

## **Non-switching dissatisfied customers: explanations for a paradox**

*“All firms cannot achieve 100% customer satisfaction for all customers all the time. There will always be some customer dissatisfaction”*

*(Fornell and Wernerfelt 1987).*

Many researches in consumers, service and industrial fields have analyzed the causes and consequences of consumer dissatisfaction (for B to B sector, see Oliver 1997, Richins 1987, Zeelenberg and Pieters 2004, Zeithaml et al. 1996). The situations and reactions described in these researches are various but they mainly focus on active consumer behaviour: switching, complaints, word of mouth, etc. But one possible reaction to dissatisfaction can be to have ... no reaction. More precisely, dissatisfied customers can continue, for several reasons, to buy products from their supplier (Backhaus and Büschken 1999, Batt 2001).

In a business to business context, this situation seems to be less unusual than expected. As a matter of fact, B to B relationships are generally long-lasting relationships (Håkansson 1982) “stable but not static” (Alajoutsijärvi et al. 2001). It is generally admitted that they evolve over time and follow a real-life cycle (Dwyer et al. 1987). One of the main preoccupations for B to B manager is, then, to guarantee the stability of the relationships with his different partners: customers, distributors and suppliers. Non switching behaviour face to a supplier after a dissatisfaction is one of the possible way to reach this objective.

The industrial customer can be dissatisfied, in a more or less profound way, depending upon the nature and degree of recurrence of the problem. The majority of the research, however, concentrates on the cases where everything is going well between the two parties. The research generally studies situations where customer and supplier share an overall positive relationship that is balanced and without incident. Essentially, all of the studies are interested in satisfied customers (to greater or lesser degrees) and their relationships with their suppliers. On the basis of this satisfaction, trust, attachment, commitment, relationship value, etc., the relationship can then develop and be strengthened. However, difficulties, problems and, more widely, sources of dissatisfaction for the industrial customer are also a part of the reality of these relationships, including long-term ones.

The object of this research is, then, to study the case of these long-term relationships on the occasion of which a problem occurs but nothing changes (or seems to change) in customers behaviour. We will focus on the category of customers who stay even though they are dissatisfied. Our question is,

thus, the following: why do dissatisfied customers maintain long-term relationships with their suppliers?

A literature review and a qualitative study enabled us to highlight three kinds of reasons that make a customer remain with his supplier in spite of dissatisfaction: positive reasons, negative reasons and wrong reasons. A quantitative study among 150 industrial buyers provided a validation of this partition.

### *Conceptual framework and model*

#### *Long term relationships*

As has been suggested since the beginning of the 1980s by the IMP group and as was put forth a few years later by the Relationship Marketing approach (since the first works of Grönroos in 1994) relationship management is a central preoccupation for both industrial customers and suppliers. According to a recent article by Ford and Håkansson (2006), “relationships are (...) an important structural dimension as fundamental as organisations themselves”. The unit of analysis of customer purchasing behaviour should, then, never been a transaction or an episode but has to take into account the whole relationship between the two parts (Ford 1997). Studying the relationship over time, many studies have highlighted the evolution of these last. As a matter of fact, the particular process of interaction in industrial markets involves this evolution and leads to the existence of stable relationships in the long run (Anderson and Narus 1990; Gadde and Mattson 1987; Gummesson 1994, 1997; Magrath and Hardy 1994). For Håkansson (1982), as well as for Brennan and Turnbull (1997) or Easton (1992), it is even clear that long-term customer - supplier relationships occur very often and are an important characteristic of industrial markets.

Therefore, a large amount of literature exists on B to B relationships, and a great part of the researches deals with the determinants of long-term relationships. A literature review has been conducted among those determinants, in order to identify the possible explanations of long-term buying behaviour in a specific situation: customer dissatisfaction.

#### *Positive reasons*

A great part of long-term relationships are driven by positive reasons for the customer to maintain his buying behaviour over time. The literature on customer loyalty has been exploring these reasons for many years now in business to business contexts and provides a very good basis for a new research.

Thus, the affective determinants of customer loyalty constitute good reasons to stay even after a dissatisfying episode.

