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on Online Group-buying Customer Loyalty

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Submission: December 2014

Revision: September 2015

Acceptance: December 2015

Acknowledgments: This study was funded by the National Science Foundation of China (Grant No. 71172156, 71272173) and the China Postdoctoral Science Foundation (Grant No. 201104426). The authors thank two anonymous reviewers and attendees at the 2014 Global Marketing Conference at Singapore for their constructive suggestions on the article. Send correspondence to Ruijin Zhang (corresponding author), School of Management, Harbin Institute of Technology, Box 1222, No.13 Fayuan Street, Nangang District, Harbin, P. R. China, 150006. E-mail: zhangruijin_2004@163.com. Tel: +8645186414042.

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Abstract: The purposes of this article is to clarify the composition of relationship value based on consumer equity and examine the mediating role of relationship quality and moderating role of customer relationship life cycle in the relationship between the relationship value and customer loyalty. This paper finds that different dimensions of relationship quality have different effects on customer loyalty by empirical analysis. Besides, relationship quality plays a mediator role in the relationship between relationship value and customer loyalty, and relationship life cycle in different stage have significant different moderation effects between customer relationship value and customer loyalty. This study's outcomes indicate that establishing and maintaining good relationships with consumers can effectively improve customer loyalty, and then enhance customer equity, besides, customer participation behavior and positive word of mouth can improve customer loyalty. The findings are valuable for marketing managers of online group-buying.

Key words: 2, relationship quality, relationship equity, relationship life cycle, online group-buying platform, customer loyalty

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^① Special thanks to Prof. Mingli ZHANG for his good comments to this paper who is a professor of Marketing at the School of Management of Beijing University of Aeronautics and Astronautics in China.
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1 Introduction

The data surveyed by the China e-business research centre and Lingtuan Website (<http://www.lingtuan.com>) shows that the number of the new-developed group-buying websites has reaches to 6218 by the first half year of 2013. The large introduction of group-buying websites brings more choices to consumers, on the other hand, which means that consumers have low loyalty to the sites. In fact, more than 4670 group-buying websites have been shut down in the fierce market competition; the mortality rate reaches up to 75%. The failure of so many group sites has aroused the attention of the scholars.

As an e-business platform enterprise, the group-buying websites ought to solve these urgent issues: how to keep the long-term transaction relationship with the merchants and the consumers; and maintain the loyalty on both ends (Kim, 2015; Kim, Ko & Lee, 2014). Higher customer loyalty also means high customer repurchase intention (Kim J, Taylor C R, Kim K H, 2015). And the firm can gain more and more customer equity. Customer equity represents the total of the discounted lifetime values of all the firm's customers (Zeithaml, Lemon & Rust, 2001). Customer equity contains value equity, brand equity and relationship equity (Zeithaml, Lemon & Rust, 2001; Hogan, Lemon & Rust, 2002; Rust, Lemon & Zeithaml, 2004). From the aspect of relationship marketing, customer equity has two driving factors: brand equity and relationship equity. The relationship driving effect outweighs brand driving (Taeschler, 2002). Customers decide to establish and maintain long-term relationship with the enterprise, which is driven by the core product value and the factors in trading relationship (Chae H, Ko E, Han J, 2015; Teik, 2015).

Academic research on group-buying customer loyalty mainly focuses on price discount, service quality, epidemic (Zhang Z, Zhang Z, Wang F, 2013), customer confidence and customer satisfaction (McColl-Kennedy, 2015). On the other hand, relationship value is a dynamic process. With the change of customer preference, as well as the competitive advantage prominence of other group-buying platform, the relation between the customer and the group-buying platform is also a dynamic process. Therefore, scholars put forward the concept of customer life cycle (Dwyer, Schurr & Oh, 1987). In different stages, the relationship between customers and the group-buying platform differs significantly (Dhaoui, 2014). Besides the dynamic changes, the relationship quality is a vital variable to evaluate the relation between the customer and the enterprises. Later, Walter, Mueller, Helfert and Wilson (2002) and Ulaga and Eggert (2006) regulate that relationship quality is a kind of effective evaluation to the cooperation relation. Customer life cycle and the relationship quality have indirect connection to relationship value from the aspect of dynamic and quality (Eren-Erdogmus, Cobanoglu & Budeyri-Turan, 2015). However, the two variables may bring new influence in the relation of relationship value–customer loyalty.

