

Strategies for International Industrial Marketing

The Management of Customer Relationships in
European Industrial Markets

Edited by PETER W. TURNBULL
and JEAN-PAUL VALLA

University of Manchester Institute of Science &
Technology and Lyon Business School, IMP Group



CROOM HELM

London ● Sydney ● Dover, New Hampshire

TECHNISCHE HOCHSCHULE DARMSTADT	
Fachbereich 1	
Gesamtbibliothek	
<u>Betriebswirtschaftslehre</u>	
Inventar-Nr. :	37.655
Abstell-Nr. :	A 12/1390
Sachgebiete :	1.2.1
	5.9

CONTENTS

Acknowledgements

Preface

1. The Interaction Approach to Marketing Strategy — An Introduction	1
2. The French Approach to Europe	11
Introduction	11
Sample Characteristics	12
The Four Export Markets and French Industrial Firms	14
Export Marketing Organisation	22
The Management of Supplier/Customer Relationships	38
Industrial Marketing Strategies: Looking for New Ways	60
Summary	71
Appendix	76
3. The German Approach To Europe	79
Introduction	79
The Nature of Marketing Investments in Industrial Markets	80
Sample Characteristics	84
Marketing Investments in Micro Positions	85
Marketing Investments in Macro Positions	112
Conclusion	125
4. The Swedish Approach to Europe	127
Introduction — International Marketing Strategies	127
Characteristics of the Process of International Development	128
Sample Characteristics	133
The Export Markets and Swedish Companies	134
Conclusion and Implications	157
Notes	163

Contents

5. The British Approach to Europe	165
Introduction	165
The Environment of Supplier–Customer Relationships	171
Marketing Strategies for Interaction	175
Organisation Structures for Handling Customer Relationships	203
Summary and Conclusions	226
Implications for Management	229
Appendix	233
6. A Comparison of Strategic Marketing Approaches	235
Introduction	235
The Basis of the ‘Market Approach’	236
The Country Research Samples	240
Marketing Organisations	242
Supplier/Customer Relationships	244
7. The Strategic Role of Industrial Marketing Management	250
Introduction	250
Industrial Marketing in an Interactive Environment	251
Marketing as a Managerial Function	256
Three Perspectives for Industrial Marketing Management	260
Summary	263
8. The Dimensions of Industrial Marketing Strategy	265
Introduction	265
A Typology of Industrial Marketing Strategies	267
Factors affecting the Strategic Marketing Behaviour of Firms	269
A Systematic Approach to the Management and Control of Supplier/Customer Relationships	274
Interactive Strategic Marketing Planning: A New Approach	284
Conclusion	287
9. Conclusion	290
Appendix 1: The Research Methodology	296
References	301
Index	307