



ELSEVIER

Available online at www.sciencedirect.com

Procedia Computer Science 3 (2011) 1060–1073

**Procedia
Computer
Science**

www.elsevier.com/locate/procedia

WCIT-2010

The Role of Web-based Promotion on the Development of a Relationship Marketing Model to Enable Sustainable Growth

Ergun Gide^a, *, S M Riad Shams^a^a*CQUniversity, 400 Kent Street, Sydney, NSW-2000, Australia*

Abstract

In recent years the web-based Relationship Marketing (RM) has been receiving a great attention from e-marketing perspective. The RM is evolved as a contemporary marketing initiative, which can be applied to all types of industries. Concurrently, because of the advancement of the Information Technology, web-based promotion and market offering are considered as dominating business development tool. From this context, five grown sporting cases have been analysed to realise how web-based promotion influences RM to develop a sustainable growth model, where the cases have been utilising the RM and web-based promotion lucratively to attain and retain the key stakeholders to sustain their growth. Following the initial literature review, the websites of the cases have been scrutinised thoroughly as data collection tool. Nineteen RM indicators are identified as different RM perspectives. The cases are positioning web-based promotions and offerings underlying these RM indicators as a combined promotional effort to enhance competitive advantage. From the case analysis, the concept of stakeholder causal scope is evolved as identical with this combined promotional effort, as well as proportionate with at least one of the four identified growth strategies. Finally, the RM centred 'Sustainable Growth Model' has been developed through the synthesis of the impact of the web-based RM indicator focused combined promotional effort of the cases on the associated stakeholder causal scopes and their relevancy with the growth strategies. Reinforcing the model is established significantly for marketers in various industries to enhance competitive advantage aiming to sustain organisational growth.

© 2010 Published by Elsevier Ltd. Open access under [CC BY-NC-ND license](https://creativecommons.org/licenses/by-nc-nd/4.0/).

Selection and/or peer-review under responsibility of the Guest Editor.

Keywords: Web-based Promotion; Relationship Marketing; Relationship Marketing Indicator; Stakeholder Causal Scope; Sustainable Growth

1. Introduction

Marketers are concentrating widely on web-based market space through e-marketing by applying various established marketing tools in recent years because of the advancement of convenient, cost-effective web-based technologies as promotional medium. Therefore, the application of Relationship Marketing (RM) focused web-based promotion has expanded extensively to enhance competitive advantage in the aim of sustaining organisational growth. However, web-technologies provide numerous opportunities to reach the target market; it is complicated to package a lucrative web-based media strategy from various available web-technologies and market development strategies to reach the target market timely and effectively. The purpose of this research is to realise how organisations have been sustaining their growth through applying RM focused web-based promotions as a combined promotional effort. For this, five grown sporting cases have been analysed, where the cases have been utilising RM focused web-based promotions and offerings lucratively to attain and retain key stakeholders to sustain their growth.

* Ergun Gide. Tel.: +61 (0)2 9324 5782; Fax: +61 (0)2 9324 5766.

E-mail address: e.gide@syd.cqu.edu.au

Nineteen RM indicators are identified as different RM perspectives from the case studies, which have prolific influence to enhance competitive advantage. The cases are positioning these RM indicator focused web-based promotions and offerings, where the concept of Stakeholder Causal Scope (SCS) is evolved from the case studies as identical with this combined promotional effort, as well as proportionate with at least one of the four identified growth strategies. The RM centred sustainable growth model has been developed through the synthesis of the influence of the web-based RM indicator focused combined promotional effort of the cases on the associated SCS and their relevancy with the growth strategies.

2. Research methodology

This research adopts case study research methodology scrutinising qualitative and quantitative data utilising multiple cases. Five grown sporting cases have been analysed to realise how web-based promotion influences RM to develop a sustainable growth model. The fundamental enquiry of the research is to identify various RM focused web-based promotions and offerings, by which the grown sporting organisations are experiencing the benefit of RM to sustain their growth. The area of the enquiry of the research focuses on:

- 1.0. How these sport organisations are utilising RM to position their web-based promotions and offerings?
- 2.0. What RM perspective (RM indicator, where the term ‘indicator’ is derived from the case analysis) focused web-based promotions and offerings influence their growth?
- 3.0. How the identified growth strategies can be pertinent with the RM focused web-based promotions and offerings to sustain organisational growth?

The foremost criterion of eligible case for this research is the sporting organisation that is experiencing significant growth in recent years. After the verification of the growth, the cases are finally selected upon two other sub-criteria: diversification of cases and attractiveness of available obtainable data for the research. Finally, Cricket Australia (CA), Arsenal Football Club, Indian Premier League (IPL), Hawthorn Football Club and England and Wales Cricket Board (ECB) have been selected to analyse.

This research utilises the documents and or contents review in depth along with its sub categories such as archival records, audio-visual materials as data collection method for the content analysis of the web sites and other web-based sources of the selected cases, such as blog, Facebook, Twitter, YouTube and so forth. Therefore, the websites and other publicly available secondary web-based publications of the eligible cases have been found to be the feasible sources of data for this study. Considering the area of the inquiry, the cases have been analysed in a descriptive narrative style focusing on the RM focused web-based promotions and offerings of the cases. A pattern is identified for presenting the cases and relevant issues, concepts and variables (RM indicators, web-based promotions, growth strategies) identified from the cases have been analysed through insight, intuition and impression for comprehending whether the identified issues, concepts and variables are pertinent to the major areas of inquiry (sustainable growth) by direct interpretation and or naturalistic generalisation. Yin [1], Creswell [2], Dey [3], Stake [4] and Stavros [5] recommended such a data analysis strategy for case study.

3. Web-based promotion and application of RM as a combined promotional effort to enable sustainable growth

Web-based promotion has proven to be a dominating approach to reaching target market, as it leads the way, as a promotional medium, now ranks ahead of TV, radio and print as the preferred promotional method [Online Promotion 6]. Chaffey et al [7] stated that without changing the medium, it is possible to create a dialog between the marketers and their target market through web-based promotion because of its’ interactivity feature. This feature is essential for building long-term relationships between the marketer and customer, for example by providing feedback or comment opportunities. Therefore, Waechter [8] identified that marketers need to pay considerable attention to web-based promotional tools, such as websites and other web-based technological social networking tools derived from third generation web application (hereafter Web 3.0) , such as Facebook, Twitter, blog, YouTube to enhance competitive advantage.

