

**COMMUNICATING COMPETENCE.  
AN EXPERIENTIAL COMMUNICATION APPROACH FOR BUSINESS MARKETS**

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## ***Abstract***

*The paper proposes a view of communication which uses tools and communication codes that seek to represent the supplier's skills as a specific competence provider. This approach is supported by the resource-based view (RBV), but takes a cue from business practice and, above all, content transmitted through tools other than advertising. These tools propose experiential communication, i.e. a communication in which the supplier's skills can be tested and compared. The content of "competence based communication" reflects the way by which competencies are transferred from supplier to customer: this is realised in part by the product (which we call "solid" or "standardised" competence) and in part by the supplier's ability to align with the customers processes and needs ("fluid" or "adaptable" competence), while the function of effectiveness (innovation, for example) and networking are almost exclusively centred on the potential of capability (fluid competence) provided by the supplier to the customer.*

## **1. Introduction**

The present paper intends to draft the conceptual framework of a communication approach, that we call 'competence-based communication' (CBC), which is relatively widespread among companies in the business to business market, but has not been investigated in depth in the literature. This approach to communication involves the use of codes and tools associated to the view of the supplier as a 'competence provider', i.e. aiming to represent its partnership capacity of understanding and sharing the production and/or market problems of its buyers/customers. In particular, this type of communication highlights both the resources and the competence of the supplier (e.g. in a pharmaceutical company, the capability of its

researchers and the experience gained with regards to different pathologies), as well as the ability to direct these competencies towards the customer's viewpoint, i.e. to solutions to specific production and technological problems, to knowledge of trends and behaviour in downstream markets, etc. The CBC approach refers mainly to an "experiential communication", through which the buyer can conveniently test and anticipate the supplier's product and services and, more, his competence. Despite the availability of various communication tools, the CBC approach emphasises those based on direct-personal relationship: e.g. at individual level the firm sales force and open house; at a collective level the trade shows, the fashion lines, the scientific congresses and so on.

The literature supports the approach of the supplier as a competence provider, particularly in the relational and partnership view proposed by different Schools of Business to Business Marketing, and in the Resource-Based View (RBV), even suggesting that it is able to establish a competitive advantage in those companies in which it is adopted. On the other hand, the literature does not explicitly propose a competence-based communication approach (i.e. in line with the view described), even though various studies based on the content of advertising and numerous empirical observations reveal a significant presence in business practice. These observations stem, above all, from a substantial amount of empirical work about communication on industrial sectors and trade fair practices<sup>1</sup>.

The paper assumes mainly the point of view of the supplier and is structured as follows:

- 1) documentation of the growing interest of business-to-business marketing in an approach which sees the supplier as a competence provider, together with a brief

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<sup>1</sup> We refer to the works carried out by CERMES, the Research Centre on Markets and Industrial Sectors of Bocconi University, Milan, Italy. For example the research revealed that manufacturing firms in main European Countries invest from 40 to 60% of their B2B communication budgets in trade fair and congress presentations, stressing mainly a symbolic presentation of products and solutions. In the fashion industry for example, the communication of creativity and of innovation capability uses mainly the fashion lines: during these events, 60% of products presented will be never produced, as an a-priori decision.

review of the literature on the communication tools and content in business-to-business contexts;

- 2) presentation of the competence-based communication concept in terms of the content, the tools used and the implications for companies;
- 3) outline of the future lines of research and the areas of in-depth study.

## **2. The literature**

The view of the supplier as a “competence provider” is variously presented in the literature on business markets, but this literature review is necessarily selective. We focus on two literature stream that can offer useful perspective in CBC: the resource based view and marketing communication.

The *relational* viewpoint proposed by the IMP Group (Håkansson 1982; Ford 1990; Håkansson and Snehota 1995) contributes to defining the specific context in which the supplier-customer relation is established, a context of interests and timelines which go beyond the individual transaction and economic needs. On the other hand, the Nordic School of Service Marketing (Normann 1984; Gummesson 1987; Grönroos 1997) underlines, with reference to content, the ‘complexity’ of the transferred product, which, in effect, also comes into being and is built up by the purchaser’s contact with the supplier’s processes and resources, i.e. resources and competence which are destined to become a customised product/service.