It is generally admitted that “**trust, commitment** to the exchange relationship and **satisfactory** performance, are the important characteristics of a good buyer - seller relationship” (Han, Wilson and Dant 1993). When the customer is satisfied, confident and committed, the relationship quality is high and the customer loyal (Rauyruen and Miller 2007). The stability of the relationship is, then, more important than for other relationships (Ganesan 1994, Morgan & Hunt 1994, Moorman & al. 1992 and 1993) and this will continue over time. If a problem or a source of dissatisfaction occurs, strong levels of satisfaction, trust and commitment can lead the customer to forgive his supplier easily and to balance this single negative event with the whole positive feeling he has developed.

At the same time, a growing number of studies argue that “offering superior **value** to the customer is essential for creating and maintaining long-term customer – supplier relationships” (Eggert et al. 2006). As a balance between what is received and what is given (Zeithaml 1988) or between benefices and sacrifices (Ulaga and Eggert 2005) perceived value is a good driver of customer loyalty (Chiu et al. 2005) and a good reason for non-switching behaviour after a dissatisfaction. As a matter of fact, the benefice of the relationship can be considered to be higher than the sacrifices linked to the dissatisfying episode.

A previous qualitative study exploring the reasons of non-switching behaviour for dissatisfied customers highlighted the importance of **involvement** in the product category as a positive explanation of this behaviour. Involvement is a well-known determinant of loyalty for B-to-C markets. It can be defined as “a person's perceived relevance of the object based on inherent needs, values, and interests” (Zaichowsky 1985). Russell-Bennett et al. (2007) have underlined in their recent research that the concept has received little attention in the industrial environment, although it could be important in this context. The authors show that, for small companies, involvement with the product category has a direct impact on the emotional component of loyalty (just as for B-to-C markets).

The last positive reason to stay is linked to the past story of the relationship and consists in the **past reaction of the supplier** in the same situation. Faced with an incident, a problem or a source of dissatisfaction for the customer, the supplier has several kinds of possible reactions to choose from (see for example Davidow 2003, Kelley et al. 1993). This reaction is a determining factor to give the relationship a chance to continue (Choi and Mattila 2008, Wirtz and Mattila 2004). Therefore, if the

customer knows that his supplier can react correctly when faced with a problem, he will easily forgive him for an incident. This rule is not, however, valid for repeated incidents. The customer's tolerance of the problem would be tested, leading him to reject the relationship.

We will, then talk about positive reasons to stay when the customer is able to choose and really wants to maintain the relationship. The strength of this relationship with the supplier is stronger than the weakness caused by the dissatisfying episode.

### *Negative reasons*

Within long-term relationships, the possible explanations for customer's behaviour can sometimes be hard to understand. Some regular buyers are not loyal customers even if they apparently behave as loyal customers (Bozzo 2001). As a matter of fact, a part of the regular buyers are not really satisfied by their supplier, they are not committed, confident or involved and the relationship perceived value is low. They can be considered as long-term dissatisfied customers: for them it is not a problem of dissatisfying episode, but of dissatisfying relationship.

The question is then: why don't they switch? Two possible explanations emerge from the literature and can be described as negative reasons.

The first one is directly linked to the structure of industrial relationships. On business markets, the dyadic customer-supplier relationships are submitted to many other direct or indirect influences. As a matter of fact, interactions between those two actors take place within other interactions, forming a network of actors. Therefore, connectedness, or the extent to which exchange in one relation is conditioned by exchanges in the others (Cook and Emerson 1978), is one of the basic characteristics of industrial networks (Batt and Purchase 2004). Among the influential parties within the network, the **derived demand**, i.e. the customers of the customer, have a particular importance (Håkansson 1982). Indeed, some companies are obliged to submit to the pressure of their own customers (Haas 1982), who suggest to them (or even require) specific suppliers (Bishop et al. 1984).

The second explanation is linked to the possible (or perceived) alternatives for the customer. The customer can sometimes feel constrained to continue his relationship with his supplier. For true or false reasons, some of them perceive lack of alternatives (Gadde and Mattsson 1987) and can even become "hostages" (Jones and Sasser 1995) in their relationship. This perceived or real **dependence** is based on an asymmetry of power (Dabholkar et al. 1994) and leads to situations where the

customers “have to” stay in the relationship (Bliemel and Eggert 1998). In this case, of course, a dissatisfied customer won't switch.