Concurrently, Kotler et al [9] described that the development of today’s marketing practice is focussed on stakeholder relationships, customer retention and lifetime customer value stimulated by RM practice. Again, some

others [Gronroos 10; Gummesson 11; Baker 12 and Kurtz 13] think that the RM is a paradigm shift that changes marketing thinking, and contributes to a paradigm shift of marketing practice. Moreover, Little & Marandi [14]; Donaldson & O’Toole [15]; and Kurtz [13] summarised that the existing literature and practice suggest RM is the best way to gain competitive advantage. Therefore, the competitive advantages, stimulated by web-based promotion and RM are utilised as a combined promotional effort to sustain organisational growth by the scrutinised case studies of this research.

3.1. Use of RM in web-based promotion

Nineteen RM indicators are identified from the analysed web-based RM practices of the case studies of this research, as different RM perspectives that an organisation can employ to enhance competitive advantage through web-based promotion. Also, the academic significance of these RM indicators is recognised during the analysis through the findings of various authors [Gummesson 11; Little & Marandi 14; Looney and Seiler 16; Gronroos 10; Stavros 5; Ian 17; Andersen 18; Donaldson and O’Toole 15; Rajaobelina and Bergeron 19; Kurtz 13; Kotler 9; Buttler 20; Lars and Berggren 21] The RM indicators are:

- Customisation
- Long-time scale, life-time value and client retention
- Customer or other stakeholder’s share instead of market share
- Orientation on benefits or knowledgeable customers
- High stakeholder service, stakeholder commitment and stakeholder contact
- Quality is the concern of all
- Relationship and service values instead of bureaucratic legal values
- Share of dependency, risk and uncertainty
- Joint power
- Adaptation
- Innovative offerings
- Value-Breeding Bond (VBB)
- Understanding customer and other stakeholder’s contemporary and latent needs
- Customer Relationship Management (CRM) and Database Marketing
- Cherishing Barren Meadow (CBM)
- Flexibility on customer or other stakeholder’s preferences
- Proving advantage through customer’s or other stakeholder’s experiences
- Further segmentation of a segmented market or niche marketing
- Relationship factor focused branding

The case studies of this research have been positioning web-based promotions and offerings underlying these RM indicators as a combined promotional effort to enhance competitive advantage. One of the examples from the case studies against the ‘Cherishing Barren Meadow (CBM)’ RM indicator is illustrated below.

Arsenal Football Club is one of the case studies of this research. ‘Arsenal Supporters’ Club’, ‘Supporters Forum’ and ‘Arsenal.com Blog’, the three web-pages are found as interesting in the ‘Fanzone [22]’ link of Arsenal website. Arsenal has sixty one Supporters’ Clubs [23]. These clubs create a local Arsenal community, which raise voice in favour of Arsenal. The club maintains ‘Arsenal Supporter’s Forum’ directly through its website, where supporters can share their views, ask questions to the club. Arsenal describes that ‘at Arsenal we have always listened to our supporters’ [Supporters Forum 24, np]. ‘Arsenal.com Blog’ [25] is another place on the web, where anyone interested about Arsenal can share their views. Again, through the Web 3.0 applications, Arsenal promotes RM focused web-based promotions to nurture the supporters’ market. Arsenal’s ‘Legend Tour’ is its one of the RM focused web-based offering, where general fans can visit the Arsenal sites hosted and guided by an Arsenal’s celebrity player (legend). Along with the RM focused promotion for the ‘Legend Tour’ placed in Arsenal’s website [Emirates Stadium Tour 26], Arsenal also utilises YouTube to enhance the influence of such RM focused web-based promotions and offerings. Figure 1 and 2 show two different perspectives, where Arsenal nurtures its supporters’ market through Web 3.0 application beside its official website.

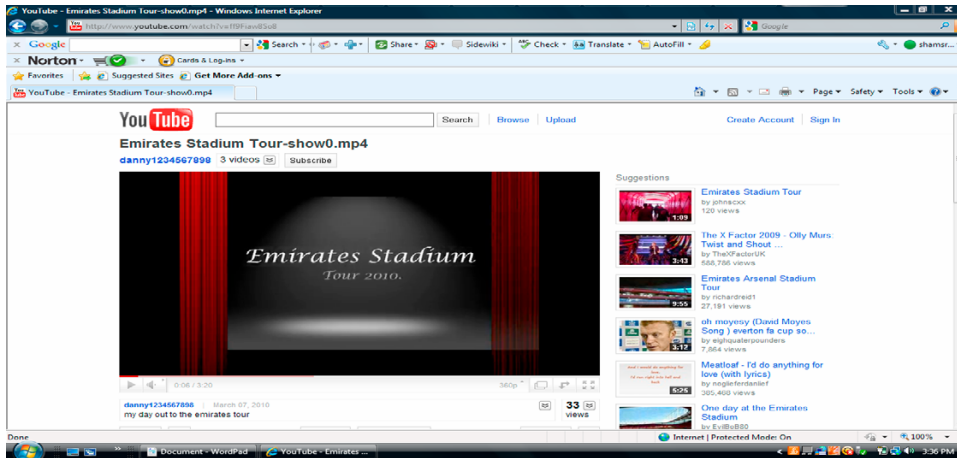


Figure-1: RM focused Web 3.0 application-based promotion against Arsenal's Legend Tour [YouTube 27]

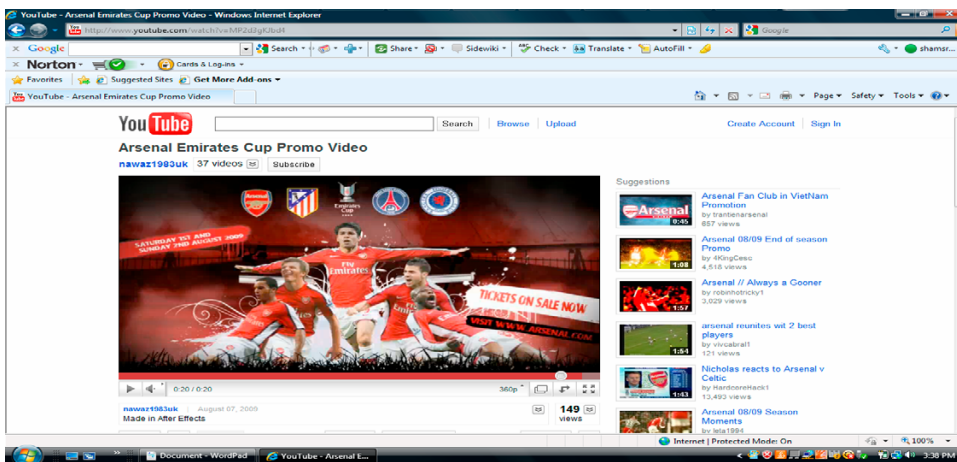


Figure-2: RM focused Web 3.0 application-based promotion against Emirates Cup, organised by Arsenal [YouTube 28]