In order to better clarify the relationship between relationship value and customer loyalty in the group-buying websites, as well as the influence of relationship quality and relationship life cycle to them. This article investigates the group–buying platform users and tries to answer the following research questions: (1) the impact on customer loyalty by relationship values on different dimensions, (2) the mediation role of relationship quality in the relationship of relationship value-customer loyalty, (3) the moderation role of

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relationship life cycle in the relationship of relationship value-customer loyalty.

2. Background and hypotheses

2.1 Relationship value and measurement

The concept of relationship value is defined as that any relationship could create certain values for the two sides in the relationship as the process that both sides developed their trust and sought mutual benefits (Wilson & Jantrania, 1995). Walter et al. (2002) claims that relationship value is the overall evaluation on customers' maintaining the relationship with the enterprise for the purpose of balancing the benefit and cost in maintaining the relationship. Gwinner, Gremler and Bitner (1998) demarcate the concept of relationship value and point out that relationship value has three dimensions: confidence benefit, social benefit and special treatment benefit. Berry (1995) first put forward that customers can obtain two types of relationship values through maintaining relationship with the company. Gwinner et al. (1998) concludes four types of relationship values by means of qualitative interview, social benefit, psychological benefit, economic benefit and customized benefit. Ju Rebecca, Yen, H and Gwinner, K. P (2003) detect the types of relationship value under the context of Internet. Relationship value only includes confidence benefit and special treatment benefit. The results of the study conduct by Colgate, Buchanan-Oliver and Elmsly (2005) indicate that confidence benefit, social benefit and special treatment benefit still exist in the Internet context. In addition, there is two new dimensions: personal service dimension and historical dimension. At present, a few scholars propose the similar concept-relationship barrier similar to relationship cost (Kim J & Lee H, 2015).

Integrated previous scholars' researches, this paper argues that connotations of the relationship value contains sever-related benefit (Gwinner et al., 1998; Berry, 1995), social benefit (Colgate, Buchanan-Oliver & Elmsly, 2005), confidence benefit, special treatment benefit (Ju Rebecca et al., 2003), risk cost, and time & energy cost (Bloemer & De Ruyter, 1998).

2.2 Relationship value and customer loyalty

Some scholars have proved that single-dimensional relationship value has remarkable effects on customer loyalty (Walter et al., 2002; Ismail, 2015). Trust and relationship value are the most direct antecedent variables in customer loyalty (Walter et al., 2002). Relationship value not only indirectly affects customer's repurchase through satisfaction, commitment and trust, but also directly affects customers' repurchase (Ulaga & Eggert, 2006). However, few scholars have detected the effects of the concept of multi-dimensional relationship value on customer loyalty through empirical researches. Confidence benefit, social benefit and special treatment benefit are remarkably correlated to loyalty (Gwinner & Swanson 2003). Relationship value and functional benefit affect salespersons loyalty and stores loyalty positively through salespersons' satisfaction (Reynolds & Betty, 1999). Although scholars start from the perspective of B2C and prove that relationship value is the major factor that affects customer loyalty. The online group-buying platform in the research is a platform with dual properties put forward by Zhang (2010). Therefore, this paper proposes that customer relationship value includes the relationship value brought by merchants to customers and relationship value brought by group-buying platforms to

customers. Based on the above findings, the paper proposes the following hypotheses:

H1: Customer relationship value has remarkable effects on customer loyalty on the group-buying platform.

H1a: Service-related benefit brought by merchants to customers has positive effects on customer loyalty on the platform;

H1b: Social benefit brought by merchants to customers has positive effects on customer loyalty on the platform;

H1c: Confidence benefit brought by online group-buying platforms to customers has positive effects on customer loyalty on the platform;

H1d: Special treatment benefit brought by online group-buying platforms to customers has positive effects on customer loyalty on the platform;

H1e: Risk cost brought by network group-buying platform to customers has negative effects on customer loyalty on the platform;

H1f: Time & energy cost brought by online group-buying platforms to customers has negative effects on customer loyalty on the platform.

2.3 Mediation effects of relationship quality on relationship value and customer loyalty

The key of relationship marketing is commitment and trust between consumers and companies. Core connotation of relationship quality is relationship commitment and trust (Morgan & Hunt, 1994). According to the commitment-trust theory, this paper deduces that relationship value and relationship cost can be through relationship commitment and trust, and indirectly affect customer loyalty.

