How Resource Inputs And Atmosphere Affect Relationship Performance

Roger Baxter

AUT University, New Zealand

Abstract

Purpose of the paper and literature addressed

Firms invest in relationships with their customers to make the relationships work effectively and efficiently as conduits for transmitting and integrating resources. This paper reports on a study that assesses how the expected level of input of resources by sellers such as manufacturers and distributors into buyer-seller relationships affects the extent to which they then get future access to the intangible resources in their buyers, such as retailers. The paper also investigates how relationship atmosphere, in terms of commitment and trust, affects the level of that access to the buyers' resources. The theoretical grounding for the study derives largely from the IMP stream of research with some use of concepts from other frameworks such as the service-dominant logic (S-DL) of marketing, and the resource based view of the firm.

Research method

The paper tests two propositions: that a higher level of resource input into a relationship by a seller improves accessibility to its buyer's intangible resources and that relationship atmosphere mediates this effect. The study collects data on seven-point scales from 314 sales and marketing managers in New Zealand manufacturers. The study then applies the structural equation modelling technique to the data to test its model.

Research findings

The analysis finds some support for the model. The mediated model has good fit statistics. However, only trust is a mediator of the relationship between the level of resource input into a relationship by a seller and the seller's accessibility to its buyer's intangible resources

Main contribution

The findings indicate that managers need to invest resources in relationships with their customers and develop sound atmosphere in terms of trust in order to gain good access to and value from the customers' intangible resources. The findings are of value because resource inputs to and outputs from buyer-seller relationships are important considerations for researchers and managers and their effective management has strong impact on value creation.

Keywords

Atmosphere; intangible; relationships; resources

HOW RESOURCE INPUTS AND ATMOSPHERE AFFECT RELATIONSHIP PERFORMANCE

INTRODUCTION

Firms need to invest in their relationships with their customers to make the relationships work effectively and efficiently as conduits for transmitting resources, as IMP researchers note (e.g. Ford et al., 1998; Hakansson & Snehota, 1982), and for co-creation of value, as emphasised in the developing service-dominant logic of marketing (Vargo & Lusch, 2004). The resources that firms access through relationships are goods, services and money at the more tangible end of the spectrum and information resources at the more intangible end. At the more intangible end of the spectrum are knowledge of customers' changing needs in downstream markets and knowledge of a customer's processes that will allow the supplier to deliver its services more effectively. Access to these resources is vital for healthy collaboration and for optimal co-creation of value in the relationship, so the success of investments in resources to build relationships that allow for their exchange is an important concern for firms.

On one hand, a selling firm invests resources in its customer relationships so that its exchanges with the customers provide fairly immediate, relatively tangible, benefits such as cash flows in exchange for the offerings of goods and services it supplies, because these benefits are essential to survival of the seller. These investments include such resources as salespersons' costs, managers' costs, adaptations to the offerings that pass through the relationship, and adaptations to the distribution and administrative processes that enable offerings and payments to pass between buyer and seller. Spending on these resources has an opportunity cost and hence the outcome of that expenditure must be accounted for. Accountability for marketing expenditures is emphasised in, for example, the research priorities of the Marketing Science Institute (2008), so the study of the effectiveness of resource inputs is important.

On the other hand, managers become more and more interested in the knowledge-related intangibles that are so important to the longer-term survival of their firms, as illustrated by the kinds of tools that they currently focus on, such as Consumer Ethnography, CRM, and Knowledge Management systems (Rigby, 2007). Many of the intangible resources that such tools manage are internal to the firm, but many are also external to, but accessible by, the firm through relationships with other entities. In the case of business-to-business buyer-seller relationships, which are the focus of this paper, a seller can gain much benefit from a customer's resources such as the customer's network of relationships, its employees' skills and its institutional knowledge. In service industries, for example, the "harnessing" of customer knowledge is noted as an area needing research (Ostrom et al., 2010, pages 12, 13).