Figure-1 and 2 are two different audio-visual web-based promotions for Arsenal's 'Legend Tour' and 'Emirates Cup' respectively on YouTube. Such web-based promotions help Arsenal to reach anonymous supporters and customers with the detailed features of the offerings for unlimited time and also cost-effectively. Although initially, it may seem that these (supporters' club, supporters' forum and supporters' blog) are a financially non-lucrative sector for Arsenal. But it is true that through such web-based promotions of Arsenal and its' stakeholders (supporters), they raise a common Arsenal platform under the branding name as 'gunners' [Junior Gunners 29], where the corporate world like Arsenal commercial partners and Arsenal can find a huge potential market together in the future to reinforce their financial benefit, which has been described in the sub-section-3.2. Consequently, CBM as a RM indicator is found in Arsenal's web-based promotions and RM practices. Since, Arsenal nurtures and positions its supporters' initially non-lucrative different platforms through web-based promotion to flourish further opportunities for its stakeholders.

3.2. Facilitating Stakeholder Causal Scope (SCS) in web-based promotion through RM indicator

SCS is defined as possibility of contributing mutually beneficial value among the key stakeholders or value network or 'cause and effect relationship under a [contract](#) in the [completion](#) of a project' [Business Dictionary 30,

np]. For example, through the initial CBM RM indicator focused web-based promotions of supporters' club, forum and blog, Arsenal and its' commercial partners have been flourishing further financial opportunities and mutually beneficial value among the key stakeholders by strengthening that initial web-based promotion.

For this, Arsenal in association with various commercial partners has been positioning various value-added; RM focused web-based promotions and offerings (SCS) to its supporters through their website [Special Offers 31, np; Arsenal Partner Benefits 32, np]:

- Savings account and credit card: Arsenal has teamed up with Britannia, a commercial bank to offer an exclusive range of savings accounts.
 - The accounts give you a variable competitive utility and instant access to your savings. Britannia will give your club an annual bonus payment which is the equivalent to up to 1% of the daily average balances held in Adult Arsenal FC Save and Support Accounts. So the more you save, the more you and your club benefit [Britannia 33, np].
 - Similarly, Arsenal offers 'Arsenal Rewards Credit Card' in the partnership with another commercial bank.
 - By applying for and using the Arsenal Credit Card, you'll be helping to support the future success of the club you love because we receive a royalty from MBNA Europe Bank Ltd, every time you use your Arsenal Credit Card to make a card purchase. These funds, raised at no extra cost to you, contribute to the Youth Development program at the Academy [Arsenal Products 34, np].
- Arsenal TV online: It is a multi-media subscription of Arsenal website costs £3.99 a month or £45 a year.
- Special fares for special fans: Emirates as airline partner offers Arsenal members (supporters) very special fares.
- A chance to win tickets, exclusively for Arsenal red members: O2 (the mobile phone company at UK) as partner provides such an opportunity for Arsenal members (supporters).
- Arsenal holiday club: As Arsenal's 'Travel Partner', Thomas Cook offers various exclusive services to Arsenal members (supporters).
- Ticket alerts: Again, O2 sends SMS to Red and Silver Members (supporters) about ticket availability.
- Official Arsenal magazine: Arsenal offers this magazine at a reduced subscription price for members (supporters) at £27.
- Web-based promotions and offerings of N5 product range, nutritional products and personalised pictures, cards and posters.

Arsenal's such web-based promotions and offerings are relevant to Arsenal's initial CBM RM indicator focused supporters' club, forum and blog oriented web-based promotions. As a result, the findings show that Arsenal magnetises its' supporters through initial CBM RM indicator focused web-based promotions and develops a common platform as a huge potential market. Then, Arsenal broaden the opportunities through its' sub-sequent web-based offerings in association with its' commercial partners.

3.3. Relevancy with the growth strategies

'Growth is aimed at winning larger market share, even at the expense of short-term earnings. Four broad growth strategies are [Business Dictionary 35, np]:

Market Diversification: Practice under which a firm enters an [industry](#) or [market](#) different from its core [business](#). Reasons for diversification include reducing [risk](#) of relying on only one or few [income](#) sources, [avoiding cyclical](#) or seasonal [fluctuations](#) by producing [goods](#) or [services](#) with different [demand cycles](#), achieving a higher growth [rate](#), and countering a [competitor](#) by invading the [competitor's](#) core industry or market [Business Dictionary 36, np].

Product Development: Creation of [products](#) with new or different [characteristics](#) that [offer](#) new or additional [benefits](#) to the [customer](#). It may involve [modification](#) of an existing [product](#) or its [presentation](#), formulation of an entirely new product that satisfies a newly defined customer [want](#) or [market niche](#) [37, np].

Market Penetration: Increasing [market share](#) of an existing [product](#), or promoting a new product, through [strategies](#) such as [bundling](#), extensive [advertising](#), lower [prices](#), or [volume discounts](#) [38, np].

Market Development: Expansion of the total [market](#) served by a firm by entering new [segments](#) of the market, converting non-users into [users](#), and/or increasing [usage](#) per [user](#) [Business Dictionary 39, np].

According to the above definitions of the growth strategies, Arsenal facilitates their growth (winning larger market share) by contributing mutually beneficial value among the key stakeholders, through enhancing RM focused web-based promotional effort of all of the SCS mentioned in the above sub-section-3.2. Since, these SCS facilitates Arsenal's growth by practicing in a different industry than Arsenal's core business (football), as well as provide the opportunity for Arsenal to develop a new product with new or different characteristics. Therefore, Arsenal's these RM focused web-based promotional efforts and subsequent SCSs proportionate with the market diversification and product development growth strategies, which are aimed at winning larger market share.