Relationship value exerts indirect influence on repurchase intention through the influence on satisfaction, commitment and trust (Ulaga et al, 2006). Social interest exists in the relationship established between the consumers and the product or service providers. There are close social bond between the product and service providers and the consumers, the consumers will show greater loyalty towards the enterprise. The uncertainty and vulnerability of relationship can also be effectively reduced by trust, and that part of benefit from the consumers also derives from the consumers' trust of the enterprise (Berry, 1995). Thus, it can be inferred that confidence benefit will positively influence the consumers' intention of maintaining the relationship with the enterprise. The influence of confidence on the consumers' satisfaction has already been proved (Gremler Dwayne, Kevin & Stephen, 2000).

Provided that product or service providers provide the consumers with special treatment, the consumers' conversion cost will increase emotionally and cognitively. Thus, the customer loyalty can be raised (Fomell, 1992). Reynolds and Beatty (1999) find out that the special treatment provided by product or service providers will be deemed as a part of the evaluation of the overall service. Hence, the interest of the special treatment that the consumers can perceive will exert a positive influence on their overall satisfaction. the interest of special treatment exerts an indirect influence on the consumer loyalty through the influence on the commitment (Hennig-Thurau, Gwinner & Gremler, 2002).The consumers' worries about the security of personal privacy would adversely influence their intention of various transactions online(Dinev & Hart, 2005). That's the privacy cost indicated in this

paper.

Some scholars also study the relationships among relationship satisfaction, relationship commitment and consumer loyalty (Kontu & Vecchi, 2015; Gustafsson & Johnson, 2005). It is suggested by the research of Bolton (1998) that the duration of relationship and purchase intention are under the positive influence of relationship satisfaction.

Relationship commitment has positive influence on the consumer loyalty, relationship satisfaction has indirect influence on the consumers loyalty through the influence on relationship commitment, and relationship commitment is an absolute intermediate variable between relationship satisfaction and customer loyalty (Bettencourt, 1997). Relationship interest exerts indirect influence on the consumer loyalty through the influence on the consumers' satisfaction and commitment, and in the meanwhile, the satisfaction also exerts influence on commitment (Hennig & Thureau, 2002). Commitment is an intermediate variable, and an absolute intermediate variable, between the satisfaction and loyalty (Fullerton, 2003; Fullerton, 2005). Furthermore, it is suggested by the research of Musa, Pallister & Robson (2005) that significant factors influencing the consumer loyalty are satisfaction and commitment. Consistent with these findings, the following hypotheses are offered.

H2. Relationship quality has mediation effect between customers relationship value and customer loyalty.

Relationship value includes six dimensions, so six sub-hypotheses in the exploration into the intermediate effects of relationship quality are proposed:

H2a: Relationship quality has the mediation effect between service-related benefit and customer loyalty;

H2b: Relationship quality has the mediation effect between social benefit and customer loyalty;

H2c: Relationship quality has the mediation effect between confidence benefit and customer loyalty;

H2d: Relationship quality has the mediation effect between special treatment benefit and customers loyalty;

H2e: Relationship quality has the mediation effect between risk cost and customers loyalty;

H2f: Relationship quality has the mediation effect between time & energy cost and customers loyalty.

2.4 moderation effect of Customer relationship life cycle on relationship value and customers loyalty

The development of relationship between customer and enterprise is periodic, including investigation period, evolution period, mature period and degeneration period (Garbarino & Johnson, 1999), and the involved two parties behave differently in different periods of customer life cycle. Degeneration period is not always the fourth period after mature period, and can happen at any time during the development of relationship life cycle, which is not a stable normal period (Dwyer et al, 1987). Therefore, the thesis is focused on the former three periods of relationship life cycle.

From the relationship's investigation period to the mature period, customers will feel more and more social benefits, and more and more emotional factors like being friends. And customer loyalty to network group-buying platform will also get higher.

Confidence benefit is similar with the concept of trust (Hennig-Thurau, Gwinner & Gremler, 2002), and with constant development of the relationship between customer and enterprise, confidence benefits will be increasingly growing (Schurr & OZane, 1985).

Trust is generated at the initial development period of the relationship life cycle, and it reaches to the peak point in the mature period (Dwyer et al, 1987). Enterprises will adopt special marketing strategies to retain customers, such as extra discount and other privileges. And with the constant development of customer relationship life cycle and increasing of trading times, special treatment benefits which customers get will be gradually accumulated (Sharp B & Sharp A, 1997). Buyer's economic investment will be gradually decreased, at the peak in the investigation period and relatively less in the extension and commitment period (Patterson & Smith, 2001).