Hence, it is vital that a seller's management of, and investment in, its relationships maintains an express focus on gaining access to the buyer's intangible informational resources as well as its more tangible resources. This focus on the seller's access to intangible knowledge-intensive aspects of the seller through a customer relationship is a key requirement for the relationship to provide long-term sustainable competitive advantage and profitability to the supplier, as pointed out by the resource-based view of the firm (Barney, 1991; Morgan & Hunt, 1999). Development and maintenance of relationships to enable them to facilitate the seller's access to the buyer's less tangible, more informational, resources also requires investment of resources such as salespeople's time expressly into the relationship must also be caraefully managed.

The study this paper reports on therefore proposes that an increase in resource allocation by a supplier to its relationship with its customer increases the future performance of the relationship in terms of intangible informational returns.

Although the simple application of resources to a relationship is necessary, it is not sufficient to maximise the seller's gains from a buyer's intangible assets. Fuller explanation of the accessibility of the partner's resources must recognise the important role that the nature of the relationship plays. The IMP literature (e.g. Hakansson & Snehota, 1982) and the work of others such as Morgan and Hunt (1994) provides evidence that the nature of a relationship is an important factor in determining how well it allows for the transmission of intangible knowledge based resources and in turn how well it can aid long-term relationship success. The term used by the IMP for this aspect of the relationship is its "atmosphere". Therefore, the study described in this paper also proposes that aspects of relationship atmosphere significantly affect the extent to which a supplier's resource inputs into a relationship improve future relationship performance.

By analysis of quantitative data, the study provides support for both the propositions outlined above. In the next section, the paper develops the conceptual model to test the study's propositions by reviewing relevant literature. It then describes the methodology and the analysis results. Finally, the paper discusses the implications of the study and future research issues.

MODEL DEVELOPMENT

The following discussion develops the model as in Fig. 1for testing the study's propositions. The model's conceptual grounding is in the notion that a seller needs to develop a relationship both for future profitability and in order to utilise its buyers' resources and integrate these with its own resources to develop future value if it wishes to be truly successful. The IMP literature (Ford et al., 1998; Hakansson & Snehota, 1982) makes this very clear in its concepts of resource-combining by actors in a relationship who put activity links in place to enable these resource combinations, and is the principal theoretical grounding for this study. Other theoretical streams support the importance to a firm of access to its customers' resources through its buyer-seller relationships. Morgan and Hunt (1999) develop their resource-advantage theory, based on the resource based view of the firm, to list and describe a set resource categories to which a firm can usefully gain access through a buyer-seller relationship. These include such intangibles as the buyer's network of relationships and its informational resources in databases or elsewhere. Competence theory similarly identifies the usefulness to a firm of "firm-addressable resources" which are external resources that the firm does not own, but to which it has access through a relationship (Sanchez & Heene, 1997). The service-dominant logic (S-DL) of marketing (Ballantyne & Varey, 2006; Vargo & Lusch, 2008) provides support for the concept that the exchange of resources through a relationship leads to the creation of value-in-use by the relationship.

However, in order to access its customer's resources and tap into the potential for future value creation by resource integration the seller needs to work on development of the relationship with the customer. In general, this integration takes place at resource interfaces, where resources can interact (Waluszewski & Håkansson, 2007) and, of particular interest to this study of buyer-seller relationships, at knowledge interfaces (Strömsten & Håkansson, 2007). This requirement to work on the relationship means that the seller needs to put resources, both tangible and intangible, into the relationship (Ford et al., 1998 page 27) in order to be able to tap into the buyer's resources. For example, if the seller wished to tap into the buyer's databases for