3.4. Facilitating sustainable growth

As per the Sustainable Management Dictionary [40], sustainable growth is perceived as restoring and enhancing all forms of capital to generate stakeholder value and contribute to the well-being of current and future generations. Therefore, for Arsenal, sustainable growth would be centred on restoring and enhancing all forms of capital to execute its' functional activities fruitfully by generating superior value for its stakeholders, derived from various SCS aimed at winning larger market share by utilising various growth strategies. As a result, Arsenal's initial investment for restoring and enhancing all forms of capital against the RM focused web-based promotional effort of certain SCS can facilitate the well-being of Arsenal's current and future business aspirations.

Moreover, strengthening the process of continually identifying, developing, maintaining, evaluating and enhancing further RM focused web-based promotions and offerings (SCS) among the key stakeholders, based on the success of initial SCS(s) is required to enable sustainable growth, where the collective contribution of several initial successful SCS facilitates the sustainable growth for Arsenal in the long-run. The successful SCS can be measured by its' mutually beneficial value contribution among the key stakeholders.

For example, Emirates Airlines signed the sponsorship agreement with Arsenal in 2004 with US \$157 million [White 41]. As a result, Emirates has gained exclusive title sponsorship rights [Various Offerings of Emirates and Arsenal 42] of Arsenal properties (stadium, online store, soccer school and so forth), by which Emirates can reach to the wider range of their market with numerous business opportunities. Similarly, Arsenal has gained huge sponsorship amount along with numerous business opportunities in association with Emirates. One of the RM focused web-based SCSs among Emirates and Arsenal found in this research is 'Emirates as airline partners offers Arsenal members (supporters) very special fares.' Through such a RM focused web-based SCS, not only Arsenal provides superior value to its supporters, but also Emirates aims to gain additional share from the market based on the promotion. This could be just one of the examples of such numerous RM focused web-based SCSs that Arsenal has been promoting since 2004 in association with Emirates, where the success of initial SCS (offering special fare) can encourage Arsenal and Emirates to continually identify, develop, maintain, evaluate and enhance further SCS in the aim of facilitating sustainable growth for themselves through the success of initial SCSs, which are proportionate with various growth strategies. As a result, Emirates has said it is hoping to renew its partnership with Arsenal when the current agreement expires in 2021 [White 41], which indicates that the successful contribution of mutually beneficial value among Arsenal and its key stakeholders, along with Emirates from the successes of the initial SCSs, provides the opportunity for Arsenal to continually identify, develop, maintain, evaluate and enhance further SCSs in the aim of facilitating sustainable growth in the long-run.

All five case studies of this research demonstrate such an opportunity to enable sustainable growth through their RM focused web-based promotions and offerings (SCSs). Figure-3 shows all four case's growth except IPL, where they have been strengthening such RM focused web-based promotions and offerings (SCS) to sustain their growth.

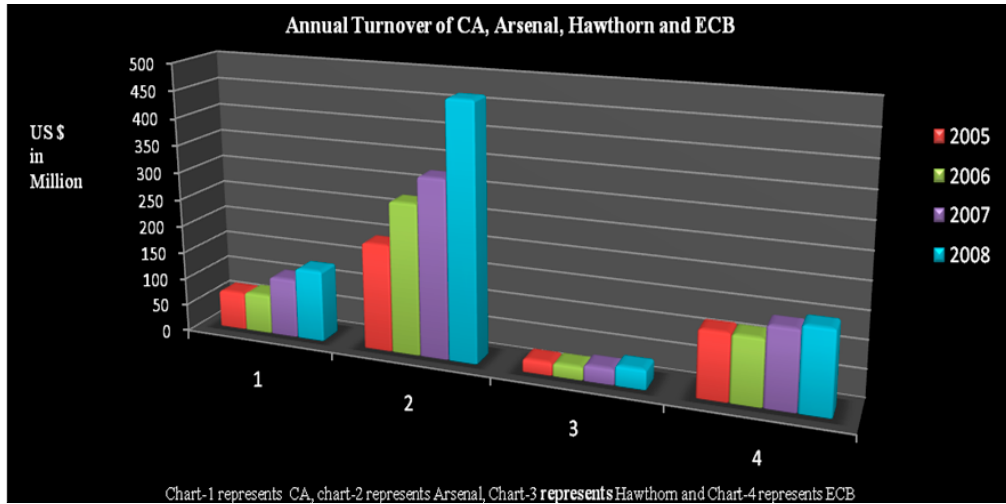


Figure-3: Annual turnover of CA, Arsenal, Hawthorn and ECB [Source: Cricket Australia Annual Report 43; Arsenal Holdings PLC Annual Report 44; Football Economy 45; Hawthorn Football Club Annual Financial Report 46; ECB Annual Report 47; XE 48]

Similarly, though, IPL has been started since 2008, within its’ short history, it has made a significant financial growth, as well as established the benchmark of revenue generation, cricketers’ salary and financial foundation in the world cricket [Miller 49; Maurya 50; Mahadik et al 51].

4. Findings from the case studies

The analysis of five grown cases shows that, they have been developing numerous numbers of diverse SCS (similar to the Arsenal’s SCS described in this paper) resulting from their initial RM indicator focused web-based promotions, which are proportionate with at least one of the identified growth strategies, and in the long-run these SCSs can help the cases to identify, establish, maintain, evaluate and enhance further SCS opportunities for their stakeholders from the success of the initial SCSs.

