

Let's Get Real Or Let's Not Play Transforming The Buyer Seller Relationship

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Enhancing Buyer/seller Relationships in the Classroom
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using social organisational and economic theories this book develops an integrated research framework to demonstrate the effects of chinese traditional guanxi networks on modern business relationships and market performance it also compares the effects of guanxi networks between upstream and downstream partnerships and between traditional and high value market outlets it is recognised that quality and safety issues are the major constraints for chinese vegetables entering into international markets primary producers face several bottlenecks such as small production scales lack of market information and low negotiation power which leads to their exclusion by high value market outlets such as supermarkets and international markets processing and exporting companies on the other hand experience instable delivery and inconsistent quality supply as a result they remain low cost exporters in a low quality segment of international markets different solutions for small scale vegetable farmers processing companies exporting companies and supermarkets in optimising their business performance are also covered this book is of interest to professionals and practitioners involved in the design management and assessment of national and international supply chains for perishable products in particular in transition economies

foreword long term buyer seller relationships are a real and important phenomenon in business to business markets since the consequences for the parties to a relationship heavily depend on the management of these relationships research becomes increasingly intensive to explain the real phenomenon of buyer seller relationships on the one hand the objective is to determine when relationships are a reasonable form of coordination in markets on the other hand the management of the relationship itself is in the focus of the analysis transaction cost economics tce has been proven a fruitful theoretical approach explaining both research objectives tce provides not only insights in which situations relationships are economically reasonable but also which activities are appropriate to protect ex post benefits on both sides of the relationship from an ex ante perspective in relation to the second research objective of the buyer seller relationship management safeguarding mechanisms protection against opportunistic behavior were in the center of the analysis in the business to business relationship literature in contrast the flexibility to react to changing environmental conditions was largely neglected in buyer seller relationship management the reason for this one eyed perspective can be traced back to the comparative static approach as proposed by tce comparing the efficiency of different coordination forms at one

point of time intuitively it becomes clear that contractual safeguards to limit behavioral uncertainty do not only provide advantages but also reduce the repertoire of the parties to react to future unexpected developments

In this dissertation I seek to understand the spillover effects of selling team composition structure and knowledge creation and utilization processes i.e. seller intrafirm aspects on the buyer seller relationship management i.e. interfirm aspects and in turn on seller firm's performance. My dissertation comprises of a brief introduction, one conceptual essay, one empirical essay, and a conclusion. The conceptual essay sets the base for the second empirical essay. For the empirical essay, I collect primary survey data using an online panel of key account managers across multiple industries and firms to investigate the spillover effect of intrafirm relational ties network on the interfirm buyer seller relational ties network and seller's performance. In the first essay, I consider in the context of key account management: 1) the relationship between various governance mechanisms namely process control, output control, proscriptive norms, and prescriptive norms available to buyer and seller firms to manage the interfirm relationships and seller's performance; 2) how the relationship between these governance mechanisms and seller's performance is affected by identity multiplicity and coordination complexity stemming from knowledge and resource diversity within the selling team (intrafirm aspects); and 3) solutions specific to key account management setting namely identity shaping, identity highlighting, and centralization to overcome issues of identity multiplicity and coordination complexity and improve the relationship between governance mechanisms and seller's performance. In the second essay, I use network conceptualization to evaluate the combined effect of intrafirm consultation network used to evaluate the knowledge utilization and creation processes within the selling team and interfirm communication network used to evaluate information exchange between buyer and seller firms on seller's performance. I provide theoretical predictions and empirical evidence that there is a spillover effect of intrafirm consultation network on the interfirm communication network. I show that certain intrafirm network structure and interfirm network structure when combined together improve seller's performance by 4.8%. For instance, intrafirm consultation network centered on a selling team member i.e. highly centralized network combined with high number of ties in interfirm communication network to improve seller's performance.

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