information about downstream markets, it needs first to negotiate the conditions and the benefits to both parties by doing so. This negotiation requires the allocation of boundary personnel resources in the form of the relevant managers' time and skills. The seller then needs to install the necessary processes and IT systems, which requires work by IT specialists together with other boundary personnel such as salespeople. After processes and systems are established, they will require ongoing surveillance and servicing by boundary personnel and maintenance by IT and other specialists.
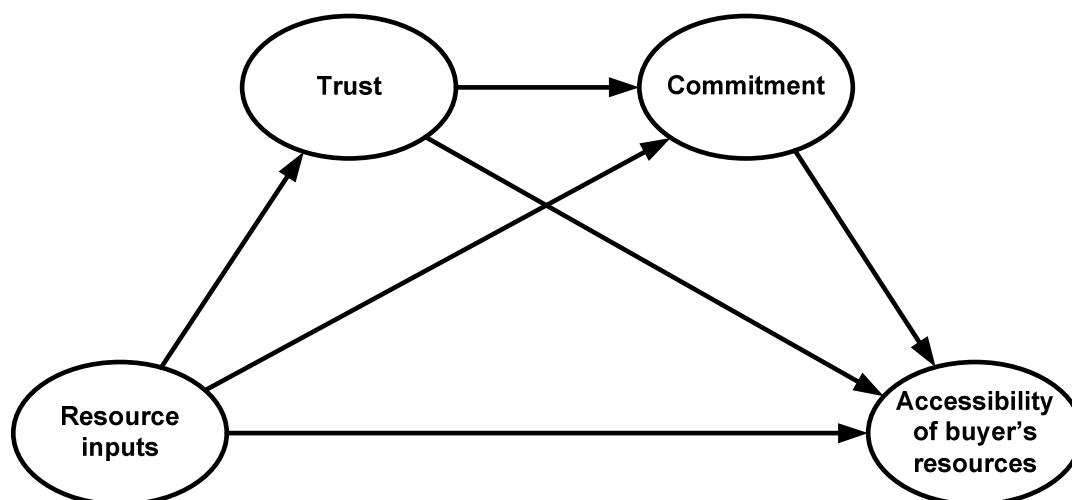

Figure 1: Conceptual model

The model in Fig. 1 therefore hypotheses a direct relationship between the seller's application of resources to relationship development on the left of the model and the future performance of the relationship on the right of the model, in terms of access to buyers' resources. The path H1 hypothesises that the more resource a supplier puts into development of the relationship, the greater will be the future performance of the relationship.

Further to establishing the importance of resource inputs, the IMP literature makes it clear that a positive atmosphere in a relationship assists positive outcomes in terms of exchange of resources, and hence in terms of value creation, by strengthening bonds between actors and by strengthening activity links between the two companies (Ford et al., 1998). In order to integrate information through a relationship effectively, and thereby create value, people working across the boundary between the two firms must communicate in depth through dialogue (Ballantyne & Varey, 2006). This communication requires a positive atmosphere in the relationship.

There appear to be four key factors that influence relationship atmosphere. Two of these, power and conflict, are what Gadde (2004) describes as "antagonistic" concepts. Although power and conflict may have some positive influence on relationship outcomes, they seem less likely to positively influence collaborative access to resources than trust and commitment, which are two other key atmosphere factors noted by Gadde and which have been tested extensively as intermediary constructs between relationship antecedent and outcome constructs, including the early work of Morgan and Hunt (1994). The model in Fig. 1 therefore uses commitment and trust to represent positive relationship atmosphere.

There are at least four possible perspectives of resource value in a buyer-seller relationship, all of which are relevant to the parties because they all affect how the parties view the offsetting of value, particularly in negotiations. From the buyer's side, there is the buyer's view of what the seller is worth to them, but also the buyer's view of what they are worth to the seller. In a negotiation, the buyer needs to understand both to negotiate effectively. Similarly, the seller has a view of its own worth to the buyer and the worth of its buyer, both of which are essential knowledge in negotiations. Whereas commitment and trust are often assessed from the perspective of the buyer in a buyer-seller relationship, the commitment and trust assessed in this study are from the perspective of the study, which is that of the seller. Dwyer Schurr and Oh (1987) note that in bilateral relationships, trust and commitment grow in both parties. Hence, the commitment is conceptualised as commitment of the seller to the buyer and the trust is conceptualised as trust of the seller in the buyer. The definitions and measures of trust and commitment in the study are those of Morgan and Hunt (1994). Although these are perhaps somewhat simplistic and one-dimensional, they are well-tested.

The model specifies that commitment and trust mediate the influence of resource inputs on relationship performance. A "good" relationship atmosphere as perceived by the seller, and as indicated by the seller's high levels of commitment and trust, positively influences the effect of the seller's resource input on performance. Commitment and trust are unlikely to be independent of the input of more resources, which will tend to improve relationship atmosphere, so there is are paths in Fig. 1 from expected level of resource inputs to both constructs, which explains the adoption of mediation as the mode of influence. This aspect of the model derives from the concept that more input of resources, such as boundary personnel time, by the seller into the relationship contributes to building the bonds between the seller and buyer (Johanson & Mattsson, 1991) and hence affects the seller's commitment to and trust in the buyer. Paths from commitment and trust to future performance express the model's conceptualisation of the effect of these two constructs on relationship outcomes. Studies (e.g. Morgan & Hunt, 1994; Ulaga & Eggert, 2006) suggest a path from trust to commitment, so this is incorporated in the study, as shown in Fig. 1.