The last explanation is linked to the **perceived switching costs** (Dick and Basu 1994, Jones et al. 2002). Various studies have demonstrated the influence of switching costs on customer retention (for example, Dwyer et. al. 1987 or Heide and Weiss 1995). For Jones et al. (2000), “When perceived switching costs are high, customers may remain despite their dissatisfaction due to perceptions that switching costs outweigh switching benefits”.

We will, then, talk about negative reasons to stay when the customers is not (or feels he is not) free to switch. He won't switch because he can't switch and not because he has chosen to stay.

### ***Wrong reasons (nor positive neither negative)***

Some researches on industrial long-term relationship have shown that a part of them are not based on positive reasons to stay but neither on negative reasons. The customer is not really loyal but he does not either feel constrained to stay with the supplier. This kind of customer is not very interested by the relationship and just wants to limit the cost of thinking (Bawa 1990) or keep his time and energy for something else. In a case of dissatisfaction, his reaction will be exactly the same: he won't react.

The first reason for this kind of behaviour is **inertia**. Inertia can be defined as a particular state in which industrial customers develop regular and stable buying behaviour without any real strong positive feelings (Bozzo 2002). Inert industrial customers develop long-term buying behaviours with a low level of involvement in the relationship (Gadde and Snehota 2000). When they have found their supplier, they just don't switch because they don't feel very concerned with what is happening (Dyer et al. 1998) and don't want to waste their time with this kind of activity.

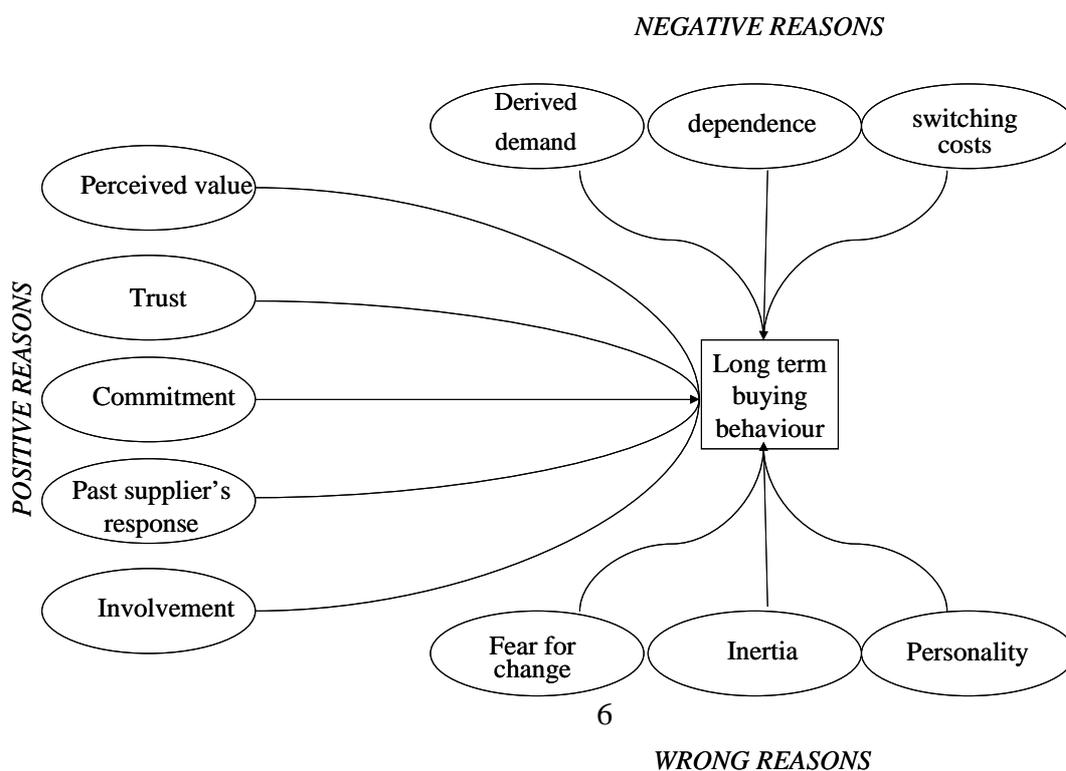
The second motivation can be **fear of change**, that is to say the fear of what could happen with a new supplier. Directly related to one's tolerance for risks (Sheth and Shah 2003), the fear of change can prevent an industrial customer from switching. It can lead him to continue his relationship with his current supplier in order not to risk making a mistake or finding an even worse supplier (Gopalakrishna-Pillai and Sharma 2003). Some regular customers can, then, stay with their supplier, just because they are afraid of what they might find with another supplier (Hocutt, 1998). This kind of customers prefers to stay with their supplier because they know him, even if everything is not perfect.

