## CONTENTS

Acknowledgements
Preface

1. **The Interaction Approach to Marketing Strategy**  
   — An Introduction  
   1

2. **The French Approach to Europe**  
   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**  
   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**  
   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