# HOW SALESPEOPLE UNLOCKBUYER'S RESOURCES FOR SELLER OUTCOMES

*Annie Zhang*

*liquinzhang@yahoo.com*  *New Zealand  Auckland University of Technology*

*Roger Baxter*

*roger.baxter@aut.ac.nz*  *New Zealand  Auckland University of Technology*

*Mark Glynn*

*mark.glynn@aut.ac.nz*  *New Zealand  Auckland University of Technolo*

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## ABSTRACT

## PURPOSE OF THE PAPER AND LITERATURE ADDRESSED

Positive outcomes in a business-to-business buyer-seller relationship occur best when resources are readily available from bothpartners in a trusting and communicative environment. Taking the seller's perspective, this work-in-progress paper describes a study that assesses the effect thatsalespersons' attributes and availability of resources from buyers have on relationship outcomes. The first question isthe extent to which salespeople directly affect a relationship's financial performance outcomes for their company by their focus on relationship-building activities that facilitate resource exchange. The second question concerns to what extent this focus by salespeople on relevant activities with the buyer further aidsfinancial performanceby facilitatingthe availabilityof the buyer's resources to the seller.

In order to answer these questions, the study develops suitable measures for its three main constructs, which are: salesperson's relationship focus; availability of buyer's resources; and relationship financial performance. Salesperson relationship focus is assessed in terms of six sales activities. The study then assess the three main constructs both qualitatively and quantitatively, and the relationships between them, in a proposed theoretical model.

The study develops the theoretical model for testing using the IMP's (Industrial Marketing and Purchasing) interaction model, based on its ARA concepts (Actor bonds, Resource ties, and Activity links). The model development also uses some of the ideas of the service-dominant logic of marketing. The sales management literature assists the development of measures for the set of activities that form the dimensions of the salesperson's focus construct.

## RESEARCH METHOD

The study develops an initial model based on the literature and then makes a first assessment of its validity in a set of 14 qualitatively analyzed interviews. The measures of the model's constructs also come initially from the literature, with further investigation, both deductively and inductively, in the interviews. The next phase of the study is the collection of survey data from senior salespeople. The study analyzesthis data using correlations, exploratory

factor analysis, and structural equation modeling software to assess the measures and to assess the proposed model.

## RESEARCH FINDINGS

The analysis of the interviews supports the proposed model of the relationships between the three main constructs. The interview analysis also provides a sound basis for measures, both in supporting the validity of the measures found in the literature and in providing the basis for further measure development. The analysis of quantitative data from the survey gives good support for both the measures of the constructs and the proposed model. The study tests a rival model which it finds is not as viable as the proposed model.

# MAIN CONTRIBUTION

The study develops measures for two key constructs, which are the availability of a buyer's resources to its business partner and the level of a salesperson's relationship focus in terms of activities that are specific to facilitating this availability of resources of the buyer to its supplier. The study empirically tests the validity of these two constructs and their association with the relationship performance from the seller's perspective.

These contributions have significance for theory and for management. They provide the basis for further research into value creation between buyer and seller how this value creation might be affected by such facilitating constructs as trustand how they affect relationship outcomes such as new product development. The findings provide useful information for managers in that they show which salesperson activities are important for facilitation of resource availability from customers and how an increase in this availability positively affects financial performance of a relationship. The findings provide quantitative evidence of the importance to relationship outcomes of the availability of resources for integration at the buyer-seller interface as expressed by IMP research. The study also shows the influence that the attributes of individual actors have on both resource availability and outcomes.

# KEYWORDS

Relationship performance; resource availability: salesperson activities

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## INTRODUCTION

Positive performance outcomes in a business-to-business buyer-seller relationship improve when resources are readily available from bothpartners in a trusting and communicative environment. Salespeople, as important relationship actors, can contribute substantially to this performance by focusing on relationship building and can facilitate the availability of resources between relationship partners.

The study therefore investigates two questions that the extant literature does not appear to clearly answer. The first question isthe extent to which salespeople directly affect a relationship's financial performance outcomes for their company by their focus on relationship-building activities that facilitate resource exchange. The second question concerns to what extent this focus by salespeople on relevant activities with the buyer further aidsfinancial performanceby facilitatingthe availabilityof the buyer's resources to the seller.