The **personality** of the person confronted with the dissatisfaction can also be included as one of the wrong reasons. In the early 70's, Jung (1971) suggested that much of the variation in human behaviour, performance, and attitude can be explained by differences in individual personality. Supporting this theory, many researches in psychology and human resource management have linked personality to professional behaviour. For example, Berr et al. (2000) studied the link between personality and managerial behaviour, Filbeck et al. (2005) between personality and risk aversion for investment decision making, Hough (2005) between personality and strategic decision outcomes. We consider personality as a wrong reason when some people tend not to react (not to switch) even if they should because of their personality. Even if “machine-like relationships do not exist” (Håkansson and Snehota 1995) it is not a good situation when personal characteristics influence customer – supplier relationship in the wrong way.

We will, then, talk about wrong reasons (nor positive neither negative) when the main reason to stay after a dissatisfaction is not linked to a real assessment and appraisal of all the aspects of the situation by the customer. Inertia, fear and personality prevent the customer from any kind of reaction and avoid facing the problem or the possibility of reacting. The term “wrong” has been chosen because this kind of situation should not exist within B to B relationships. It is based on non rational and non objective motivations that are not really adapted in business contexts.

**Research model**

The literature review allows us to present a three-parts research model, each part corresponding to a kind of reason for non-switching behaviour after a dissatisfaction.



## *Empirical Study*

### *Research Design*

For this quantitative study we first contacted several industrial suppliers. We asked them to give us a list of regular customers who could have left them after a problem but who have not. The objective of this first part was to identify the good customers for our study. Ten suppliers identified their non switching dissatisfied customers and gave us a name, function and email address of someone who could answer our questionnaire within those firms. We, then, sent a questionnaire by email to the identified customers and we obtained 150 answers.

A two stages research design has been used for the data analysis. We first tested the validity of our three parts model dividing our sample into three groups: customers who stay for positive, negative and wrong reasons. After that, we tested the level of the different groups on the 11 determining variables of the customer's non switching behaviour presented in our model.

### *Measure of the variables*

The measures of a part of the variables are well known and frequently used in the literature. We, thus, used Morgan and Hunt (1994) for trust and commitment, Eggert, Ulaga and Schultz (2006) for perceived value, Ganesan (1994) for dependence, Wuyts and Geyskens (2005) for switching costs and Morgan (1991) for fear for change. We also adapted Zaichowsky (1985) for involvement and Smith et al. (1999) for past supplier reactions. We added to the 11 variables a measure of the level of dissatisfaction as it has been proposed by Zeelenberg and Pieters (2004).

As far as derived demand, inertia and personality were concerned, things were more difficult (see appendix A for detailed measures).

We chose to measure the effect of derived demand on relationship continuation after a dissatisfaction measuring the influence tactics for supply chain contagion as it was defined by McFarland et al. (2008) As a matter of fact, according to these authors "supply chain contagion is the propagation of interfirm behaviors from one dyadic relationship to an adjacent dyadic relationship within the supply chain" and "contagion effects can have both positive and negative outcomes in the supply chain".

This is exactly what we wanted to measure: how does a relationship within a customer and his supplier can be affected by the relationship of this customer with his own customers. Supply chain contagion depends on the use of influence strategy developed by the two parts of each dyad within the supply chain. In our case (influence of derived demand on customer behaviour with his supplier) we will only consider the customer's customers part and their perceived influence on the firm. McFarland et al. (2006, 2008) present six influence tactics identified in the channels literature. Adapting this measure to our context, we decided to keep two of them: a soft coercive strategy ("promises") and a hard coercive strategy ("threats") that are the only ones which are not altering target perceptions but highly use instrumentality (rewards or punishments) to reach their goals (Venkatesh et al. 1995).