The next section of the paper describes the study's method including data collection, measure development, and data analysis to test the components of the Fig. 1 model, including its measures and its paths labelled as hypotheses H1 to H5.

TESTING THE MODEL

Method

The empirical phase of the study pre-tested a questionnaire with relevant researchers and managers and then surveyed managers in sales and marketing positions, in New Zealand manufacturing business-to-business suppliers, who were involved in relationship management. The survey collected data on 7 point scales with anchor points such as "strongly disagree" to "strongly agree". The unit of analysis was a relationship that the responding supplier had with a specific customer, as can be seen from the question formulation in the appendix. A pilot study indicated that respondents tended to choose a "good" relationship, with a relatively narrow variance as the result. The main questionnaire mail-out therefore asked the respondent to choose their fourth-largest customer. The number of responses to the survey, after excluding incomplete questionnaires, was 314.

Calculation of *t*-tests on the early and late responses to indicators of the constructs in the model did not indicate non-response bias (Armstrong & Overton, 1977). The study uses the Baron and Kenny (1986) steps to test mediation by relationship atmosphere. Structural models, as indicated in Table 1 below, provide the information to assess these steps.

Measure development

The resource input construct is conceptualised as the level of tangible and intangible inputs that the seller applies to the relationship. Its scale has three items, reduced from four in the questionnaire, describing a mix of more and less tangible resources that are representative of the resources firms put into their relationships, as listed in the appendix. These range from the very tangible physical resources to the very intangible resources of the type as noted in the last question as in the appendix. The physical resources item does not perform as well as the other three in this scale, but remains in the scale on the basis that its corrected item-total correlation is above 0.5 (Hair, Anderson, Tatham, & Black, 1998), and its removal does not increase the scale's Cronbach alpha. Similarly, the measures for accessibility of buyer's resources are four resources that are representative of those that a seller would find useful if they were accessible from their customer. All the four items in this scale also remained after purification.

The measures for commitment and trust are some of those used by Morgan and Hunt (1994), but with changes to the context. In the context of the Morgan and Hunt study, the buyer's trust in and commitment to the seller is the relevant perspective, but this study takes the buyer's perspective. Some of the Morgan and Hunt indicators dropped out of the scales during purification.

The study specifies all indicators as reflective. Morgan and Hunt designed and tested their scales for commitment and trust with reflective specification, because they are a sample of possible positions that respondents would take in a situation where these two relationship facilitators exist. The scale for the resource inputs construct is reflective because the indicators are representative of the types of resource that a firm puts into a specific relationship in greater amounts in order to develop that relationship. Similarly, the indicators for accessibility of buyer's resources represent a sample of the types of resources that a supplier would be able to access in greater amounts from a more accessible relationship.

Analysis

The survey data are analysed in SPSS and Amos software using correlations, confirmatory factor analysis, and structural modelling. The appendix shows the measures of constructs and the internal consistencies of scales, all of which except for current inputs have Cronbach alpha well in excess of 0.7 (Hair et al., 1998). Table 1 shows that the measurement model, which includes all the Fig. 1 model's constructs and their purified items, has good fit statistics (Hair et al., 1998; Hu & Bentler, 1999). The measures all have convergent validity, as their regressions on the constructs they measure are all significant at $p < 0.001$ and the average variance extracted for each construct is greater than 0.5 (Fornell & Larcker, 1981). The measures all have discriminant validity because in all cases average variance extracted is greater than the correlations between items.