A more recent viewpoint, which we call *partnership*, is found, above all, in the Resource-Based View (Rumelt 1984, Wernerfelt 1984, Barney 1991, Grant 1991) focusing on the buyer perspective. In this case, the supplier (or the network of suppliers) is a reservoir of resources and competence for the customer, resources and competence which are fed by customers with

their purchases and requests for solutions, but which are also available to the customers to develop new products, markets and technology, etc. (Prahalad-Hamel 1990, Dyer & Singh, 1998; Verona 1999, Vicari et. al.1996). A similar point of view (from the supplier's side, however) is also found in the literature on business-to-business marketing. The view of the supplier as (we defined) "competence provider" is particularly highlighted and progressively enriched through the concepts of "market offering" (Anderson-Narus 1990), "consultative selling" (Hanan 1995, Mullin 1997), "solution selling" (Bosworth 1995), "customer intimacy" (Wiersema 1995, Azimont-Cova-Salle 1999), "customer integration" (Normann-Ramirez 1994, Fisher et al. 1997), in which the supplier is seen, rather than as a seller of products or services, as a consultant able to help customers to expand their activities, even taking on some form of responsibility for their problems and results.

In spite of a wide array of study on a competence-provider view of the supplier, *communication literature* about business-to-business context has largely ignored this perspective. Still, there are some hints in previous studies that drive toward a CBC view. These researches build mainly on the communication tools and content more useful on the buyer perspective. The analysis of buyers' preferences in the face of different *sources of information* (Moriarty-Spekman 1984, Bunn-Clopton 1993) clearly shows the inclination towards communication tools with a strong informational impact. We could define these as 'experiential', as they in some way allow the buyer to overcome (by an initial experience) the difficulties in assessing the supplier's skills. These tools are primarily the sales-force and other sources of information with a strong human element, such as trade fairs and congresses. Internet sites, in contrast, appear to be preferred as a source of comparative information on products in a relationship which is certainly more superficial (Deeter-Schmelz and Kennedy 2001). In terms of the *most appreciated content*, Peterson and Lucas (2001) show that the sales-force is mainly required to have specific skills in the customer's business and an

empathy with the latter's problems, in other words, it is required to give a kind of anticipation-experimentation of company competence. Some studies on the 'arguments' of industrial brands have further highlighted that customers are more involved by the supplier's intangible and psychological attributes (e.g. reputation and image), than by the physical-technical aspects of specific products (Shaw-Giglierano-Kallis 1989, Mudambi-Doyle-Wong 1997). Other analyses of the service industry support the hypothesis that purchasing intentions increase with the reduction in perceived risk and the perception of supplier expertise (Clow-Tripp-Kenny 1996, Green 1998).

As far as the *content effectively used* by the companies in communication with the business markets is concerned, the literature concentrates almost exclusively on advertising which, however, is one of the least effective tools in business-to-business contexts, although it is certainly improving (Gilliland-Johnston 1997). Here, the analyses of content have privileged aspects such as format, style, type of copy, tending, at best, to document the presence of material or immaterial attributes assigned to products or services (for a full review, see Uslenghi, 2001). A recent analysis of advertising published in technical reveals that the share of topics concentrating on the immaterial features of a company and on its skills (over 51%) has already overtaken that of topics based on specific products and services (Uslenghi, 2001). The research highlights, in particular, that a good part of the communication addresses the topic of the organisation's knowledge, capitalised in its human resources and experience, in its exclusive technology, in its ability to innovate and its creativity, in its problem solving capabilities, customer orientation and flexibility. This and other studies finally underline both a growing presence of emotive/allusive and immaterial claims, and the greater effectiveness of this approach compared to rational-descriptive and physical claims (Naccarato-Neuendorf 1998, Bellizzi-Minas-Norvell 1994). On the other hand, a recent publication on the content of

the communication in internet sites shows that they are rarely used to provide information on company expertise (Roxas et al. 2000).

### **3. Features of competence-based communication**

#### *3.1 The antecedents to CBC: solid and fluid skills transferred in business relationships*

CBC differs from other approaches to marketing communication mainly in terms of *content*. In the face of a communication tradition in which the main topic is the product, its technical features and performance (Gilliland-Johnston 1997; Uslenghi 2001), CBC “speaks” of the resources and the capabilities that the supplier makes available to the business customer in a ‘purchase proposition’ in which the former acts as a competence provider. This approach is, thus, in line with the evolution of company behaviour and the literature on business marketing towards the partnership view outlined above, and moves attention, as in the RBV, from the products offered to the expertise of the vendor (Fiocca, 2002), or better, from the standard offer to the area of activities and competence, which can be refined in various ways (Vicari et al. 1996), that the supplier shares or proposes to share with the customer.