Concerning personality, many measures are based on the Myers-Briggs Type Indicator (MBTI) itself based on Jung (1971) works. MBTI proposes four bipolar personality dimensions: orientation to the outer world (extraversion–introversion), perceptual process (sensing–intuition), judgement process (thinking–feeling) and principal type (judging–perceiving) leading to 16 personality types according to the scores of the individual on each of the four scales (Myers and McCauley, 1985). The MBTI measures the strengths of individuals preferences on those four dimensions It is one of the most widely used applied measure of personality (Hirsh 1985, Hirsh and Kummerow 1990) and has been widely exploited in HR management and evaluation for more than 30 years. The main problem using MBTI for our research is that the questionnaire is about 100 to 130 items. It was, then, totally impossible to integrate the whole measure in our questionnaire. We decided to adapt it with four bipolar items: from extraversion to introversion, from sensing to intuition, etc. The items have been deducted from Filbeck and Smith (1996) research as presented by Filbeck et al. (2005). As our purpose was to test the impact of personality on non-switching behaviour, a bipolar item per personality dimension seemed to be a good compromise between the measurement tool precision and the length of the questionnaire.

Finally, we decided to measure Inertia by a new scale developed after two qualitative studies and tested on another sample.

### ***Validity of the three parts model***

To check the validity of our three parts model, we followed a two step methodology (Bozzo 2000). We used two complementary cluster analyses: a theoretical and an empirical one.

The theoretical cluster analysis is based on the conclusions of the literature review on the different levels of 10 of the explanation variables between those who don't switch for positive, negative and wrong reasons, as well as on the conclusions of a first qualitative study (personality is not used as a partition variable because it is not defined in terms of 'level' as for the other variables). Using those conclusions, three "typical" customers are defined: the "typical" non switcher for positive reasons, the "typical" non switcher for negative reasons and the "typical" non switcher for wrong reasons. The characteristics of the three typical customers are presented in the table 1.

	<i>Non switching for Positive reasons</i>	<i>Non switching for Negative reasons</i>	<i>Non switching for Wrong reasons</i>
trust	High	Low	Low
commitment	High	Low	Low
value	High	Low	Low
involvement	High	Low	Low
past supplier's reactions	High	Low	Low
dependence	Low	High	Low
switching costs	Low	High	Low
derived demand	Low	High	Low
inertia	Low	Low	High
Fear of change	Low	Low	High
Personality	Various	Various	Similar

Table 1: characteristics of the three typical customers for the theoretical cluster analysis

Each typical customer is then used as a cluster centre and each interviewee is allocated to a group, using k-means clustering, depending on his proximity with one of the three typical customers. This theoretical classification is, then, compared to an empirical classification based on the scores of the interviewee on the 10 explanation variables used for the theoretical classification. Using Ward's method applied to the squared Euclidian distances, we create three groups of customers. 85% of the interviewees remain classified in the same group by the two methods. The repartition of the interviewees in each group for the theoretical classification is: 52% for good reasons, 21% for negative reasons and 27% for wrong reasons.

We thus, could have validated the three group partition. However, the results for the empirical classification seem to indicate the existence of four groups. Within those who stay for good reasons, two clusters appear: those who really stay for good reasons (high scores on trust, commitment, value, involvement and past reactions, low scores on the other variables) and those who stay for good reasons and at the same time for one or two negative and / or wrong reason.

Even if we had not considered this option, it seems very logical to consider that reasons to stay are not always widely divergent but can be a mix of several states. For example, one can be involved, committed, confident, etc., and at the same time confronted to his own customer's pressure. Dependence can, also, appear in very strong relationships: because of his perceived value of the

relationship and his commitment, the customer enters a system of cooperation. Year after year, an asymmetry of power appears and the cooperation is transformed into dependence. Apart from inertia (that is conceptually opposed to high levels of commitment, involvement, value and even trust) all the other negative or wrong reasons can interfere with the good reasons. This kind of reasons to stay can be called mixed reasons.

The repartition of the interviewees in each group for the empirical classification is: 20% for good reasons, 25% for negative reasons and 22% for wrong reasons and 32% for mixed reasons.