The study estimates two structural models, for which Table 1 also notes the fit statistics. The second row of Table 1 shows fit statistics for the mediated model in Fig. 1. The model whose fit statistics are shown in the third row has only the unmediated path between resource input intentions and accessibility of buyer's resources, shown as H1 in Fig. 1, and does not include the commitment and trust mediators. The mediated model has better fit statistics, although a strict comparison using the CAIC is not possible because the models are not nested. The mediated model has only marginally better explanation of accessibility of buyer's resources at a squared multiple correlation of 0.218 than does the unmediated model at 0.216, so the mediated model offers only marginally better explanations of accessibility of buyer's resources than the unmediated model (Singh, Goolsby, & Rhoads, 1994).

Model and paths	CMIN	Df	p-value	CMIN/Df	SRMR	RMSEA	TLI	GFI
Measurement model including all constructs	304.7	179	0.000	1.702	0.052	0.047	0.955	0.962
Mediated model as in Fig. 1	186.2	98	0.000	1.900	0.048	0.054	0.960	0.932
Fig. 1 model without mediation	54.7	13	0.000	4.208	0.061	0.101	0.920	0.954

Table 1: Model fit statistics

The Baron and Kenny (1986) sequence of "causal steps" tests is commonly applied to assess mediation (Evans, Landry, Li, & Zou, 2007; Rijsdijk, Hultink, & Diamantopoulos, 2007). However, although these tests assess that conditions for mediation are present, they do not directly test the significance of the indirect effect and have low statistical power (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). Researchers have developed methods to test the significance of indirect effects. Several of these methods are tested by MacKinnon, Lockwood, & Williams (2004), MacKinnon et al. (2002), Pituch and Stapleton (2008) and others. These authors find that resampling (bootstrapping) methods perform well. In discussing multiple mediator models, Preacher and Hayes (2008) also recommend bootstrapping for mediation tests. For the specific case of the two-mediator, three-path context of this study, Taylor, MacKinnon and Tein (2008) find in a Monte Carlo study that the bootstrap technique provides the best results. Hence, to save space, this working paper goes straight to assessing direct and indirect bootstrapped significance tests to analyse mediation, using the data in Table 2, rather than applying the Baron and Kenny steps. Table 2 also provides information on other direct and indirect effects to provide more detail on commitment and trust.

Effects	Path from →	Current Inputs	Trust	Commitment
Standardised direct	**Path to ↓**			
	Trust	0.218*		
	Commitment	0.491**	0.277*	
	Accessibility of buyer's resources	0.300*	0.315*	-0.024 n.s.
Standardised indirect	**Path to ↓**			
	Trust			
	Commitment	0.060*		
	Accessibility of buyer's resources	0.056 n.s.	-0.007 n.s.	

Note: Asterisks show significance of estimates at p < the following values: * 0.01 or better; ** 0.05. n.s. means not significant

Table 2: Bootstrapped direct and indirect effects for three path mediation model

Firstly, looking at the direct effects in Table 2, the level of current inputs of resources has a significant direct effect on trust, commitment, and accessibility of buyer's resources. Trust has a significant direct effect on commitment and on accessibility of buyer's resources, but contrary to expectations, commitment does not have a significant direct effect on accessibility of buyer's resources. Next, looking at the indirect effects in Table 2, only the indirect path from current resource inputs to commitment through trust is significant, which agrees with other studies' findings about the relationship between trust and commitment (e.g. Morgan & Hunt, 1994; Ulaga & Eggert, 2006). Trust does not have a significant indirect effect on accessibility of buyer's resources through commitment and, notably, the indirect effect of current inputs of resources on accessibility of buyer's resources, suggesting strong mediation by trust. A model as in Fig. 1 but with only trust as mediator (not shown in Table 2) indicates strong but not complete mediation when commitment is removed.

DISCUSSION AND RECOMMENDATIONS

The study's analysis partially supports the model as in Fig. 1, which proposes that the level of resources that a business-to-business seller puts into its buyer-seller relationships positively affects its level of access to the important intangible resources of its customers and that a positive relationship atmosphere mediates this access. It supports the contention in the IMP literature that a positive atmosphere, in terms of the trust the supplier feels in the buyer, improves information flow by way of interaction. In these days of supply chains fractured by outsourcing, it is particularly important to "use others' knowledge" (Baraldi & Waluszewski, 2007 page 104), including that which is available from customers, mediated by interaction through relationships (Waluszewski & Håkansson, 2007). The early IMP literature (e.g. Hakansson, 1982 page 285) makes it very clear that interaction occurs best where both relationship partners allocate sufficient resources to the relationship and develop a good atmosphere.