Table-1: Classifying identified SCS opportunities from the case studies against their RM indicator focused web-based promotions and offerings

RM Indicators	Identified SCS opportunities against their RM indicator focused web-based promotions and offerings	The Cases, where the RM Indicators & the SCS opportunities are found
Customisation	Schools & club cricket/ disability, indigenous & life-style cricket/ membership offerings/ souvenir shop/ ticketing, hospitality & events/ fans restaurant/ television related offerings/ BPL	CA/ Arsenal/ Hawthorn/ ECB/ IPL
Long-time scale, life-time value & client retention	Coaching & umpiring offerings/ schools & club cricket/ membership offerings/ticketing & hospitality/ cricket mascots/ fans restaurant/ BPL	CA/ Arsenal/ Hawthorn/ IPL
Customer or other stakeholder’s share instead of market share	School & club cricket/membership offerings/ membership offerings/ ticketing & hospitality/ fans restaurant/ BPL	CA/ Arsenal/ Hawthorn/ IPL
Orientation on benefits or knowledgeable customers	School & club cricket/ membership offerings/ ticketing, hospitality & events/ cricket mascots/ fans restaurant/ Television related offerings/ auction/ building partnership/ BPL	CA/ Arsenal/ Hawthorn/ ECB/ IPL
High stakeholder service, stakeholder commitment & stakeholder contact	Coaching & umpiring offerings/ school & club cricket/ membership offerings/ticketing & hospitality/ fans restaurant/ CRM database/ BPL	CA/ Arsenal/ Hawthorn/ ECB/ IPL
Quality is the concern of all	Membership offerings/ CRM database/ School & club cricket/ BPL	Hawthorn/ ECB/ IPL
Relationship & service values instead of bureaucratic legal	Coaching & umpiring offerings/ schools & club cricket/membership offerings/ ticketing & hospitality/ fans restaurant/ CRM database/ BPL	CA/ Arsenal/ ECB/ IPL

values		
Share of dependency, risk & uncertainty	Coaching & umpiring offerings/ school & club cricket/membership offerings/building partnership/ nutritional products & sports science academy/ BPL	CA/ Arsenal/ Hawthorn/ ECB/ IPL
Joint power	Souvenir shop/ membership offerings/ disability, indigenous & life-style cricket/ school & club cricket/ coaching & umpiring offerings/ ticketing, hospitality & events/ fans restaurant/ building partnership/ publication/ nutritional products & sports science academy/ BPL	CA/ Arsenal/ Hawthorn/ ECB/ IPL
Adaptation	Coaching & umpiring offerings/ school & club cricket/ disability, indigenous & life-style cricket/ CRM database/ BPL	CA/ Arsenal/ ECB/ IPL
Innovative offerings	Schools & club cricket/ disability, indigenous & life-style cricket/ ticketing, hospitality & events/ fans restaurant/ building partnership/ souvenir shop	CA/ Arsenal/ Hawthorn/ ECB
Value-Breeding Bond (VBB)	School & club cricket/ disability, indigenous & life-style cricket/membership offerings/ticketing & hospitality/ cricket mascots/ fans restaurant/ publication/ building partnership/ BPL	CA/ Arsenal/ Hawthorn/ ECB/ IPL
Understanding customer & other stakeholder's contemporary & latent needs	Coaching & umpiring offerings/ ticketing, hospitality & events/ fans restaurant/ souvenir shop/ BPL	CA/ Arsenal/ Hawthorn/ IPL
Customer Relationship Management (CRM) & Database Marketing	Membership offerings/ School & club cricket/ Television related offerings	CA/ Arsenal/ Hawthorn
Cherishing Barren Meadow	Membership offerings/ Television related offerings	Arsenal/Hawthorn
Flexibility on customer or other stakeholder's preferences	Ticketing & hospitality/ fans restaurant/ membership offerings	Arsenal/ Hawthorn
Proving advantage through customer's or other stakeholder's experiences	Ticketing, hospitality & events/ fans restaurant/ membership offerings/ BPL	Arsenal/ Hawthorn/ IPL
Further segmentation of a segmented market or niche marketing	School & Club cricket/ souvenir shop/ Building partnership	Arsenal/ Hawthorn/ ECB
Relationship factor focused branding	Souvenir shop/ membership offerings/ ticketing, hospitality & events/ BPL	Arsenal/ Hawthorn/ IPL

As an example from the case studies, a brief description of the first SCS opportunity (schools and club cricket) of Table-1 is presented here. The schools and club cricket SCS opportunity are found in all five case studies. Also, the SCS opportunities derived from schools and club cricket of the cases are the consequences of the web-based promotion relevant to the 'Customisation' RM indicator, and are pertinent with at least one of the growth strategies. Moreover, the success of the initial SCS opportunity derived from the cases' schools and club cricket facilitates further numerous SCS opportunities for the cases to establish a sustainable growth approach through the SCS's value-proliferation possibility among key stakeholders. Furthermore, a conceptual outcome has been evolved from the findings of the synthesis of the case studies.