The buyers' perceived trading risk will gradually decrease, the risk perceived by the buyers during the investigation period reaches to the highest point and that during the mature period reaches to the lowest (Claycomb & Frankwick, 2005). In this thesis, risk cost paid by customers will gradually decrease with constant development of relationship life cycle. During the investigation period, since customers do not have enough understanding of network group-buying platform and have less trust to it, the risk cost is quite high. Customers' confidence in products and services provided by network group-buying

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platform will grow with development of relationship life cycle, and the risk cost will decrease accordingly.

In conclusion, the thesis proposes the following assumptions:

H3. The relationship life cycle has mediation effects between customer relationship value and customer loyalty.

H3a: From the stage of investigation to stage of commitment, service-related benefit has less and less positive effects on customer loyalty;

H3b: From the stage of investigation to the stage of commitment, social benefit has more and more positive effects on customer loyalty;

H3c: From the stage of investigation to stage of commitment, confidence benefit has more and more positive effects on customer loyalty.

H3d: From stage of investigation to stage of commitment, special treatment benefit has more and more positive effects on customer loyalty;

H3e: From stage of investigation to stage of commitment, risk cost has less and less negative effects on customer loyalty;

H3f: From stage of investigation to stage of commitment, time & energy cost has more and more negative effects on customer loyalty.

These hypothesized relationships are depicted in Fig. 1.

Figure 1 here

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3. Research design and methodology

3.1 Measurement development

Appendix illustrates the constructs' measurements of this study. Each item was measured by a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). This study designs some of the items in the questionnaire in reverse to prevent consistent responses.

The measurement items of sever-related benefit are based on Anderson and Narus (1987). The measurement items of social benefit are based on items proposed by Gwinner et al. (1998), Patterson and Smith (2001). The measurement items of confidence benefit are based on items proposed by Gwinner et al. (1998), Patterson and Smith (2001), Henning-Thurau et al. (2002) and Yen and Gwinner (2003). The measurement items of special treatment benefit are based on items proposed by Gwinner et al. (2003) and Patterson and Smith (2001). The measurement items of risk cost are based on items proposed by Bloemer & De Ruyter (1998). The measurement items of time & energy cost are based on items proposed by Bloemer & De Ruyter (1998). The measurement items of relationship quality are based on items proposed by Wulf et al. (2001), Abdul-Muhmin (2002), Wulf and Odekerken-Schroder (2003) and Tan, Goh and Teo (2007). The measurement items of customer loyalty are based on items proposed by Keränen (2014), Parasuraman, Zeithaml and Berry (1994) and Balabanis, Reynolds and Simintiras A (2006).

3.2 Selection of samples

The research adopts the method of random sampling to extract samples. The

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questionnaire adopts two forms, paper questionnaires and online questionnaires. A total of 200 paper questionnaires and 164 online questionnaires are collected. Finally, 262 valid samples are obtained. General information of sample is as following in table 1.

Table 1 here

4. Results

In order to test the relationship among different variables, the paper employs the method of multiple regression analysis.

4.1 Regression analysis

The research chooses customers loyalty as the dependent variable. Service-related benefit, social benefit, confidence benefit, special treatment benefit, risk cost and time & energy cost are selected as independent variables. The results are shown in Table 2.

Table 2 here

Take the relationship quality as the dependent variable. Service-related benefit, social benefit, confidence benefit, special treatment benefit, risk cost and time & energy cost are selected as independent variables. The paper conducts multiple regression analysis. The results are shown in Table 3.

Table 3 here

Take customer loyalty as dependent variable and relationship quality as independent variable. The paper conducts multiple regression analysis. The results are shown in Table 4.

Table 4 here

4.2 The mediation effects of relationship quality

The study preliminarily puts forward that relationship quality is the mediation variable between customer relationship value and customer loyalty in the correlation between customer relationship value and customer loyalty. The research adopts the method of testing the mediation variables proposed by Baron and Kenny in 1986 to detect the intermediate effect of the relationship quality. The results of the detection are shown in Table 5.

Table 5 here

Model 1 demonstrates regression between six dimensions of relationship value and customer loyalty, model 2 show that regression between six dimensions of relationship value and relationship quality and model 3 indicate regression among relationship value, relationship quality and customer loyalty.

4.3 The moderation effect of customer relationship life cycle

The moderation variable in our paper is customer relationship life cycle. Our paper classifies the general samples into three types according to the different cycles of sample customers. The whole samples are classified into three types. The number of samples at the stage of investigation is 71. The number reaches 122 at the most at the stage of development. The number of samples at the stage of maturity is 69. After the classification of samples, multi-level regression is conducted. The results are shown in Table 6.