In order to answer these questions, the study takes an existing scale for salesperson's level of relationship focus (Zhang, Baxter, & Glynn, 2011) and develops suitable measures specific to this study for its other two constructs, which are firstly the availability of buyer's resources and secondly the relationship financial performance. The study then assesses the three main constructs both qualitatively and quantitatively, and the relationships between them, as expressed in a proposed theoretical model.

The study develops the theoretical model for testing using the IMP's (Industrial Marketing and Purchasing) interaction model(Håkansson, 1982), based on its ARA concepts (Actor bonds, Resource ties, and Activity links) and the sales literature. The study contributes to the literature by demonstrating firstly the effect on relationship performance of a salesperson's focus on relationship activities that facilitate exchange of resources. Secondly, the study shows the particular importance of the salesperson's focus on relationship activities in indirectly affecting the performance outcome by facilitating the availability of a buyer's resources to the seller. Availability of a buyer's resources is thereby shown as an important construct in the creation of value in a buyer-seller relationship.

This paper next develops the study's model and its constructsconceptually, and then describes the method, including measure development, data collection, data analysis and findings. The paper finishes with discussion of the findings.

## CONCEPTUAL DEVELOPMENT

This section of the paper describes the conceptual development of the study, including the overall structure of the model that the study tests and each of its three main constructs. This development arises from both a literature study and from a set of in-depth interviews described below in the method section. In the interest of brevity, we provide only limited data from the interviews in this paper.

### Conceptual model

The literature and our interviews suggest that buyer's resources are an important part of the overall resources for value creation in a relationship. In fact, the buyer and the seller each require access to the other's technologies in order to optimally deal with their problems (Ford, 2011). The relationship gives a firm access to a resource collection with an increased variety and variability, which potentially can lead to innovations (Håkansson & Snehota,

1995), and to high relationship performance. Evidence from research shows that a higher level of resource availability to the relationship is likely to be associated with better relationship outcomes for the firms in the relationship. For example, Tuli, Kohli and Bharadwaj (2007) find that when suppliers allocate employees to relationships who have specific expertise in the customers' needs, they are likely to be able to identify accurately their customers' recognized, unrecognized, and future requirements. The solutions co-creation process is thereby likely to be efficient and effective. When customers invest resources in the relationship, the outcomes of the relationship are likely to improve. Humphreys, Li, and Chan (2004) show in their supply chain study that the buyer's relationship-specific investments, such as providing the supplier with equipment or tools for process improvement or providing the supplier with capital for new investments at their facilities, are associated with supplier performance improvement measured from the buyer's viewpoint, buyer competitive advantage, and buyer-supplier relationship improvement. In the words of one of our interviewees, a recruitment and consultant company executive, "Then once you start to know your business quite well and your clients…you can look at ways in which you can add value to that relationship."

However, the existing literature has not specifically investigated the role of the availability of a buyer's resources on the relationship performance for the seller, and in particular how salespeople influence performancethrough this availability. This study therefore focuses on how examining the influence of salespeople on this issue because they work closely with customers and condition the way the relationships are developed (Håkansson, 1982).  In support of this investigation, Grönroos (2008, 2011) argues that boundary personnel play a critical role in making use of the interaction platform for relationship value co-creation. Sales researchers also suggest that research is needed to explore the role of the sales force in co-creating value with customers (Avlonitis & Panagopoulos, 2010). This co-creation is associated with inter-firm resource integration and thus is associated with gaining access to, and making use of, the buyer's resources. As one of our interviewees, an ICT system provider, noted, "the more time you can spend inside a customer organisation, getting to know them, the more you may recognise things or issues that they have, where you have capability that could solve and deliver value there ..."