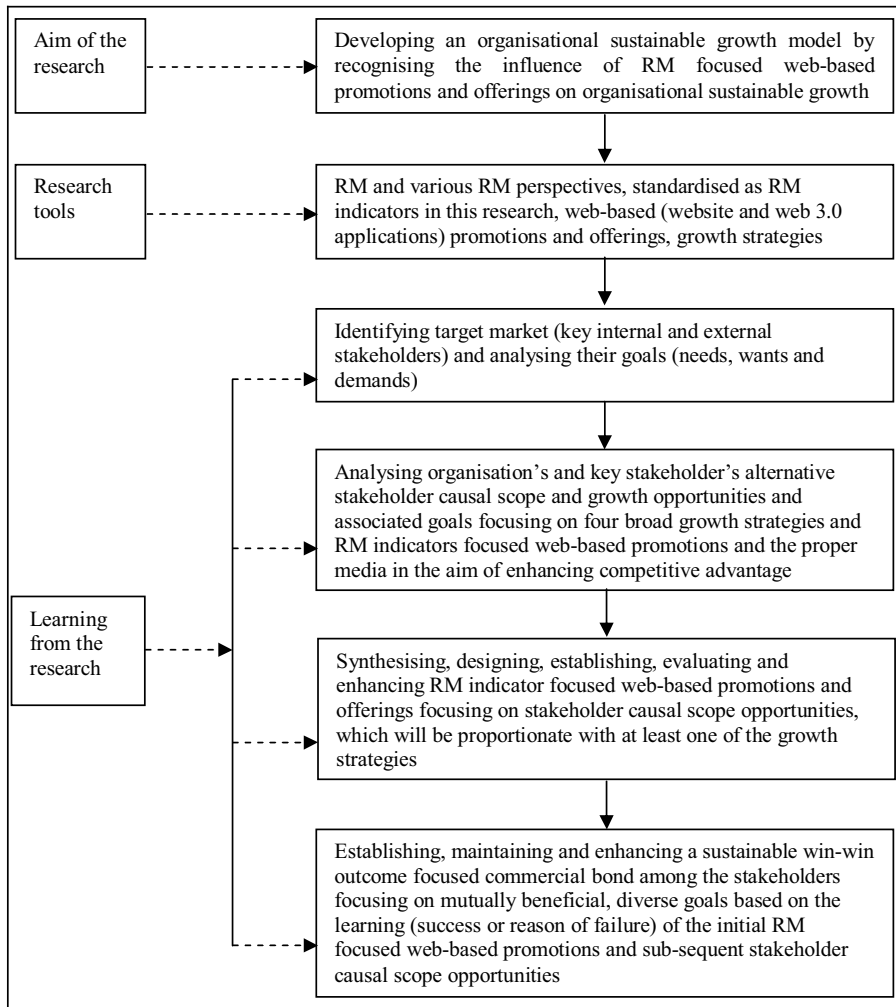


Figure-4: Conceptual outcome of the research

The learning from the research demonstrated in Figure-4 shows that there are four inter-related steps assemble the process of initiating the journey towards sustainable growth. Identifying key internal and external stakeholders and analysing their needs, wants and demands should be the initial step of the process. It will help to serve and delight the stakeholders according to their needs, wants and demands. Therefore, marketers will be able to promote and offer the market offerings as a solution of those needs, wants and demands. Improper identifying the stakeholders and understanding their needs, wants, and demands could be resulting marketing myopia. Then, alternative SCS opportunities among the identified stakeholders and their proportionate growth strategies need to be analysed. As well, corresponding RM indicator focused web-based promotional options and the proper media (website and other web 3.0 applications) against the alternative prospective SCSs need to be analysed.

From the analysis of alternative SCS opportunities, proportionate growth strategies, relevant RM indicator focused web-based promotional options and mediums, the précised SCS, proportionate growth strategies, relevant RM indicator focused web-based promotional strategy and medium need to be packaged to offer to the market. Here, the packaged (assembled by the précised SCS, proportionate growth strategies, relevant RM indicator focused web-based promotional strategy and medium) offering should be proportionate to the associated stakeholders' goals,

and should be offered as a solution of their needs, wants and demands. Based on the success of the initial RM focused web-based promotions and sub-sequent SCS, a win-win outcome focused commercial bond among the associated stakeholders needs to be established, maintained and enhanced focusing on stakeholders' mutually beneficial, diverse goals. As a result, the process of continually identifying, developing, maintaining, evaluating and enhancing further RM focused web-based promotions and offerings (SCS) among the key stakeholders, based on the initial success of initial SCS(s) will be strengthen in the aim of establishing a sustainable growth approach based on the value-proliferation opportunities of the initial SCS(s). On the other hand, if the initial RM focused web-based promotion and sub-sequent SCS appear as a non-lucrative venture, the reason of the failure needs to be evaluated focusing on the goals of the stakeholders to identify, where the initial RM focused web-based promotion and sub-sequent SCS fail to meet the goal(s).

5. The development of the web-based relationship marketing model

The RM model to enable sustainable growth has been derived from the synthesis of the conceptual outcome of the Figure-4 and demonstrated in the Figure-5.

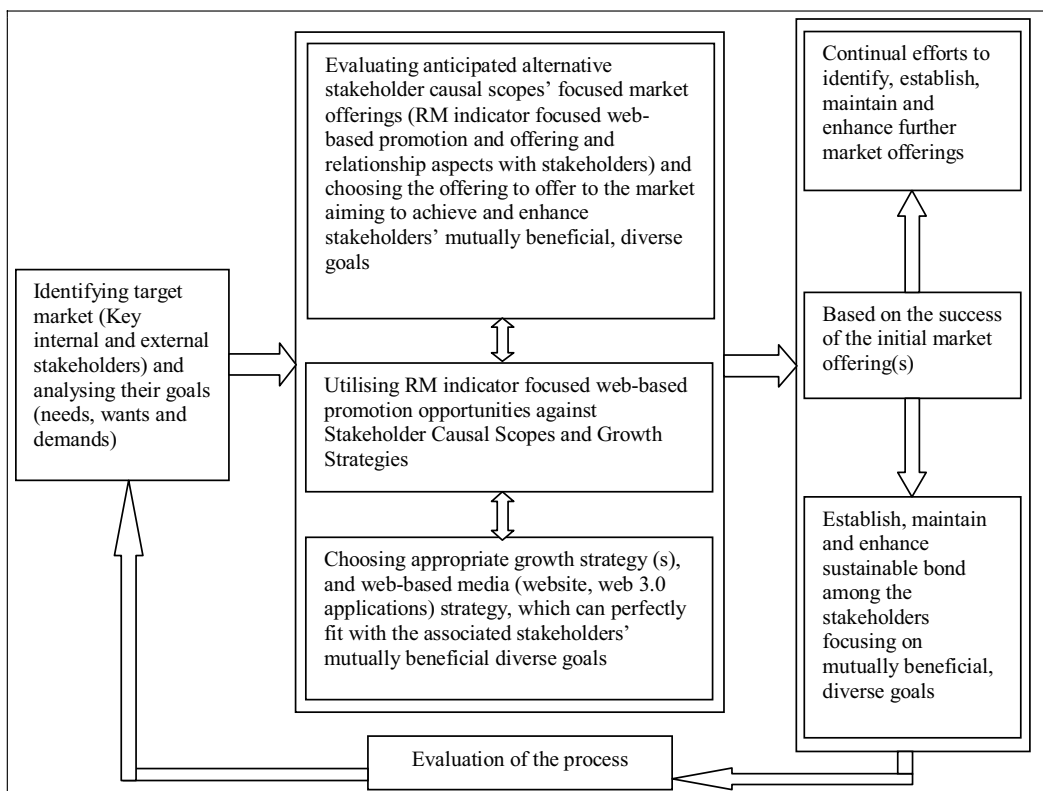


Figure-5: The web-based relationship marketing model

The process of the model shown in Figure-5 starts by identifying the target market. The target market should include the staff of the company as internal stakeholders, who will be responsible for all associated activities of the initiated offering(s) with certain external stakeholders, and partner company(s) (in association with whom, the offering will be proffered) and the customers as external stakeholders. The goal(s) (needs, wants and demands) of

each associated stakeholder need to be identified and analysed so that the process can be initiated focusing on their goals.