Table 6 here

4.4 Conclusions and discussion

After empirical analysis, the results show that H1 and H2 are reasonable. H3a and H3f

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in H3 are partially reasonable. Others are completely reasonable. The discussions after analyzing the data are shown as follows:

The regression analysis of Table 2 indicates that regression coefficient of service related benefit is the largest. It means that service related benefit has the most significant positive influence on customer loyalty. Influence coefficient of social benefit is the smallest. It meets the research result of Colgate, Buchanan-Oliver and Elmsly (2005). Risk cost has significant negative influence on customer loyalty, which means that customers care about personal privacy and personal information safety in Internet environment.

The regression analysis of Table 3, Table 4 and Table 5 indicates that relationship quality plays a partial mediator role in the relationship between service related benefit and customer loyalty. Customers will have more satisfaction and commitment to online group-buying platform. Relationship quality plays a complete mediator role in the relationship between social benefit and customer loyalty. Its influence on customer loyalty is produced through relationship quality. Relationship quality plays a mediator role partially in the relationship between special treatment benefit and customer loyalty.

The regression analysis of Table 6 indicates that relationship life cycle can regulate the relationship between relationship value and customer loyalty. However, its moderation functions in different stages are also different significantly. From the investigation period to mature period, coefficient of service related benefit decreases first and then increases. During this stage customers have just established a relationship with online group-buying platform. It is hard for them to form confidence on products or services. So service related

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benefit has great influence on customer loyalty. In the development period, customers have experienced some special treatment benefit and social benefit, so they gradually form the confidence and satisfaction with the platform.

From the investigation period to mature period, social benefit increases gradually, which means that customers have only buy products or services from online group platform for some times and are not quite familiar with the platform when they are in the investigation period of relationship life cycle. At this moment customers get relatively little social benefit from the platform, so it has lower influence on customer loyalty. However, with the development of relationship life cycle in the process from investigation period to mature period of relationship between customers and online group-buying platform, customers will be more familiar with the platform, perceive more emotive factors and get more social benefit. So influence of social benefit on customer loyalty will be more significant.

From the investigation period to mature period, regression coefficient of special treatment benefit increases gradually. Customers get more and more special treatment benefit with the development of relationship, which makes customers perceive more conversion cost. The influence of special treatment benefit on customer loyalty becomes more and more significant. From the investigation period to mature period, absolute value of regression coefficient of risk cost decreases gradually. During the investigation period, customers are not familiar with the online group-buying platform, so they will doubt its security. Risk cost has great influence on customer loyalty. With the development of

relationship, customers understand more about the security of online group-buying platform. They perceive lower and lower risk cost. Risk cost has less and less influence on customer loyalty with the development of relationship life cycle.

5. Implications and limitation

This article puts forward the following management suggestions for operators of online group-buying platforms.

The influence of different dimensions of relationship value on customer loyalty is changing in different relationship life cycle. The weigh of benefit and cost mostly concerned by customers is different. So this paper considers that the operators of online group-buying platforms shall classify customers according to the characteristics of different relationship life cycle stages and adopt different marketing strategies on customers in different relationship life cycle stages.

For customers in investigation period, they pay more attention to service and risks, so operators of online group-buying platforms shall emphasize on the advertising of service and risks and make customers experience more service related benefit and less risk cost in practical experience. For customers in development period, they pay more attention to special treatment benefit, operators of online group-buying platforms shall arrange for a series of activities and policies to reflect the difference between loyal customers and new customers to let customers in development period know that their loyalty has corresponding return. For customers in mature period, besides keeping the service quality of the platform itself, supervising the service quality of upstream service providers and providing special

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treatments, operators of online group-buying platforms shall strengthen the social benefit obtained by customers, enhance the interaction with customers and encourage the service providers to interact with customers actively. If customers feel that their relationship with online group-buying platform is like friends and feel more humanized care, they will be more willing to keep a relationship with such a platform. Group-buying platforms and service providers shall be active in the innovation of products and services, establish standardized service process to strengthen the trust of customers on online group-buying platform, provide more special treatments to loyal customers, improve the stickiness of customers through price discounting, credit redemption, gift bags, rewarded recommendation and other sales promotion methods, provide customers precision marketing, launch personalized services, improve service efficiency, save cost for customers and improve customer relationship value in different aspects to get more loyal customers.

