinking about strategic marketing. *Journal of Business & Industrial Marketing* 26(4): 260-272. <http://dx.doi.org/10.1108/08858621111127009>
- Sherer, S.A. 2005. From supply-chain management to value network advocacy: implications for e-supply chains, *Supply Chain Management: An International Journal* 10(2): 77-83. <http://dx.doi.org/10.1108/13598540510589151>
- Sheth, J. N.; Uslay, C. 2007. Implication of the revised definition of marketing: from exchange to value creation, *Journal of Public Policy & Marketing* 26(2): 302-307. <http://dx.doi.org/10.1509/jppm.26.2.302>
- Smith, B. J.; Colgate, M. 2007. Customer Value Creation: A Practical Framework, *Journal of Marketing Theory and Practice* 15(1): 7-23. <http://dx.doi.org/10.2753/MTP1069-6679150101>
- Sudarsanam, P. S. 2003. *Creating value from mergers and acquisitions: the challenges. An integrated and international perspective*. NY: Pearson Education, 593 p.
- SUKL. Report: Number of Internet Pharmacies 2000-2011. Available from Internet: <http://www.sukl.cz/modules/apotheke/search.php>
- Tracey, D.; Meredith, D.; Sandy, N. 2011. Do relationship benefits and maintenance drive commitment and loyalty? *Journal of Services Marketing* 25(4): 273-281. <http://dx.doi.org/10.1108/08876041111143104>
- Ulaga, W. 2003. Capturing Value Creation in Business Relationships: A Customer Perspective. *Industrial Marketing Management* 32 (8): 677-693. <http://dx.doi.org/10.1016/j.indmarman.2003.06.008>
- Vesel, P., Zabkar, V. 2010. Relationship quality evaluation in retailers' relationships with consumers, *European Journal of Marketing* 44(9/10): 1334-1365. <http://dx.doi.org/10.1108/03090561011062871>
- Wallenburg, C. M.; Lukassen, P. 2011. proactive improvement of logistics service providers as driver of customer loyalty, *European Journal of Marketing* 45(3): 438-454. <http://dx.doi.org/10.1108/03090561111107267>
- Walker, R.H.; Johnson, L.W.; Leonard, S. 2006. Rethinking the conceptualization of customer value and service quality within the service-profit chain. *Managing Service Quality* 16(1): 23-36. <http://dx.doi.org/10.1108/09604520610639946>
- Chang, W.; Hong Y. 2011. A mixture model to estimate customer value for e-services, *Kybernetes* 40(1/2): 182-199. <http://dx.doi.org/10.1108/03684921111117997>
- Woodruff, R.; Gardial, S. 1996. *Know your customer: new approaches to understanding customer value and satisfaction*. NY: Wiley-Blackwell, 338 p. <http://dx.doi.org/10.1108/03684921111117997>
- Woodruff, R. B. 1997. Customer value: the next source of competitive advantage, *Journal of the Academy of Marketing Science* 25(2): 139-153. <http://dx.doi.org/10.1007/BF02894350>
- Woodruff, R. B.; Flint, D. J. 2006. Marketing's service-dominant logic and customer value, in *The Service-Dominant Logic of Marketing: Dialog, Debate and Directions*. NY: M.E. Sharpe, 183-195.
- Woodside, A., Golfetto, F., Gibbert, M. 2008. *Creating and Managing Superior Customer Value*, London: Emerald Group Publishing, 447 p.
- Zeithaml, V. A. 1988. Consumer perceptions of price, quality and value: a means-end model and synthesis of evidence, *Journal of Marketing* 52(3): 2-22. <http://dx.doi.org/10.2307/1251446>