Researchers of the IMP group point out that firms overcome limitations in their own resources through relationships (Snehota, 2004). Relationships enable a firm potential access to others' resources, such as technologies, knowledge or material resources that are important for firm value generation (Ford, 2011; Håkansson & Snehota, 1995). According to the IMP's ARA conceptual framework, actors in relationships carry out exchange activities to make use of their firms' resources so that the potential services inherent in the resources accessed are released and realised, and value is thus created (Håkansson & Prenkert, 2004; Håkansson & Snehota, 1995). Our study utilises this framework to investigate the salesperson at the level ofthe individual actor, who carries out relationship activities to facilitate the integration of the relevant resources of the two firms, in particular by aiding the availability of the buyer's resources, in order to realise potential relationship value for the seller. The salesperson's part in this process of aiding the availability of the buyer's resources, is expressed by a freight company executive, one of our interviewees: "The role of that individual salesperson who manages that account is to build the relationship to that stage so that customer is that happy with us that they are prepared to invest."

Thus, based on the literature discussed above and the study's interviews, the research model for this study is as in Figure 1. The model proposes that the level at which the salesperson focuses on relationship-building activities relevant to building resource availability and exchange has a positive effect on relationship performance for the seller, both directly and also indirectly through the effect that the salesperson has on availability of the

buyer's resources to the seller. The Figure 1 model also shows the dimensions of the scale for the construct named the salesperson's relationship focus level.

Three hypotheses describe the paths between the three main constructs. H1 expresses the direct effect noted above on the relationship performance, from the seller's perspective, of the salesperson's focus on relationship activities which promote resource exchange between the buyer and seller. H2 expresses the effect that this salesperson's focus has on availability of the buyer's resources to the seller and H3 in turn expresses the effect that this availability of buyer's resources has on performance. H2 and H3 thus express a mediation effect on H1.
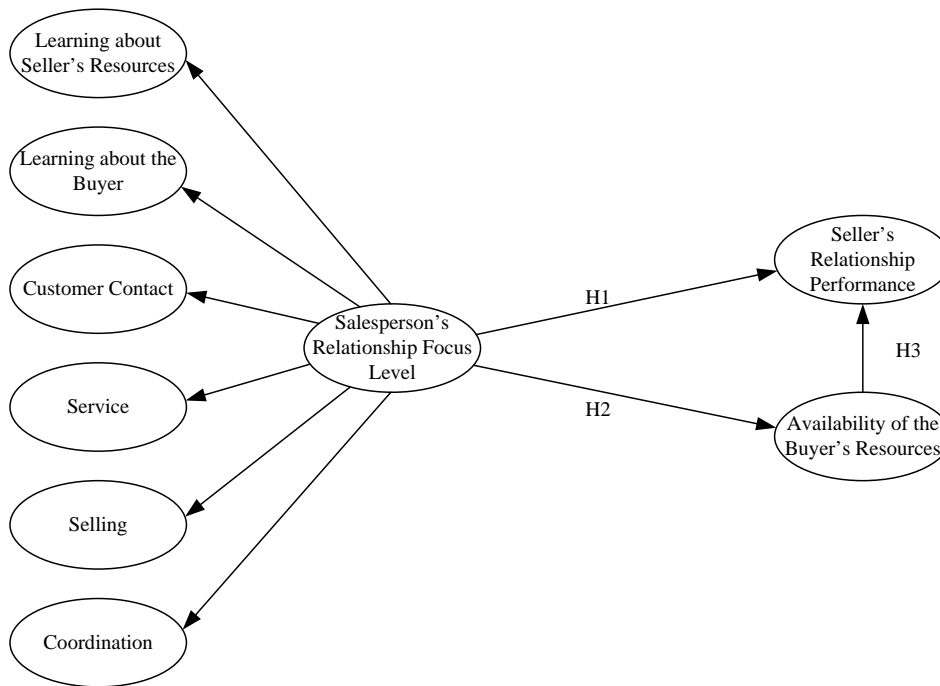


**Figure 1: Conceptual model**

## Model constructs

We deal in turn with our model's three main constructs: the salesperson's relationship focus level; the seller's perception of relationship performance; and the availability of the buyer's resources to the seller through the relationship. We use Zhang, Baxter, and Glynn's (2011) definition of the salesperson's relationship focus level as the level at which the salesperson engages in activities that promote a relationship that favours the exchange of resources that aid the creation of value. We use the Zhang et al. set of dimensions, and their scales, which are specified as a set of activities a salesperson will focus on if they have that kind of focus. Those authors validated their scale's six dimensions in qualitatively analysed interviews and in a survey. The dimensions are as in Figure 1: learning about the seller's resources; learning about the buyer; customer contact; service; adaptive and consultative selling activities; and coordination. The measures for these six dimensions are provided in the appendix and will make the domains of the constructs clear.