### ***Characteristics of the four empirical groups***

An F test on each pair of groups for each variable (except personality) gives the following results (table 2):

	<b><i>positive / negative</i></b>	<b><i>positive / wrong</i></b>	<b><i>negative / wrong</i></b>	<b><i>positive / mixed</i></b>	<b><i>mixed / negative</i></b>	<b><i>mixed / wrong</i></b>
trust	R (9/9)	R (9/9)	Pr (5/9)	Nr (0/9)	R (9/9)	R (9/9)
commitment	R (7/7)	R (7/7)	R (7/7)	Nr (0/7)	R (7/7)	R (7/7)
value	R (4/4)	R (4/4)	R (4/4)	Nr (0/4)	R (4/4)	R (4/4)
involvement	R (6/6)	R (6/6)	Nr (0/6)	Nr (0/6)	R (6/6)	R (6/6)
past suppl react	Pr (6/9)	Pr (8/9)	Nr (2/9)	Nr (1/9)	Pr (7/9)	Pr (8/9)
dependence	R (7/7)	Pr (4/7)	R (7/7)	Pr (6/7)	Nr (1/7)	R (7/7)
switching costs	R (3/3)	Pr (2/3)	R (3/3)	Pr (2/3)	Nr (1/3)	R (3/3)
derived demand	R (8/8)	R (8/8)	R (8/8)	Pr (7/8)	Nr (1/8)	R (8/8)
inertia	R (4/4)	R (4/4)	R (4/4)	Nr (1/4)	R (4/4)	R (4/4)
Fear of change	R (5/5)	R (5/5)	R (5/5)	Pr (3/5)	Nr (0/5)	Nr (1/5)

Table n°2: « F tests by pair of groups »

R (9/9) = H0 rejected (rejected for the 9 items)

Pr (6/7) = H0 partially rejected (rejected for 6 of the 7 items)

NR (0/9) = H0 Non rejected (rejected for 0 of the 9 items)

As we see in this table, non switchers for positive reasons are different from non switchers for negative reasons and for wrong reasons. Except for involvement, non switchers for negative and wrong reasons are also different. According to these results, we can assume we have three significantly different groups of customers.

Concerning customers who stay for mixed reasons, their behaviour has common determinants with the 'positive' group for trust, commitment, value, involvement, past supplier reaction and inertia but different on the other variables. On these variables, they have common scores with the 'negative' and / the 'wrong' group.

As far as dissatisfaction level is concerned, we did not found any clear difference between the four groups in the two items (Overall, how dissatisfied were you with this experience? Overall, how good

or bad did you feel after this experience?). The medium score for dissatisfaction was around 5.5 for the four groups.

If we look at the scores on the different variables, we observe the following results (figure 1):