This type of communication demands, on the part of the supplier, an in-depth knowledge of the customer’s needs, motivations and organisation, as is, today, already required for the more sophisticated marketing communication in consumer markets. But, moreover, CBC requires the supplier to develop a clear understanding of its own competencies, not so much in general (or “internal”) terms, but in terms of customer benefits.

A first step in this direction is offered by the *functional* analysis proposed by Möller-Törröen (2003), who have shown that in a supplier/purchaser relationship, the supplier’s expertise profile signals the potential to create value for the customer along the axes of efficiency, effectiveness and networking. The *efficiency* potential concerns the quality/price ratio of the products, the reduction in costs and time, the precision offered in the provision of

goods to purchasers, the efficiency and flexibility of processes, etc. The *effectiveness* potential has to do with the capacity to innovate that is dedicated to increasing efficiency or to identifying solutions which support the customer's business beyond the presently available possibilities. The *networking* potential involves both access to the portfolio of relationships with customers, suppliers, public bodies, etc., and the capacity to enter networks able to support radical innovation and new business opportunities.

The analysis outlined by Möller-Törröen can be extended by the viewpoint presented here, which makes reference to the observation that the transfer of resources and competence from the producer to the purchaser occurs in different *forms*. First of all, it happens via the physical product, which, by definition, incorporates the supplier's resources and competence in a (standard) non-modifiable form. Second, the resources and competence are made available via the services (provided before, during and after the contractual transaction) and via the competence which gels with the specific demands of the customer. Metaphorically speaking, we can say that the product in some way represents 'solid' competence, while the available – non standard services and all other expertise in adaptation and innovation are 'fluid' competence which, as the word suggests, are adapted to the needs of the customer.

<p><i>Insert tab. 1 here</i></p>
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Cross-referencing the two dimensions (function and form of competence available from the supplier), it is evident that the function of efficiency is realised in part by the product (solid standardised competence) and in part by the supplier's ability to align with the customer's processes and needs (fluid adaptable competence), while the functions of effectiveness and networking are almost exclusively centred on the potential of capability (fluid competence) provided by the supplier to the customer (Tab. 1). The efficacy function, for example, still regards products innovation but involves more and more aspects such as problem solving



capability for applying the innovation to customer processes or capability for the understanding of downstream markets. The network function is completely based on the supplier “fluid” capabilities and network competence and, in any case, is never transmitted by standard solutions. This function includes in fact the accessibility to radical innovation and new businesses or the accessibility to the portfolio of relationships of the supplier. This makes it clearer also that, as we pass from efficiency to effectiveness and networking, the potential value that the supplier competence represents for the customer changes both in terms of the timeline along which this potential value can be realised (in the efficiency function, the benefit is almost immediate, while the potential of the network is in the future) and the need for the supplier and the customer to adapt to each other (in the efficiency function, the relationship is marked by little involvement, while in the effectiveness function, and more so in networking, extensive reciprocal adaptation is necessary (the result of which is uncertain), as also stated by Möller-Törröen (2003).

### *3.2 The importance of CBC in different contexts*

These different forms and objectives assumed by the transfer of competence from producer to customer in business-to-business transactions allows us to advance a number of propositions regarding the importance and the contents of CBC in different contexts. In particular, the importance appears to vary with the ratio between solid and fluid skills and the value function of the transactions in the different contexts. The CBC approach would appear to be more effective the more the competence transferred requires adaptation to the customer.

Generally speaking, we can propose that the main aspects of context which define the major differences in the ratio between fluid and solid competence and, consequently, a different level of interest in CBC, are connected with:

- a) *different sectors of production*: e.g. the service sectors present more transfers (between suppliers and purchasers) aiming at efficiency/effectiveness/networking functions based on ‘fluid’ competence than the traditional product sectors, in which the solid competence and the functions of effectiveness constitute the main part of the transferred content. An example of the first type is management consultancy or technology development; one of the second is food production.
- b) *different stages in the production chain and different types of production*: in the more up-stream stages of the production chain, and typically in producer-producer relationships, transfers of fluid resources and competence aiming at innovation (effectiveness) are more frequent, while in the down-stream stages (above all producer-retailers), transfers based on the product and the function of efficiency would appear to be more common. Instances of the first case are build-to-order production (e.g. building construction), capital goods production (e.g. textile working machines), or goods for industrial consumption (e.g. fabrics and yarns), while an example of the second type is the sale of finished clothing products to distributors.
- c) *different stages in the life-cycle of the supplier-customer relationship*: interest in discovering the supplier’s knowledge and competence appears to be greater in the first stages of the life-cycle of the relation (especially in choosing new strategic suppliers, or competence provider), because of the higher perceived risk for the purchaser. In this stage, then, and irrespective of the mix of solid or fluid competence involved in the transaction, the interest in CBC could be greater, meaning that suppliers who need to contact new markets and customers could make more use of the approach. However, as the relationship and the trust between the purchaser and supplier mature, so the purchaser’s (but also the supplier’s) interest in setting up complex collaboration implying ever more transfers of ‘fluid’ competence and the functions of effectiveness and networking

generally grows. If in this second case, we expect that the supplier has less need to use marketing communication to gain the customer's attention, we can also imagine that the supplier must use 'comparative' CBC in order to establish a position in the forefront of the industry and reassure purchasing customers. Consequently, while we might assume an increase in the transfer of fluid competence as the supplier-purchaser relationship matures, it is difficult to establish a relation between this effect and CBC.

- d) *subjective aspects of the customer-supplier relationship*: the important factors in terms of a greater or lesser application of CBC could be linked to the various aspects which define the specific context. Some of these aspects have also been indicated as significant in terms of the importance of the various sources of information (Bunn and Clapton 1993), for instance the importance and the strategic nature of the supply for the customer (Dyer, Cho and Chu 1998), the position and the differences in target between the organisation of purchasing, the stage of the research process (Kotler 1991), etc. An other aspect could be represented by the concentration of supply sector - or the size of the supplier -, compared with this of demand - or the size of the buyer (Porter 1980).

### *3.3 The symbolism and the experiential tools of CBC*

CBC presents a number of particular features that are variously used according to the function or objectives of the suppliers as a competence provider (provider of efficiency, efficacy or networking):

- a. It tends to use, above all, *symbolism and tools which talk about material and immaterial resources* (resources as elements constituting the competence which the company possesses or to which it has access) *and its competence*. For example, much of the communication of industrial sectors presents the company's production facilities (photographs of factories and plant) or its technicians (the

designers' names), or involves open-houses within the company to introduce staff and work practice to customers. In the pharmaceutical/medical sector, it is common for producers to allow their researchers to speak at scientific conferences, so that opinion-makers in the industry can get to know and interact with the company's main 'resources'. In research and consultancy services, and in general in all build-to-order sectors, companies 'speak' of the partner companies and the skills of up-stream suppliers. For instance, companies responsible for major works present their own suppliers/partners at the design stage or the suppliers of raw materials. In many cases, presentation involves also customers or products realised for the latter;

- b. It refers to products not so much to present the range and the availability, as *to symbolise solutions, experience, expertise and ability to adapt*. In the fashion world, companies organise shows in which they present the creative skills and craft of their designers in eccentric models, which generally will not be never produced in quantity and sold on the market. In the capital goods and services sectors, companies present solutions and products built to order for other sectors, or show achievements with non specific links to series products (e.g. presentations of space communication and navigation technologies in the telecommunications sectors). Furthermore, products are usually presented together with production technicians with whom purchasers can discuss possible adaptations of the application to respective sectors;
- c. It frequently aims to show the supplier as the *specialised competence provider* or *potential partner*, i.e. the suppliers do not present just their resources and competence (general), but these resources and competence adapted to the viewpoint of the applications in the potential customer's sector (specialised skills).