The service-dominant logic of marketing, and in particular its foundational premise FP9, is also useful for interpretation of this study. It states that "All social and economic actors are resource integrators" (Vargo & Lusch, 2008). As Ballantyne and Varey (2006) explain, this integration takes place through communication of information between relationship actors

through the medium of a relationship. In order for the transfer and integration of information (intangible resources) to take place, the relationship must be well-developed.

The lack of significance of paths through commitment is interesting. Commitment and trust along with other constructs such as satisfaction are shown in other studies to be important mediators of relationship processes. The results of this study for trust are understandable in terms of the high level of trust needed in a relationship needed before can see their way clear to exchange the intangible informational resources whose access is the focus of the study. Many managers are now keenly aware of the value of such resources to long-term competitive advantage, so this knowledge has probably affected managers' responses to this study's survey. However, full explanation of this finding needs further specific research.

Some specific examples of the way in which exchange and integration of resources takes place in a buyer-seller relationship will help ground the study's findings in practice. Taking one of the resources used as in the study as an indicator of the seller's resource inputs as an example, if the seller's boundary personnel are resourced to give more time to the relationship, they are able to better communicate and to better gain information from their customer. This information gain is of great value to the seller, because it allows the seller to better design products and processes for the customer and also for other customers. This study does not model the value gain from these increased capabilities, but it explains both the importance to the seller of inputting resources so as to get access to its buyer's resources and also the importance of relationship atmosphere to the process.

The study has limitations in terms of its cross-sectional view and the fact that it takes the perspective of only one side of the dyad. Extension of the model to the buyer's perspective is an opportunity for future research. Further to this issue of perspective, researchers are keenly aware of the need to extend research more deeply beyond dyadic considerations into the networks in which firms are positioned. The network issues raised by IMP research are of renewed interest in the last few years (Ford & Redwood, 2005; Henneberg, Mouzas, & Naudé, 2006; Mouzas, 2006; Mouzas & Ford, 2009; Mouzas, Henneberg, & Naudé, 2008; Öberg, Henneberg, & Mouzas, 2007). Constructs such as trust and commitment do not yet feature in this research, but no doubt will do so in future. The accessibility of network resources featured in this study will continue to be an important issue for research.

Another avenue for future research is to investigate the detailed mechanisms by which the resources of relationship partners are integrated and how this integration leads to improved performance in terms of accessibility of buyer's resources. It will be interesting to assess the effects of the distinct cognitive and affective aspects of trust (Johnson & Grayson, 2005) and similarly to assess these distinct aspects of commitment (Geyskens, Steenkamp, Scheer, & Kumar, 1996). An aspect of relationship and network research that needs further work at a micro level concerns how individual personal actors such as salespeople actually operate within and, as they do so, how they modify both dyadic and network relationships (e.g. Baxter & Olesen, 2008).

Manufacturers were the context for this current study. It will be interesting to investigate the same issues in other contexts such as services to assess the generalisability of the findings.

The study's findings provide useful ideas for managers. They indicate that when managers allocate investments to relationship management, it is beneficial to invest resources beyond those that have clear short-term effects on revenues and costs. If relationships with customers are to provide the intangible, information-based resources from customers that are so important to future competitive advantage and value creation, then good access to the customers'

intangible resources is required. The seller needs to invest resources not only into product development and relationship processes. Both seller and buyer should work to develop sound relationship atmosphere to enhance the exchange of intangible resources across a relationship.