The relationship performance construct assesses the financial performance of the relationship from the seller's perspective. The measures used in the quantitative phase of the study for this construct are common performance measures, as shown in the appendix. We note these as follows, with small quotes from this study's interviewees for qualitative support of their relevance. The first item asks about meeting sales targets and objectives, based on the need to "map out what we expect going forward" in the words of an interviewee. The second is about "share of this customer's business", or in an interviewee's words: "We obviously

look at what percentage did they buy from us compared to other supplier, what share of business do we have?". The third item asks about making sales for multiple product or service divisions, as expressed in an interview: "it's also cross-selling and in different services". The fourth asks about margins ("Any fool can go out and sell products at 10% margin or 5% margin; well what's the point?"). These measures are all outcomes of a relationship that performs at a high levelfinancially and their wording is the same as, or adapted from, measures in the literature (Medlin, 2006; Workman Jr, Homburg, & Jensen, 2003).

The construct "availability of the buyer's resources to the seller" has a set of measures that comprise outcomes that a supplier would expect from a relationship in which the buyer makes its resources easily available to the seller. Based on the resource-based view of the firm (Barney, 1991), resource-advantage theory (Morgan & Hunt, 1999) and on the study's interviews, this study identifies categories of resources that can be available from the buyer based on the coding in the qualitative analysis of the study's interviews. These codes appear to be good theoretical indicators of the level of the resource availability construct. The scale for resource availability retains five measures of these resourcesfor the relationships in the quantitative phase of the study.

Two of the retained measures of salesperson's assessment of buyer's resource availability represent the human resources category: "Expertise that is useful for developing business with your company" and "Innovative ideas that are useful for developing business with your company". One of the retained measures represents the financial and physical resources category: "Investments that are needed specifically for doing business with your company, e.g., staff training, or adaptations in their systems or procedures". Two of the retained measures of salesperson's assessment of buyer's resource availability represent the organisational resources category: "Joint work with your company on issues such as product development, cost-cutting, long-range plans, or staff training" and "Future developmental plans that may lead to future selling opportunities for your company."

## TESTING THE MODEL

### Method

The initial model development phase of the study used an iterative approach, iterating between the literature and a set of 14 in-depth interviews which were based on a protocol with open-ended questions. The interviews were with senior company executives in sales-related positions to develop the conceptual model and the scale items to measure the two new constructs, namely the seller's perception of relationship performance and the availability of the buyer's resources. Interview data transcribed from audio recordings were analysed using NVivo software.

In the second phase of the study, based on empirical data collected in a survey, managers in responsible sales positions answered questions on 1 to 7 scales with anchor points as shown in the appendix. The sample frame comprised salespeople and managers involved in sales. The respondents were from both manufacturing and service companies in order to provide generalisability. Their companies had more than 10 employees and were registered with a commercial multinational database. After assessing suitability in terms of normality and outliers, we analysed data using SPSS for correlations and exploratory factor analysis and Amos structural equation modelling software for confirmatory factor analysis and structural model testing. The number of responses to the survey was 171 after excluding incomplete questionnaires, for a 10.2% response rate. Responses came from both a mail-out and an online collection on SurveyMonkey. Differences between the demographics of mail-

out and online samples were not significant in *t*-tests, suggesting no systematic differences in relationships constituting the two sub-samples. The early one-third and the late one-third of responses did not show significant differencesin *t*-tests, suggesting no response bias (Armstrong & Overton, 1977).

