

Transformations in B2B Processes and Relationships

2007 American Marketing Association
Sheth Foundation Doctoral Consortium

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1. Processes and Relationships
2. Relationships vs. Context

1. Processes and Relationships

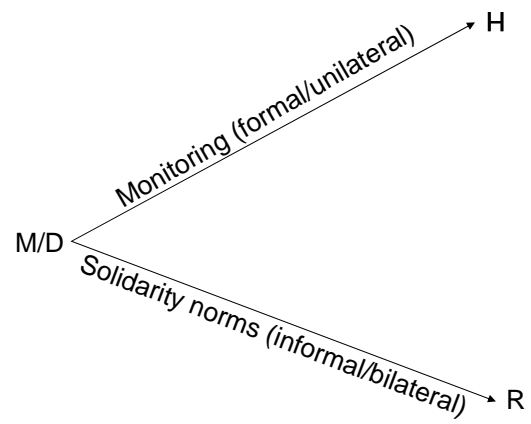
How to characterize B2B relationships?

TCE: Market ←————→ Hierarchy

Relational Discrete ←————→ Relational
contracting
theory:

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Observation: “Left” side is the same; “right” is not



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Research question(s): *Combinations* of relationship elements/processes (modularity question)

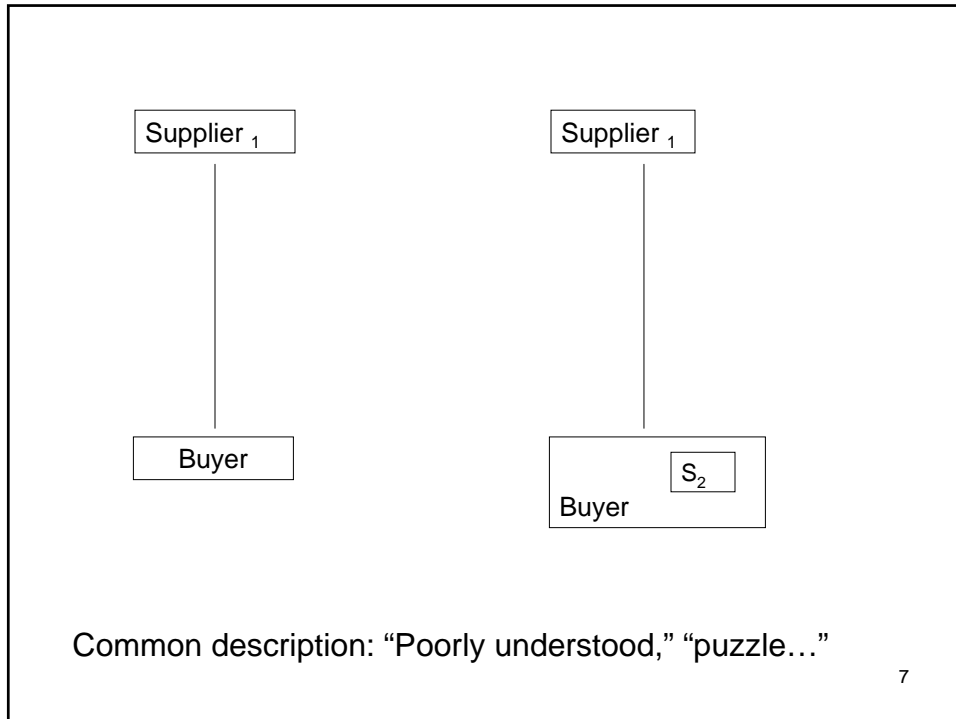
- Formal and informal elements
- Roles played by each (Poppo, Lazzarini)

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2. Relationship vs. Context

- Tendency in B2B research: Focus on relationships in isolation
- Yet: Most relationships exist within a particular institutional *context*
- One example of context: “Plural governance” (tapered integration)

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Research question: Effect of context (plural system) on "market" relationship (S₁)?

- Context (S₂) = functional *substitute* for relational norms (with S₁)?
- Context influencing the *nature* of certain processes in S₁ relationship

Example: Monitoring

With S₂: Monitoring = legitimate


Without S₂: Monitoring creates reactance

General: Effects of the "visible hand" (of internal organization) on the "invisible hand" (of the market)

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Final comment: Carson et. al. (JM 1999)

“Firms’ governance choices involve messy details
that fall outside the power of elegant theory.”

Messiness  Research opportunities