Once the key stakeholders are chosen and their goals are clear, the company could evaluate alternate stakeholder causal scopes' focused market offerings (RM indicator focused web-based promotion and offering and relationship aspects with stakeholders) and relevant growth and web-based media (website, web 3.0 application) strategies aiming to utilise the benefit of certain RM indicator(s) through web-based (website and web 3.0 applications) promotions and offerings. The aim here is to achieve and enhance the associated stakeholders' multifarious goals by utilising the benefit of enforcing certain RM indicator(s). For example, 'orientation on benefits or knowledgeable customers' is one of the nineteen RM indicators. The company needs to clarify how enforcing 'orientation on benefits or knowledgeable customers' through certain market offering(s) and growth strategy(s) could help to achieve and enhance individual stakeholder's goal(s).

Once the company and the associated stakeholders decide to grow through certain growth strategies by proffering certain offering(s) after evaluating the alternate growth strategies and offerings, and once the goals of all associated stakeholders and how those goals will be achieved by enforcing the associated RM indicator(s) are clear, the company can initiate the design of a product or service and its web-based promotion and delivery phases to the market.

If the initial market offering(s) prolifically meets and exceeds stakeholders' goals, the company should impose the effort of continually identifying, establishing, maintaining and enhancing further market offering(s) opportunity(s) based on the same preceding procedure. For example, the initial joint offering of a commercial bank and Arsenal could be offering a bank account with certain amount of balance on the account for the lucky spectator(s) of Arsenal's match. Such offerings could increase the spectator attendance in stadium for Arsenal, as well as, the bank could expect to achieve additional customers (account holder) and accumulate more savings and monetary utility for them and their customers through the further deposit of that new customer (s). Based on the success of such an initial offering, Arsenal and the bank could offer more account options (savings account, investment options and so forth), credit card and so forth to the customers aiming to earn more market share by enhancing their initial relationship. Such offerings could facilitate to gain more customers for the bank, as well as, could offer annual royalty of the saving account and credit card for Arsenal, because the bank will use the Arsenal's market value for the promotion of such offerings.

It will be a continuing procedure of identifying, establishing and enhancing further offering(s) similar to the above example based on the success of preceding offering(s) aiming to establish, maintain and enhance a sustainable bond among the stakeholders focusing on mutually beneficial, diverse goals. Once, few consecutive market offerings meet and exceed the goals of the associated stakeholders, usually, a commercial understanding and bond will be established among the stakeholders. The company and the associated stakeholders need to enhance this bond, aiming to a sustainable approach to utilising the RM indicator focused web-based promotion opportunities focusing on offering SCS focused market offerings that should be proportionate with any of the growth strategies and the stakeholders' contemporary multifarious goals.

The proposition of the web-based (website and web 3.0 applications) promotion opportunities, RM indicator(s), growth strategy(s), associated stakeholders and their goals need to be analysed prior to proffering each new offering, which will act as the evaluation of the process. If the impact of any offering(s) will not prolific, the web-based (website and web 3.0 applications) promotion opportunities, stakeholders' goals, growth strategies, market offerings, associated RM indicator(s) and even the key internal and external stakeholders can be re-evaluated, re-identified and re-targeted accordingly.

6. Implication and conclusion

A RM model through the influence of web-based promotions has been evolved from the findings of the research to enable sustainable growth. Actually, the model is derived from the e-marketing sequences, by which the grown cases of this research have been sustaining their growth. The sequences include identifying and utilising web-based promotional tools (website, web 3.0 applications), proportioning the advantages of RM indicators, growth strategies and SCS opportunities with the web-based promotional strategies and key stakeholders' multifarious, diverse goals in the aim of enhancing competitive advantage. Then, establishing a sustainable approach towards continually identify, establish, maintain and enhance RM focused web-based promotions, offerings and associated SCS opportunities through the commercial bond derived from the success of initial SCS(s). The findings of the research make a significant contribution to the understanding of contemporary web-based promotion and RM as a combined

promotional effort within professional sport industry and to the general advancement of e-marketing and RM. Moreover, the web-based RM model can be applied to any industry as a dominating e-marketing tool, as RM is applicable to any industry, however, the relationship portfolio will according to the given situation [Gummeson 11]. A comparison across five grown cases highlights the RM focused web-based combined promotional approach that has provided varying degree of successes to attain and retain organisational growth. Therefore, reinforcing the model is established significantly to enhance competitive advantage in the aim of sustaining organisational growth.

References

1. Yin, RK 2009, *Case study research: design and methods*, 4th edn, Thousand Oaks, California.
2. Creswell, JW 1998, *Qualitative inquiry and research design: choosing among five traditions*, Sage, Thousand Oaks, California.
3. Dey, I 1995, *Reducing fragmentation in qualitative research in computer aided qualitative data analysis: theory, methods and practice*, Sage, London.
4. Stake, RE 2000, *Case studies*, Sage, Thousand Oaks, California.
5. Stavros, C 2005, *Relationship marketing in Australian professional sport: an organisational perspective*, PhD thesis, Griffith University.
6. 'Online Promotion', nd, *exa.com.au*, viewed 29 August 2010, http://www.exa.com.au/services/online_promotion.php.
7. Chaffey, D, Ellis-Chadwick, F, Johnston, K. & Mayer, R. 2006. *Internet marketing: Strategy, implementation and practice*, 3rd edn, Financial Times/Prentice Hall, Harlow.
8. Waechter, SF 2010, *Contextual advertising in online communication: An investigation of relationships between multiple content types on a webpage*, Master's thesis, Auckland University of Technology.
9. Kotler, P, Keller, KL, Ang, SH, Leong, SM & Tan, CT 2009a, *Marketing management: an Asian perspective*, 5th edn, Prentice Hall, Singapore.
10. Gronroos, C. 2004, 'The relationship marketing Process: communication, interaction, dialogue,value', *Journal of Business & Industrial Marketing*, vol. 19 · no. 2 , pp. 99-113.
11. Gummeson, E. 2002, *Total relationship marketing*, Butterworth-Heinemann, London.
12. Baker, JM 2007, *Marketing strategy & management*, Palgrave Macmillan, Sydney.
13. Kurtz, DL 2009, *Contemporary marketing*, 2009 edn, South-Western Cengage Learning, Singapore.
14. Little, E & Marandi, E 2003, *Relationship marketing management*, Thomson Learning, Singapore.
15. Donaldson, B & O'Toole, T 2007, *Strategic market relationships: from strategy to implementation*, 2nd edn, John Wiley & Sons Ltd, Brisbane.
16. Looney, HF and Seiler, M 2003, 'Invitation marketing: using customer preferences to overcome Ad avoidance' *Accenture*, viewed 29 March 2010, http://www.accenture.com/Global/Research_and_Insights/Outlook/By_Alphabet/InvitationAvoidance.htm.
17. Ian, K 2005, *Manage customer relationship*, 1st edn, Tertiary Press, Melbourne.
18. Andersen, PH 2005, 'Relationship marketing and brand involvement of professionals through web-enhanced brand communities: The case of Coloplast', *Industrial Marketing Management*, vol.34, Issue. 1, pp. 39-51.
19. Rajaobelina, L & Bergeron, J 2009, 'Antecedents and consequences of buyer-seller relationship quality in the financial service industry', *International Journal of Bank Marketing*, vol. 27, issue. 5, pp. 359-380.
20. Buttle, F 2009, *Customer relationship management: concepts and technologies*, 2nd edn, Butterworth-Heinemann, London,