## Measure Development

The measures for the six salesperson's activities that the study used as dimensions of level of salesperson's relationship focus are those of Zhang, Baxter, and Glynn (2011), who describe their derivation in detail. As noted above, items for the other two constructs came from an iterative process utilising both the literature and the interviews with managers. Items were then pre-tested twice, with experts, for face validity and for wording. We altered questions after each pre-test, based on the feedback from the experts, and deleted questions that insufficient experts favoured. The study specifies all indicators as reflective because they are outcomes of each of the relevant constructs.

## Analysis

The sample comprised a broad mix of firms involved in manufacturing, service and agriculture industries across a range of firm sizes. The median length of the customer/salesperson relationship was 8 years, and these salespeople had a median 6 years experience with the seller.

The first step in the analysis was to fit the measurement model of salesperson's relationship focus to the data. Each of the eight dimensions shows a good fit. The construct reliability ranges from 0.76 to 0.98. Unidimensionality is shown in Table 1 below and each item correctly loads on the appropriate construct. Moreover the standardised factor loadings for each item over 0.5 for the relevant construct and are significant. Table 2 below shows that the average variance extracted (AVE) was above 0.5 and that discriminant validity is demonstrated, as the AVE is greater than the squared correlation between each construct pairing. The model fit statistics for the measurement model are $\chi^2/df$= 1.66, CFI 0.91, RMSEA 0.062 and TLI .90.

Next the data was fitted to the structural model outlined in Figure 1 using AMOS 16 and the maximum likelihood criterion. The structural model shows a satisfactory fit to the data. The fit indices show acceptable fit. For the proposed structural model, the $\chi^2/df$ is 1.66, CFI was .91, and RMSEA is .062, TLI is .90, and parsimony normed fit index (PNFI) is .73. The $R^2$ results show that 51 percent of the variance in "performance" is explained by the combined effect of "buyer's resources" and salesperson's "relationship focus", and 29 percent of the variance in "buyer's resources" is explained by salesperson's "relationship focus". The results suggest that the salesperson plays a significant role in gaining access to and making use of buyer's resources for co-creation. Furthermore this access enables the selling firm to realise the relationship value in terms of the effect on financial performance.

In Hypothesis 1 the pathway from the salesperson's level of relationship focus level has a significant and positive impact on financial performance. The path coefficient is 0.45 and significant at p < .001 level. As hypothesised in Hypothesis 2, the salesperson's relationship focus also has significant and positive effect (0.54) on the availability of the buyer's resources. Turning to hypothesis 3, these buyer resources have a positive effect on financial performances. The path coefficient was .36 and is significant at p < .001 level. Thus not only does the structural model fit the data well, but all three hypotheses are supported.

## DISCUSSION

In business-to-business relationships, value is co-created through the integration of both firms' resources (Vargo & Lusch, 2008, 2011). Therefore, gaining the buyer's willingness to make resources available to the relationship is very important for realising the potential value of the relationship for both firms. This research thus gained support for our proposed model of the way in which salespeople directly affect a relationship's financial performance outcomes by their focus on relationship-building activities that facilitate resource exchange and how this focus by salespeople on relevant relationship-building further aids financial performance indirectly by facilitating the availability of the buyer's resources to the seller. The study thus supports the importance of relational processes to relationship success (Tuli et al., 2007).

We conceptualise, operationalise and demonstrate the critical importance of the availability of a buyer's resources in determining the outcome of the relationship for the seller, and how the salesperson helps with transforming the potential value of the buyer's resources into the relationship performance for the seller. The model fits the data well and the results indicate that 51 percent of variance in the relationship performance for the seller is explained by the salesperson's relationship focus level and the availability of the buyer's resources; and 29 percent of variance in the availability of the buyer's resources is explained by the salesperson's relationship focus level.

The study is a quantitative confirmation of aspects of the IMP interaction approach (Håkansson, 1982) in that it clearly shows the importance of one partner's resources to the success of the other in a business-to-business buyer-seller relationship (Waluszewski & Håkansson, 2007). The study supports the part that actors play in resource integration and hence value creation (Haas, Snehota, & Corsaro, 2012). As Cantù, Corsaro, & Snehota (2012)note, relationship actors "are critical in resource combining". In showing the importance of the salesperson in these processes, the study also illustrates the IMP contention that many of the resource combination processes that take place in interactions at resource interfaces between buyers and sellers are social and knowledge-empowered processes (Håkansson & Waluszewski, 2007). The attributes of actorsin the relationship strongly influence these processes. Further, the study contributes by investigating individual boundary personnel as actors rather than firms as actors. The activities of buyer-seller relationship actors at this level are under-researched, particularly from a quantitative perspective.