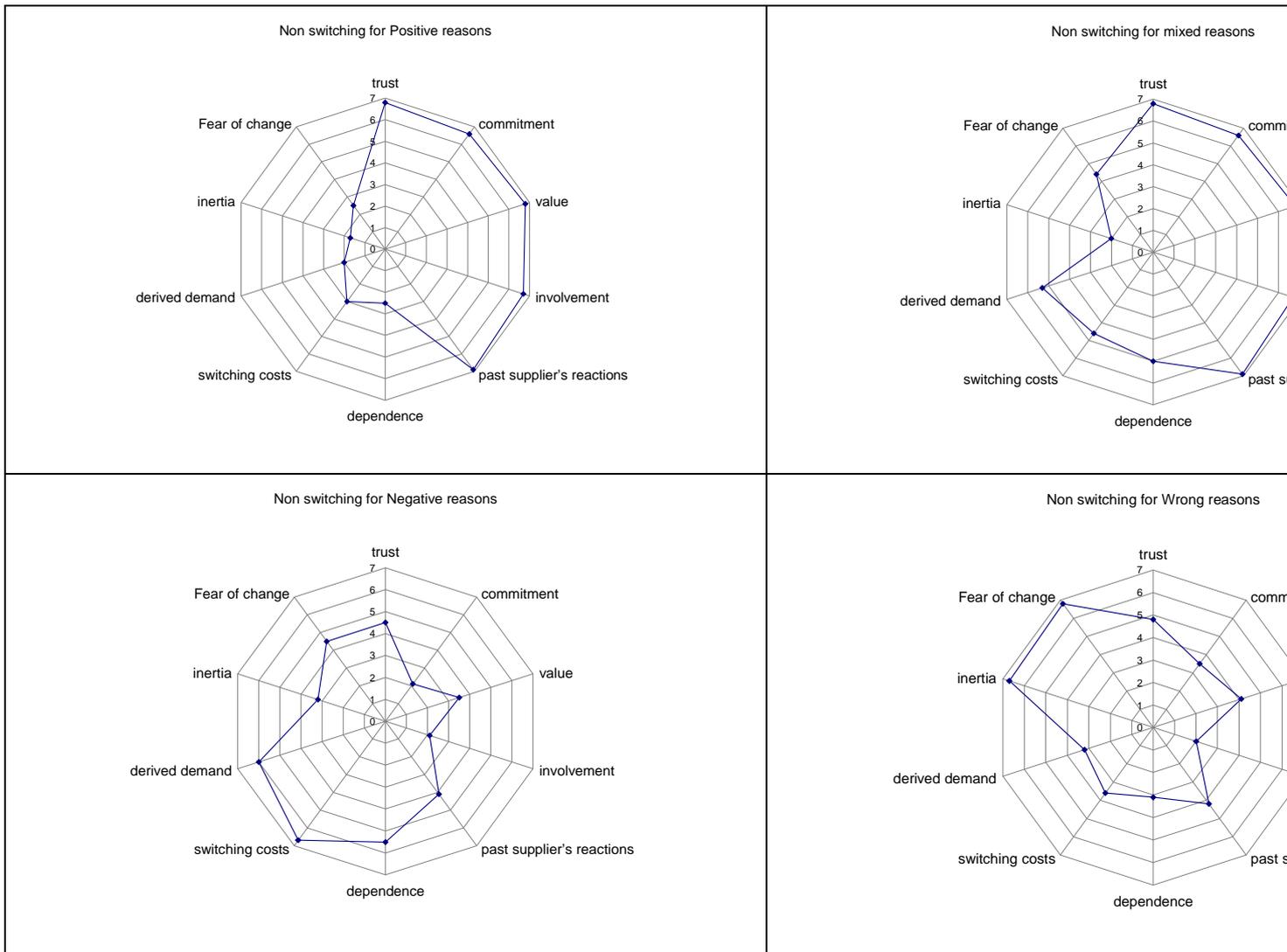


Figure 1: medium scores for the four groups on the 11 determinants of non switching behaviour

To look closer at the personality of the interviewee for the four groups, we have analysed the repartitions of the 16 possible personality styles (depending on the combinations of extroversion / introversion, sensing / intuition, thinking / feeling and judging / perceiving). For the 'positive', 'mixed' and 'negative' groups, none of the 16 personality style appears to be more represented than the other within the interviewees. For the 'wrong' group, personalities based on 'perceiving' – whatever the other dimensions- represent 75% of the interviewees.

### *Conclusion*

This research has shown the existence of four kinds of motivations to stay with the same supplier after a source of dissatisfaction. According to our results, the kind of motivation does not seem to be linked to the importance of dissatisfaction but to the characteristics of the relationship. Three of the groups come from the literature and present distinct characteristics: positive reasons (the customer does not want to leave because the positive aspects of the relationship are more important than the negative aspects of dissatisfaction) negative reasons (the customers cannot change his supplier) and wrong reasons (the customer stays for non-rational reasons). But this research also permitted to highlight a fourth group with non switchers: those who stay for mixed reasons.

In the fourth group (mixed reasons) customers are mainly motivated by positive reasons to stay but one -or two- negative or wrong reason influence also their behaviour. In other words, they seem to be able to take into consideration the positive aspects of the relationship as well as the influence of switching costs, derived demand, dependence and /or fear of change on their behaviour. As they represent 1/3 of the interviewees, it is important to take these customers into account.

We cannot provide deeper explanation for the behaviour of this group of customers in this research, but it could be really interesting to investigate it in the future. A qualitative research could be a way to explore this behaviour and to find elements of explanation. It could also be interesting to measure the relative effects of positive, negative and wrong reasons on customer's behaviour in this group. We have postulated that these customers were mainly influenced by positive reasons to stay because the medium scores of trust, commitment, value, involvement and past supplier reactions were higher than those of switching costs, derived demand, dependence and fear of change. A deeper analysis seems to be necessary to understand the reality of the process.