Amsterdam.

21. Lars, S & Berggren, B 2010, 'The close relationship strategy-corporate brand development in banking', *The Journal of Brand Management*, vol. 17, no. 4, pp. 289-300.
22. 'Fanzone' 2010, *Arsenal*, viewed 29 10 January 2010, <http://www.arsenal.com/fanzone> .
23. 'Supporters Clubs' 2009, *arsenal.com*, viewed 16 September 2009, <http://www.arsenal.com/fanzone/arsenal-supporters-clubs>.
24. 'Supporters Forum' 2009, *arsenal.com*, viewed 16 September 2009, <http://www.arsenal.com/fanzone/supporters-forum> .
25. 'Arsenal.com Blog' 2009, *arsenal.com*, viewed 16 September 2009, <http://www.arsenal.com/news/news-archive/25148/> .
26. 'Emirates Stadium Tour' 2009, *arsenal.com*, viewed 28 September 2009, <http://www.arsenal.com/emirates-stadium/stadium-tour> .
27. YouTube 2009, 'Arsenal Emirates Cup Promo Video', *YouTube*, viewed 29 August 2010, <http://www.youtube.com/watch?v=MP2d3gKJbd4> .
28. YouTube 2010, 'Emirates Stadium Tour-show0.mp4', *YouTube*, viewed 29 August 2010, <http://www.youtube.com/watch?v=ff9Fiaw8So8> .
29. 'Junior Gunners' 2009, *arsenal.com*, viewed 29 October 2009, <http://www.arsenal.com/juniorgunners> .
30. Business Dictionary 2010, 'Causal scope', *Business Dictionary*, viewed 30 June 2008, <http://www.businessdictionary.com/definition/causal.html> .
31. 'Special Offers' 2009, *arsenal.com*, viewed 16 September 2009, <http://www.arsenal.com/membership/special-offers> .
32. 'Arsenal Partner Benefits' 2009, *arsenal.com*, viewed 16 September 2009, <http://www.arsenal.com/membership/membership-benefits/arsenal-partner-benefits> .
33. Britannia 2009, 'Support your club with an arsenal fc save and support account', *Britannia.co.uk*, viewed 17 November 2009, <http://www.britannia.co.uk/home/site/affinity/arsenal/index.html> .
34. 'Arsenal Products' 2009, *arsenal.com*, viewed 17 November 2009, <http://www.arsenal.com/the-club/arsenal-products> .
35. Business Dictionary 2010, 'Growth', *Business Dictionary*, viewed 30 June 2008, <http://www.businessdictionary.com/definition/growth-strategy.html> .
36. Business Dictionary 2010, 'Diversification', *Business Dictionary*, viewed 30 June 2008, <http://www.businessdictionary.com/definition/diversification.html> .
37. Business Dictionary 2010, 'Product development', *Business Dictionary*, viewed 30 June 2008, <http://www.businessdictionary.com/definition/product-development.html> .
38. Business Dictionary 2010, 'Market penetration', *Business Dictionary*, viewed 30 June 2008, <http://www.businessdictionary.com/definition/market-penetration.html> .
39. Business Dictionary 2010, 'Market development', *Business Dictionary*, viewed 30 June 2008, <http://www.businessdictionary.com/definition/market-development.html> .
40. Sustainable Management Dictionary 2007, 'Sustainability', *Sustainability Management Dictionary*, viewed 30 June 2008, http://www.sustainabilitydictionary.com/s/sustainable_management.php .
41. White, A 2010, *Emirates keen to renew Arsenal sponsor deal*, viewed 29 August 2010, <http://www.arabianbusiness.com/594726-emirates-keen-to-renew-arsenal-sponsor-deal> .
42. 'Various Offerings of Emirates and Arsenal' nd, *Google*, viewed 29 August 2010, http://www.google.com.au/search?hl=en&rlz=1R2SUNC_enAU356&q=various+offerings+of+Emirates+and+Arsenal&aq=f&aqi=&aql=&oq=&gs_rfai .
43. Cricket Australia (CA) 2008, *Annual report, 2007-08*, Limeinteractive, Melbourne.
44. Arsenal Holdings PLC (AHP) 2008, *Annual report, 2007-08*, Mpress (Sales) Ltd, London.
45. Football Economy 2008a, 'Biggest English football clubs by turnover', *footballeconomy.com*, viewed 25 November 2009, http://www.footballeconomy.com/stats/stats_turnover_01.htm .
46. Hawthorn Football Club Annual Financial Report 2009, October, KPMG, Melbourne.
47. ECB Annual Report 2008, Annual Report, Tobasgo Creative Limited, London.

48. XE 2010, 'The world's favourite currency and foreign exchange site', *XE*, viewed 29 August 2010, <http://www.xe.com/>.
49. Miller, A 2009, *Flintoff rejects ECB central contract*, viewed 19 December 2009, <http://www.cricinfo.com/england/content/current/story/424813.html>.
50. Maurya, A 2009, *IPL: birth of cricketainment: a case study on sports marketing by board of control for cricket in India*, viewed 07 December 2009, http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1353725.
51. Mahadik, R, Prasad, S, Tawde, P and Lyer, P 2009, *Ipl-a revolution in Indian sports and entertainment*, viewed 09 December' 2009, <http://www.scribd.com/doc/22765915/Rakesh-Mahadik-Pallavi-Tawde-Siny-Prasad-Poornima-Iyer>.