Appendix: Scale items

Scales and items	Anchor points on 1 – 7 scale		Standardised regression weight	Cronbach alpha
Resource inputs				0.657
Please again consider your firm's relationship with your chosen customer at present. How high is your organisation's level of input of the following resources into the relationship, compared with your other customers?	Very much lower	Very much higher		
Dollars your firm puts into the relationship.			0.442	
The amount of time that your personnel spend working on the relationship.			0.787	
Your intangible inputs, such as your knowledge, skills, ingenuity and your business contacts.			0.723	
Accessibility of buyer's resources				0.857
Again, for the next 3 years, how effective do you expect the relationship with your chosen customer to be in giving your firm useful access to the following?	Not at all effective	Very effective		
To your customer's network of relationships			0.730	
To the capabilities in their organisation (e.g. the organisational knowledge, infrastructure, processes, and/or culture)			0.894	
To the capabilities of their personnel			0.844	
To their capabilities for the development of new products or processes			0.663	
Commitment				0.866
The <u>relationship</u> that your firm has with the chosen customer:	Strongly disagree	Strongly agree		
Is something you are very committed to			0.828	
Is something your firm intends to maintain indefinitely			0.686	
Is something your firm really cares about			0.838	
Deserves your firm's maximum effort to maintain			0.795	
Trust				0.907
In your relationship, your chosen customer:	Strongly disagree	Strongly agree		
Cannot be trusted at times (reverse scored)			0.679	
Is perfectly honest and truthful			0.784	
Can be counted on to do what is right			0.896	
Is always faithful			0.849	
Is someone that you have great confidence in			0.893	

Notes: 1. Numbers in the column headed "Standardised regression weight" are path weights between each measure and the construct it reflects in the measurement model whose fit statistics are shown in Table 1.

2. Standardized regression weights in this appendix are all significant at $p < 0.001$.

References:

Armstrong, J. S., & Overton, T. S. (1977). Estimating Nonresponse Bias in Mail Surveys. *Journal of Marketing Research, XIV*(August), 396-402.

Ballantyne, D., & Varey, R. J. (2006). Creating value-in-use through marketing interaction: the exchange logic of relating, communicating and knowing. *Marketing Theory, 6*(3), 335-348.

Baraldi, E., & Waluszewski, A. (2007). Conscious use of others' interface knowledge. In H. Håkansson & A. Waluszewski (Eds.), *Knowledge and Innovation in Business and Industry: The importance of using others* (pp. 79-108). London: Routledge.

Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 17*(1), 99-120.

Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of personality and social psychology, 51*(6), 1173-1182.

Baxter, R., & Olesen, K. (2008). *Using Structuration Theory to Analyse Relationship Value Creation.* Paper presented at the 24th IMP Conference, Uppsala, Sweden. from http://www.impgroup.org/paper_view.php?viewPaper=6864

http://www.impgroup.org/uploads/papers/6864.pdf

Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing Buyer-Seller Relationships. *Journal of Marketing, 51*(April), 11-27.

Evans, K. R., Landry, T. D., Li, P.-C., & Zou, S. (2007). How sales controls affect job-related outcomes: the role of organizational sales-related psychological climate perceptions. *Journal of the Academy of Marketing Science, 35*(3), 445-459.

Ford, D., Gadde, L.-E., Hakansson, H., Lundgren, A., Snehota, I., Turnbull, P., et al. (1998). *Managing Business Relationships* (1 ed.). Chichester: Wiley.

Ford, D., & Redwood, M. (2005). Making sense of network dynamics through network pictures: A longitudinal case study. *Industrial Marketing Management, 34*(7), 648-657.

Fornell, C., & Larcker, D. F. (1981). Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics. *JMR, Journal of Marketing Research, 18*(3), 382.

Gadde, L.-E. (2004). Activity Coordination and Resource Combining in Distribution Networks--Implications for Relationship Involvement and the Relationship Atmosphere. *Journal of Marketing Management, 20*(1/2), 157-184.

Geyskens, I., Steenkamp, J.-B. E. M., Scheer, L. K., & Kumar, N. (1996). The effects of trust and interdependence on relationship commitment: A trans-Atlantic study. *International Journal of Research in Marketing, 13*(4), 303-317.

Hair, J. F., Jr., Anderson, R. E., Tatham, R., L., & Black, W. C. (1998). *Multivariate Data Analysis* (5 ed.). Upper Saddle River: Prentice-Hall.

Hakansson, H. (Ed.). (1982). *International Marketing and Purchasing of Industrial Goods: An Interaction Approach*. Chichester: John Wiley and Sons.

Hakansson, H., & Snehota, I. (1982). *Developing Relationships in Business Markets*. London: Routledge.

Henneberg, S. C., Mouzas, S., & Naudé, P. (2006). Network pictures: concepts and representations. *European Journal of Marketing, 40*(3/4), 408-429.