Consumer equity presents customer lifetime value and includes value equity, brand equity and retention equity (Zeithaml, Lemon and Rust, 2001; Blattberg & Deighton, 1996). The degree of consumer loyalty is an important indication of consumer equity (Rust & Oliver, 2000). Loyal customers and general customers have completely different influences on enterprises. Larger numbers of loyal consumers are huge competitive advantage, market value and learning resources for enterprises (Giovanis & Athanasopoulou, 2014). Establishing and maintaining good relationships with consumers can effectively improve customer loyalty, and then enhance customer equity. This paper considers that the manager of the group-buying platform can establish good relationships with customers if they desire

to get more benefits and value from the customer. Providing more special treatment benefit and reducing risk cost are able to attract more new consumers to the group-buying platform. If the enterprise desire the general consumers to become loyal consumers and then hence consumer equity, they should constantly improve customer relationship quality and focus on customer relationship life cycle.

Although getting some valuable research results, this article also has some limitations and shortcomings.

Existing online group-buying has different modes. This article mainly researches the mode in which online group-buying platform is organized by third party as a mediator. Future research will study customer loyalty according to subdivision of different modes and find better online group-buying operation mode by comparison. Since sample quantity is limited, the generality of research result is also limited to some extent. Sample quantity and questionnaire distribution range shall be widened for more accurate result.

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Figure 1 Theoretical model

Table 1 General information of demographic

Gender	Male	42.97%
	Female	57.03%
Marriage Status	Married	34.22%
	Unmarried	65.78%
Age	21~25	37.64%
	26~30	35.37%
	31~40	20.53%
	>40	6.46%
Education background	High school	15.21%
	Bachelor	43.35%

	Masters and Doctorate	41.44%
Occupation	Students	41.44%
	Civil servant	29.66%
	Company employee	16.35%
	Public institution	7.98%
	Others	4.56%
Income/month (¥)	<1000	23.95%
	1000~3000	32.70%
	3000~5000	23.14%
	5000~8000	8.75%
	>8000	6.46%

Table 2 Customer relationship value's regression to customer loyalty

Dependent variable	Independent variable	Standard coefficient	Adj-R ²	F	T	Sig.
Customer loyalty	Service-related benefit	0.55	0.30	114.95	10.72	0.00
	Social benefit	0.37	0.13	39.91	6.32	0.00
	Confidence benefit	0.51	0.26	92.48	9.62	0.00
	Special treatment benefit	0.48	0.22	76.23	8.73	0.00
	Risk cost	-0.41	0.17	52.91	-7.27	0.00
	Time & energy cost	-0.24	0.06	16.34	-4.04	0.00

* p<0.05, ** p<0.01

Table 3 Customer relationship value's regression to relationship quality

Dependent variable	Independent variables	Standard coefficient	Adj-R ²	F	T	Sig.
Relationship quality	Service-related benefit	0.61	0.38	159.49	12.55	0.00
	Social benefit	0.42	0.17	55.00	7.42	0.00
	Confidence benefit	0.62	0.38	162.02	12.73	0.00
	Special treatment benefit	0.47	0.22	72.70	8.53	0.00
	Risk cost	-0.45	0.20	65.11	-8.07	0.00
	Time & energy cost	-0.30	0.09	26.18	-5.12	0.00

* p<0.05, ** p<0.01

Table 4 Relationship quality's regression to customer loyalty

Dependent variable	Independent variable	Standard coefficient	Adj-R ²	F	T	Sig.
Customer loyalty	Relationship quality	0.76	0.57	345.91	18.60	0.000

* p<0.05, ** p<0.01

Table 5 The mediation effects of relationship quality

Variables	Model 1	Model 2	Model 3
Service-related benefit	0.55**	0.61**	0.14**
Social benefit	0.37**	0.42**	0.06
Confidence benefit	0.51**	0.62**	0.07
Special treatment benefit	0.48**	0.47**	0.16**
Risk cost	-0.41**	-0.45**	-0.09*
Time & energy cost	-0.24**	-0.30**	-0.02
Relationship quality			0.61**

* p<0.05, ** p<0.01

Table 6 Moderation effects of customer relationship life cycle

Variables	Standard regression coefficient		
	Stage of investigation	Stage of development	Stage of maturity
Service-related benefit	0.58***	0.44***	0.51***
Social benefit	0.30***	0.33***	0.39***
Confidence benefit	0.45***	0.47***	0.49***
Special treatment benefit	0.42***	0.44***	0.47***
Risk cost	-0.47***	-0.38***	-0.23*
Time & energy cost	-0.20*	-0.31***	-0.10

* P<0.1, ** p<0.05, *** p<0.01