Consultancy companies, for example, often organise workshops in which they present their vision with respect to the customers' sectors. Textile companies propose the colours, the types of fabric, the finished garments and the fashion context in varieties probably of interest to the customers' customers markets. Furniture manufactures present their products together with their assessment and interpretation of future life-styles and of the purchase and use behaviour in end-markets. Producers of capital goods show proposal for specific variants of their products and solutions to specific production problems in potential clients' sectors/markets;

- d. *Mainly uses 'experiential and 'comparative' tools.* CBC can be realised with different communication tools, but the cognitive effectiveness of the approach from the point of view of the purchaser appears to be greater when some pre-sales experience for the purchaser is also implied. So while with advertising, suppliers can only 'talk' about their competence, highly interactive tools open to active research, to 'reading' and 'experimenting' on the part of the purchaser, as is the case in trade fairs (Golfetto and Uslenghi 1999), produce 'experiential' communication<sup>2</sup>. In our definition, experiential communication goes beyond the information acquired by the visitor (potential purchaser) through the complex system of significance embedded in the stand, the technicians, the products and their arrangements (Blythe 2002). It allows the purchaser in some way to test (verify) through a material meeting (the cognitive and relational experience) with the company's resources and capabilities, the competence and performance that

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<sup>2</sup> The concept of experiential marketing, which offers the greatest possibilities when the target participates actively, is found in the literature above all in consumer marketing and in the concept of the *emotional* involvement of the customer (Holbrook-Hirshman 1982, Pine-Gilmore 1999, Schmitt 1999, Berry-Carbone-Haeckel 2002). When applied to business-to-business marketing, and in particular to communication, this concept especially highlights the *cognitive and relational* aspect of the experience, and has broader reaching value, because it takes account both of the target's personal and professional component (Golfetto-Rinallo 2003).

the company will be able to provide. In this context, the products and solutions take on greater significance as examples of expertise and capabilities, while technicians and personnel in general are ‘customisable’ representations of the company’s organisation and competence. Important examples of these tools are initiatives by individual companies, such as open-houses, events, conventions with distributors, activities by the sales-force. The collective and ‘comparative’ initiatives, like trade fairs, fashion shows, scientific congresses, are, however, the events which are most appreciated in this view-point. Comparison has a dual role: on the one hand, it reassures business purchasers new to an extremely complex and risky selection process, on the other, it offers guarantees to habitual customers that their supplier/partner is competitive, up-to-date and at the forefront of innovation, etc. Mere attendance at a trade fair is, indeed, commonly taken as a indication that the supplier is on the leading edge of the sector or, at least, is not one of the pack of imitators and laggards (Blythe 2002).

### *3.4 Consequences in terms of commitment and risk for suppliers using experiential CBC*

CBC realised via ‘experiential’ tools demands considerable investment on the part of the supplier and a certain amount of risk. The aspects which pose the greatest problems are the following:

*a) The complexity of the resources which have to be mobilised against the background of significant uncertainty regarding economic returns.* CBC demands major investments not only because of the complexity involved in representing competence, but also because it requires the development (for communication ends) of competence which concern the purchaser more directly (e.g. expertise regarding the end-markets in which the customer operates, specific applications of technology, and product or process

needs). Experiential communication at trade fairs means, for example, that companies in the textile and clothing must prepare large stocks of samples, while for capital goods companies, ad hoc plant must be organised and set up. For congresses, specific problems have to be studied. Thus, in many cases, competencies are developed which probably do not find immediate exploitation nor generate an economic return. The competitive advantage produced by the experiential, competence-based approach should, then, be assessed also in the light of these investments.

*b) Active behaviour of the purchaser.* The purchaser must be active in order to realise experiential communication. Consequently, in ‘experiential’ CBC, it is difficult to distinguish between marketing communication and effective transfer of skills. In effect, ‘early transfer’ of competence becomes a necessary condition for the effectiveness of the type of communication. There is, therefore, a:

*c) Risk of imitation and/or opportunistic behaviour by the purchaser.* *Experiential CBC* requires early disclosure of solutions, products and operating modes which could easily be imitated by competitors or used opportunistically by customers, given the specific, experiential context and the innovative effort with which the product/service is typically presented. Early indications through models and colours of market trends on the part of companies involved in fashion shows, presentations by consultants of analyses of problems and of ways and means to resolve these problems in specific businesses, advanced scientific solutions and technologies presented by high-tech companies at congresses, the presentation by pharmaceutical companies of staff involved in research programmes, etc. all effectively constitute a disclosure, albeit partial, of the processes and solutions which are the competitive advantage of the company responsible. Furthermore, these early ‘communications’ also increase the risk of imitation in view of the extra time available to competitors to imitate or propose alternative solutions. This

leads to a trade-off and many contradictions among companies (easily observed at trade fairs) which, on the one hand, want to show their expertise and their leading position in innovation in the sector, but, on the other, tend to hide their results and the progress in their knowledge behind ‘closed’ stands (Borghini-Rinallo 2003).