**Managerial implications**

Our results suggest that, apart from maintaining a good relationship with customers, seller firms should also encourage their salespeople to examine the usefulness of their customers' resources and think strategically how the two firms can combine and use the resources differently tocreate value for each firm. This strategic thinking goes beyond meeting customers' recognised short-term needs. It requires understanding of both firms' strategies, resources and capabilities, long-term goals and objectives, value creation mechanisms and creative thinking. According to our interviewees, salespeople need to be able to "think outside of the square especially when it comes to ...seeing opportunities".They say that "You can really observe those opportunities during your visit.  You can listen to your customers, yeah.  And you can really think deeply what we can do."

Seller firms can help their salespeople to develop their competence in solution selling and learning about their own company through thorough training, providing different scenarios for salespeople to practice on how to approach the customer and developing a database recording the value of the offering for different types of customers.Keeping

salespeople updated about the developments in the relevant fields may enhance the chances for co-creation with the firm's customers.

Seller firms also need to motivate their salespeople to contribute to the development of their company archives such as in a customer relationship management system and to foster an appropriate cultural environment for knowledge sharing among the selling team. The qualitative phase of thisstudy finds that salespeople may not be willing to record or share all the key things they know about the relationship. In addition, salespeople may not be aware of which things they know will be of value for other salespeople, especially because salespeople's relationship learning is relationship-specific and context-specific (Turley & Geiger, 2006). However, according to the literature, informal "hall talk" (Jaworski & Kohli, 1993), informal meetings (Evans & Schlacter, 1985; Moss, 1979), socialising (Bennett, 2001), apprenticeship (Nonaka, 1994) or coaching may be appropriate for facilitating learning, so firms need to foster a cultural environment of learning, as this will influence employees' learning behaviours (Baker & Sinkula, 1999).

Seller firms can also develop systems to help their salespeople with achieving effective and efficient communication within their firm. Appropriate organisational structure and performance evaluation system, and regular meetings will help salespeople to obtain internal resources needed for co-creation efficiently.

## Limitations and future research

The study's data gives some basis for generalisation for the following reasons: it comes from professional salespeople across many industries, the offerings of the seller firms range from pure product to pure service, there is a range of years of sales experience, and the length of relationships with the customer range from less than one year to over 20 years. However, all respondents are located in one country, New Zealand. The model therefore strictly cannot be generalised to other contexts without additional testing.

The model is for dyadic relationships. In reality, because firms work in networks and draw resources from them for value co-creation for all the network actors, the number of actors involved in co-creation through networks may influence the role a salesperson plays in gaining the availability of the buyer's resources and the outcome of the relationship for the seller. Investigation of salespeople's activities in broader networks is therefore a topic for future study.

There are several potential moderators of the relationships in the model which need investigation. These moderators include: the importance of the purchase; the financial commitment involved for the buyer; the complexity of the offer and the amount of service provided by the supplier.

Future research can investigate what organisational mechanisms would influence the salesperson's relationship focus level. Researchers note there is a gap in the literature because previous theories do not recognise the importance of the organisation's capabilities for managing customer relationships and of the resources available through the relationship in the increasingly dynamic market environment (Storbacka & Nenonen, 2009). As the selling process or the solution co-creation process is likely to involve people from different functional departments in the selling organisation, it is important to find out, at the organisational level, how firms manage the inter-firm coordination process effectively and efficiently. Using a "core selling team" (Arnett & Badrinarayanan, 2005) or "sales unit" (Menguc & Barker, 2005) as the analysis unit may be useful for obtaining insights.