Concerning the group who stay for wrong (nor positive neither negative) reasons, the importance of personality on the decision to stay has to be investigated deeper. We could not use the entire MBTI measure because our questionnaire would have been too long. We chose to use a short summary of

this measure but it is not really satisfying. Another way to measure (or control) personality should be found. Nevertheless, 'perceiving' appeared to be an important characteristic of personality of the interviewee in this group. It could be interesting to investigate this aspect in order to have more detailed and reliable elements on this point.

From a managerial point of view, this research can be interesting for suppliers who want to understand why they have not loose a customer after a problem or a difficulty. Many researches focus on the explanation of switching behaviour in order to allow the supplier to prevent it and have a basis to change his behaviour. But suppliers have no real tool to analyse the reasons why a customer has not switch whereas he should have done it. Most of the time, when a customer does not switch, the supplier just feels relaxed and life goes on. But if he knows why his customer has decided to stay, he can be able to display an appropriate reaction in order to re-enforce the link with his customer. For the group of 'positive' reasons, he will have to reward the customer for his behaviour in order to increase his satisfaction and loyalty. As this group has global positive feeling, it will be quite easy. But if this reward does not exist, the customer can feel upset and the positive feelings can decrease. For the group of 'mixed' reasons, the supplier can analyse the negative and / or wrong reasons which have motivated the customer and try to work on it to establish a totally positive and balanced relationship. As a matter of fact, negative and wrong reasons increase the probability of switching behaviour in the future if the customer has the opportunity to do it. For the groups of 'negative' and 'wrong' reasons, the supplier has to be aware of the potential high volatility of their future behaviour. Except from very specific contexts, a customer generally switch when it is possible for him when the negative side of the relationship is too important for him. As far as wrong reasons are concerned, things can change when the person in charge of the decision changes, when another supplier motivate the customer, etc.

## Appendix : scales items

### Derived demand

*Some of our customers want us to continue working with this supplier and*

Promises	Threats
<ul style="list-style-type: none"> <li>- They made promises to give something back for complying with their request (e.g., discounts, quicker delivery).</li> <li>- They offered additional benefits for our business after we had been initially reluctant to agree to their terms.</li> <li>- They offered to provide incentives to our business for agreeing to their purchase requests.</li> <li>- They offered a specific deal for our business to change our position on certain issues.</li> </ul>	<ul style="list-style-type: none"> <li>- They stated that we would stop receiving preferential treatment if their proposals were ignored.</li> <li>- They advised that they would stop doing business with us if their requests were not followed.</li> <li>- They threatened to become uncooperative if we failed to agree to their demands.</li> <li>- They indicated they could “make things difficult” for us if their requests were not met.</li> </ul>

### Inertia

- We don't want to waste our time evaluating new suppliers
- We don't feel strongly committed to the relationship with our supplier
- I can not really explain why we are currently working with this supplier
- The relationship with our supplier is not really important for us
- We are very active in our relationship with our supplier (R)

### Personality

*What best describes you?*

<b>(Extroversion)</b> I focus attention on the outer world of people and things. I draw energy from interacting and being engaged and so learn most effectively when I am engaged in activity.	... <b>(Introversion)</b> I focus attention on my inner world. I draw energy from internal reflection, and so learn best through reflecting and understanding the context of a problem before being engaged.
<b>(Sensing)</b> I focus on the concrete aspects of a situation and value what can be seen, touched, felt, smelled, or heard. I tend to be practical minded, concerned with details and facts, and have greater acceptance of what is given.	... <b>(Intuition)</b> I focus on the abstract, and value relationships not immediately recognizable to the physical senses. I strive to understand the “big picture” and I am interested in change and future possibilities.
<b>(Thinking)</b> I focus on objective decision-making based on a desire for fairness. I seek logic in my analysis of situations, desire to achieve objectivity, and prefer to work to discover what may be wrong in situations that arise.	... <b>(Feeling)</b> I focus on subjective decision-making based on a desire for harmony. I consider impacts on people in my analysis of a situation, I prefer to affirm what is right with situations, and I am more likely to offer appreciation and sympathy.
<b>(Judging)</b> I focus on leading a life that is organized and orderly, seek closure, prefer control over my life and plan accordingly.	... <b>(Perceiving)</b> I focus on leading a life that is flexible and spontaneous, seek to keep decisions open, and prefer to adapt to situations rather than control them.

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