#### **4. Conclusions and future directions in research**

This paper has sought to provide a conceptual framework of a communication viewpoint for business markets which we have called competence-based communication. This is an approach to communication, involving the use of specific tools and content, which focuses on supplier (customised or customisable) competence rather than product performance, and is, thus, in line with developments in business markets towards partnership type relationships between suppliers and purchasers. The viewpoint outlined here is influenced by some recent advances in the literature on communication in business markets, but refers, above all, to observations of the content of communication in different tools, other than advertising, used in these environments.

From the point of view of content, CBC uses codes which underline the supplier’s competence available for customers and appear to be more widely found in contexts in which there is a potential of fluid transfer of competence from the supplier to the purchaser, precisely because it focuses on the supplier’s ability to adapt to or, better, respond to the customer’s production or market problems. As far as tools are concerned, CBC uses, above all, ‘experiential’ systems, i.e. those which allow the potential customer to test and to look more closely at the supplier’s competence, and ‘comparative’ techniques, which reassure the purchaser with regards to the competitive value of the supplier’s capabilities. Finally, CBC involves particular commitments and risks for the supplier, as it requires the specific



development of communication solutions and communication skills, while there is the possibility that part of the benefit goes to competitors or to opportunistic purchasers.

The communication viewpoint presented here for the most part still has to be verified and analysed in depth. The main lines of research are:

a) The actual spread of CBC among suppliers and in the different communication tools. In the first case, predictive variables could be the aspects of environment which we have previously suggested as characteristics of the level of transfer of fluid competence between suppliers and purchasers. In the second case, the significant variable could be the ability to construct experiential communication within different communication tools.

b) The effectiveness of the CBC approach, both in its simple and in the ‘experiential’ versions. We have to verify if CBC leads to greater cognitive and behavioural effectiveness compared to other communication approaches. Here, we need to assess the interest on the part of the main purchasers in this type of communication, as well as the differences and possible contradictions found in the different interpretations;

c) The problem of the costs and risks of imitation which CBC represents for suppliers, and the consequent practices realised to reduce these risks;

d) The extendibility of the CBC approach to types of communication other than strictly marketing, in particular economic/financial communication (e.g. to float new companies on the stock exchange), communication targeting experts and opinion makers and territorial marketing (Rinallo 2002).

Finally we think that the development of CBC analysis could help to open the black box of firms’ competences, as proposed by the Resource Based View. For example, B2B communication during trade fairs and specifically the effort to communicate the customisable competence by the supplier ensures that the definition of competence is in fact NOT driven by “internal” and overly idiosyncratic thinking (e.g. Leonard-Barton 1992), but that it is fuelled

by the dynamism of an evolving market demand. In other words, the CBC, through its direct focus on business-to-business communication aims to reintroduce the market (and competitive) environment on the black box of the RBV. This will hopefully help the RBV to respond to the criticism (e.g. Priem and Butler, 2001), which argue that the RBV may be overly “inward-looking”.

**Tab. 1 – Function of the creation of value and type of competence transferred by the supplier to the customer**

<div> <div>Type of competence transferred</div> <div>Function for the customer</div> </div>	<div> <div>SOLID&lt;-----&gt;FLUID</div> <div> <div>- Pre-defined/Standard -</div> <div>- Adaptable to the purchaser</div> <div>- Present in the product</div> <div>- Present in the supplier's skills</div> </div> </div>
<b>EFFICIENCY</b>	<ul style="list-style-type: none"> <li>• Quality/product price ratio</li> <li>• Efficiency and flexibility of processes <ul style="list-style-type: none"> <li>▪ Capabilities in “aligning” with the customer (timing, adaptation of the product, adaptation of the processes, etc.)</li> </ul> </li> </ul>
<b>EFFECTIVENESS</b>	<ul style="list-style-type: none"> <li>• Innovation in the product <ul style="list-style-type: none"> <li>▪ Capabilities in problem solving</li> <li>▪ Capabilities in specific innovation</li> <li>▪ Understanding of downstream markets</li> </ul> </li> </ul>
<b>NETWORKING</b>	<ul style="list-style-type: none"> <li>• Access to the portfolio of relationships</li> <li>• Access to radical innovation</li> <li>• Access to new business</li> </ul>

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