Another future research area will be to explore how firms effectively manage customer relationship knowledge that is gained as the result of inter-firm resource integration, such as how they obtain knowledge from their salespeople and help their salespeople to

develop knowledge and competence in identifying resource integration or co-creation opportunities. This study shows that understanding how value is created in the customer's use situation can be used for identifying selling opportunities in other relationships. The knowledge is transferrable and thus can lead to positive "spillover" value of this knowledge obtained through a specific relationship with a customer (Madhok & Tallman, 1998; Mayer, 2006) for the seller firm. Thus it will be important to research what types of mechanisms may help firms to manage their knowledge acquired from and about customers and to make good use of that knowledge.

**Table 1:Salesperson's relationship focus items and factor loadings**

| Construct | Standardised loadings |
|---|---|
| *How much effort have you devoted to the following activities for your chosen customer compared to other customers? (1- very little amount to 7 –very large amount)* | |
| **Learning about the seller's resources** | |
| Improving your understanding of your company's products/services for serving this customer | .86 |
| Improving your understanding of your company's capabilities/resources for serving this customer | .82 |
| Keeping abreast of the developments in the industry in which your company operates for serving this customer | .59 |
| **Learning about the buyer** | |
| Understanding this customer's business, such as their goals and objectives | .82 |
| Understanding this customer's long-term needs | .87 |
| Understanding how value is created for this customer through the use of your company's offering | .74 |
| **Customer contact** | |
| Building strong relationships with multiple individuals within this customer's company | .86 |
| Keeping in regular business contact with multiple individuals within this customer's company | .78 |
| Socialising with your main contacts within this customer's organisation | .49 |
| **Service** | |
| Providing prompt service in response to this customer's requests | .86 |
| Supplying information to this customer in a timely manner | .81 |
| Building strong working relationships with other people in your company for serving this customer | .66 |
| **Selling** | |
| Identifying new business opportunities through thinking about how things can be improved in the relationship | .81 |
| Clarifying this customer's real requirements through correct questioning | .78 |
| Trying to find out which kinds of products/services would be most helpful to this customer | .77 |
| Generating creative solutions for this customer | .73 |
| Planning on how to approach the selling situation when new business opportunities are identified | .73 |
| Clarifying the benefit of your offering for this customer | .74 |
| **Coordination** | |
| Discussing selling strategies for this customer with people from various departments in your company | .66 |
| Planning the objectives to be reached with this customer | .83 |
| Making sure that the objectives are shared among the relevant individuals within your company, this customer's company, and the relevant third party companies | .86 |
| Making sure that the arrangements as per the objectives between the relevant parties are carried out | .67 |

| The availability of the buyer's resources: | |
|---|---|
| *To what extent has your chosen customer provided your company the following? (1-not at all to 7 – a very large amount)* | |
| Expertise that is useful for developing business with your company | .79 |
| Innovative ideas that are useful for developing business with your company | .82 |
| Investments that are needed specifically for doing business with your company, e.g., staff training, or adaptations in their systems or procedures | .73 |
| Joint work with your company on issues such as product development, cost-cutting, long-range plans, or staff training | .73 |
| Future developmental plans that may lead to future selling opportunities for your company | .69 |
| **Financial performance for the seller** *How well does the relationship with the chosen customer provide the following outcomes for your company, compared to the outcomes your company gets from other customer relationships? (1-very poor to 7 – excellent)* | |
| Meeting sales targets and objectives | .75 |
| Improving your company's share of this customer's business | .92 |
| Making sales to them from multiple product or service divisions | .71 |
| Making high margins | .51 |

**Table 2: Descriptive statistics**

| Construct | Construct reliability | AVE | Mean | Std. Deviation |
|---|---|---|---|---|
| 1. Learning about Seller | .81 | .58 | 3.99 | 0.86 |
| 2. Learning about Buyer | .85 | .66 | 4.42 | 0.84 |
| 3. Customer contact | .76 | .53 | 3.49 | 0.79 |
| 4. Service | .82 | .61 | 4.54 | 0.68 |
| 5. Selling | .89 | .58 | 4.09 | 0.78 |
| 6. Coordination | .84 | .58 | 3.63 | 0.88 |
| 7. Buyer's resources | .87 | .57 | 2.91 | 0.99 |
| 8. Performance | .82 | .55 | 3.46 | 0.80 |

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