Hu, L.-t., & Bentler, P. M. (1999). Cutoff Criteria for Fit Indices in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives. *Structural Equation Modelling, 6*(1), 1-55.

Johanson, J., & Mattsson, L.-G. (1991). Interorganisational relations in industrial systems: a network approach compared with the transactions-cost approach. In G. Thompson, J. Frances, R. Levacic & J. Mitchell (Eds.), *Markets, Hierarchies and Networks: The Coordination of Social Life* (pp. 256-264): Sage.

Johnson, D., & Grayson, K. (2005). Cognitive and affective trust in service relationships. *Journal of Business Research, 58*(4), 500-507.

MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., & Sheets, V. (2002). A Comparison of Methods to Test Mediation and Other Intervening Variable Effects. *Psychological Methods, 7*(1), 83–104.

MacKinnon, D. P., Lockwood, C. M., & Williams, J. (2004). Confidence Limits for the Indirect Effect: Distribution of the Product and Resampling Methods. *Multivariate Behavioral Research, 39*(1), 99-128.

Marketing Science Institute. (2008). *MSI Current Research Priorities*. from http://www.msi.org/research/index.cfm?id=43

Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing, 58*(July), 20-38.

Morgan, R. M., & Hunt, S. D. (1999). Relationship-Based Competitive Advantage: The Role of Relationship Marketing in Marketing Strategy. *Journal of Business Research, 46*, 281-290.

Mouzas, S. (2006). Marketing action in networks. *European Journal of Marketing, 40*(11/12), 1271-1291.

Mouzas, S., & Ford, D. (2009). The constitution of networks. *Industrial Marketing Management, 38*(5), 495-503.

Mouzas, S., Henneberg, S., & Naudé, P. (2008). Developing network insight. *Industrial Marketing Management, 37*(2), 167-180.

Öberg, C., Henneberg, S. C., & Mouzas, S. (2007). Changing network pictures: Evidence from mergers and acquisitions. *Industrial Marketing Management, 36*(7), 926-940.

Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., et al. (2010). Moving Forward and Making a Difference: Research Priorities for the Science of Service. *Journal of Service Research, 13*(1), 4-36.

Pituch, K. A., & Stapleton, L. M. (2008). The Performance of Methods to Test Upper-Level Mediation in the Presence of Nonnormal Data. *Multivariate Behavioral Research, 43*(2), 237-267.

Preacher, K., J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods, 40*(3), 879.

Rigby, D. (2007). *Management Tools 2007: An Executive's Guide*. Boston, MA: Bain & Company, Inc.

Rijsdijk, S. A., Hultink, E. J., & Diamantopoulos, A. (2007). Product intelligence: its conceptualization, measurement and impact on consumer satisfaction. *Journal of the Academy of Marketing Science, 35*(3), 340-356.

Sanchez, R., & Heene, A. (1997). Reinventing Strategic Management: New Theory and Practice for Competence-based Competition. *European Management Journal, 15*(3), 303-317.

Singh, J., Goolsby, J. R., & Rhoads, G. K. (1994). Behavioral and psychological consequences of boundary spanning burnout for customer service representatives. *JMR, Journal of Marketing Research, 31*(4), 558-569.

Strömsten, T., & Håkansson, H. (2007). Resources in use: embedded electricity. In H. Håkansson & A. Waluszewski (Eds.), *Knowledge and Innovation in Business and Industry: The importance of using others* (pp. 27-53). London: Routledge.

Taylor, A. B., MacKinnon, D. P., & Tein, J.-Y. (2008). Tests of the Three-Path Mediated Effect. *Organizational Research Methods, 11*(2), 241.

Ulaga, W., & Eggert, A. (2006). Relationship value and relationship quality: Broadening the nomological network of business-to-business relationships. *European Journal of Marketing, 40*(3/4), 311-327.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a New Dominant Logic for Marketing. [Article]. *Journal of Marketing, 68*(1), 1-17.

Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science, 36*(1), 1-10.

Waluszewski, A., & Håkansson, H. (2007). Economic use of knowledge. In H. Håkansson & A. Waluszewski (Eds.), *Knowledge and Innovation in Business and Industry: The importance of using others* (pp. 1-26). London: Routledge.