

Governance of Buyer Supplier Relationship in Morocco Context: Qualitative Study

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Abstract:

Research excellent, strong relationships, between buyers, and supplier in a highly competitive business, emerging as a solution to ensure the profitability and sustainability of the organizations. Establish sustainable and stable relations with different partners appear forward as a solution that can be a potential source of competitive advantage. However, how these relationships are built, managed in a Moroccan context remains neglected. The objective of this paper is to explain the mechanisms and processes by which the buyer-seller relationships in emerging and developing morocco companies.

Key words: buyers-suppliers, social exchange, trust, commitment

I. Introduction:

A collaborative relationship is one in which the other party provides core value to partnership, it increases, more resources and richer information are required to realize increasing benefit. The collaboration focused on a long term relationship; it has become one of the main subjects in relationships between Buyers and their suppliers. Durable relationships are seen as sources of a stronger competitive position. Long-term relationships with suppliers enable firms to be more efficient in procurement as well as more effective in delivering quality and/or in reducing transaction costs. This collaboration make more easy a faster access to the new technologies and allow to acquire a capacity to supply a wide range of goods and services, to reach knowledge beyond the borders of the company, To share risks and to accomplish the complementary skills (Johansson and Mattson, on 1987; Powell, on 1987). With the tendency to the homogenization of products and services, the relation established by the company with each of his customers seems determining for the customer satisfaction and the long-term development of the relation (Dampérat on 2004. As valuable source which could lead to the competitive advantage, these relations must be managed and supported. For that purpose, the managers have to distinguish the various types of relation to adapt their management to the type of exchange who appears at them and to develop relevant mechanisms which are connected to them. However, in spite of the increasing interest of the researchers, it seems that the relations buyers' sellers record an important rate of failures. In the practice, it seems that the organization, the management, the implementation of these relations or the mobilization of the elements of support for these relations is complex. The object of this reflection articulates around two questions: which are the modalities of management of the relations buyer -supplier in the Moroccan context and which the determining factors of their success. To answer these questions, this document is structured in three sections: At first, it is a question of presenting an abstract frame allowing clarifying the foundations of the modalities of management of the relations exchanges, and to report the limits of the contractual governance. Then, we analyze factors assuring their sustainability.

1. Relational approach: towards new theoretical perspectives

The researchers in marketing emphasized for a long time the complex, turbulent and characteristic of the environment. This tendency confirms and the new complexity rests on the emergence of new practices in marketing, this change introduces new components in the governance system of the relations of exchanges. The dominant theoretical current established on a contractual conception, does not however allow understanding this evolution The relational approach is the most privileged to make more relevant the abstract frame and answer better the questions of the research. In this perspective, the limits of the readings contractual lists of the customer relationships supplier will be presented.

1.1 The limits of the contractual approaches in buyer supplier relationships

The contractual theories, such as, the property theory, the agency theory or the transaction costs, theory of share a common conception of buyer supplier, relationships the researchers joining of this approach apprehend the relations as the relations discreet and economic exchanges the efficiency of which rests on the decrease of their costs. According to Williamson (1985), the specificity of assets constitutes the essential attribute of the deal and plays the central role in the development of a relation customer-supplier, Indeed the more the degree of specificity of assets appropriate for the transaction is weak, the more we extend out towards situations of

instability or lesser sustainability in the time. The best economic organization of the transactions is assured in that case by the market. Within the transactional approach, the theory of the agency and the theory of contracts offer two complementary abstract frames to the TCT (Charreaux, on 1987). The theorists of the agency investigated about the mechanisms of incentive surveillance and penalty of the partners in contexts difference of interests and asymmetry of information. Of their esteemed, the specialists of contracts propose the most efficient contractual arrangements considering the conditions of the exchange. In this approach, the success of the relation bases on transactional profits where every part tries to maximize its earnings and to minimize its losses in depends on the interest of the other one. Indeed in spite of the importance of the not contractual parameters, this approach indeed neglects the importance of the no contractual parameters which constitute determining factors in the functioning and the sustainability of the relations namely: the trust, Commitment, the apprenticeship, the information, and competency acquisition ...

1.2 Theory of relationship exchange and Its implication in the explanation of the effectiveness of relation buyer supplier:

Buyer-supplier relationships are processes of interaction and exchange between a client organization (buyer or consumer) and a supplier organization (seller or producer) (Guibert, 1996). These relationships take different forms more or less cooperative (Webster, 1992): Unique transactions discrete, repeated transactions, long-term relationships and partnerships. The relational exchanges form the basis for another approach of research in relationship marketing and the basic concept of this approach is the partnerships, it focused on the exploration of variables to model the relationship between buyer and seller. (Heide and John 1992) it explores the importance of non-contractual norms in structuring successful relationships between companies. The relational exchange, as opposed to the traditional exchange, takes explicitly into account the historical and social context in which inserts the transactions. Contractual objectives' resulting in common interest between the parties, (Dwyer, Schurr & Oh, 1987). In such a system, the member's has self-control on the basis of common values and preoccupation in favor of a long-term benefit (Heide, 1994). The individual utility function are combined through a system of bilateral governance that adopts an action unit (Bonoma, 1976). Wilson (1995) suggested a model for research in the buyer-seller relationship under its organizational dimension integrating relational variables (commitment, trust, cooperation, adaptation, interdependence, bonds, etc.) with process variables (partner selection and interpersonal skills ...). This current research is to some extent similar to the model developed by IMP "International Marketing and Purchasing" group, the difference being IMP focuses on the conceptual model or the perspective of relational exchange is more exploratory and empirical in its approach. Partnership in business markets is the central concept of this research and as such it explores the different variables to be measured in the context of business relations. According to (Dyer et al. 1998), it refers to the specific assets created through relationships based on trust, norms, identification can be evaluated by the degree of mutual respect, the close interaction between actors. These assets are included in the relations and the different bonds between actors (Håkansson and Snehota 1989) Indeed this concept is not new in the strategic literature found although the absence of empirical studies, this relational perspective acts as an important governance mechanism in inter-organizational relationships.

1.3 Justification of cooperative behavior between partner buyer supplier:

The approach of the power and dependence is based on the reflections of the political scientist (Dahl 1957), the work of Emerson (1962) on dependence and the proposals (Pfeffer and Salancik 1978). Dependence is described as relative and asymmetric, and it produces a switch cost and an imbalance of power (Ganesan, 1994). As such, it reflects a measurement of the value of the resources provided for which few alternatives are available (Palmatier et al., 2006). Researchers joining in this approach apprehend relational exchange in the mutual dependence of their parties; dependence is proportional inversely to their power. Numerous marketing researchers have also included power as an important dimension in customer supplier relationship (see Dwyer et al, 1987). Dependence refers to parts need to maintain the relationship intended for achieve desired goals (Frazier, 1983). The Actors in this approach examine, in particular, the coercive influence strategies (menace of legal argument and the promise) or non-coercive (the request, recommendation and information exchange) that individuals and / or organizations develop to control their environment, reduce uncertainty and maintain their independence. In this approach, the performance of customer-supplier relationship is determined by the effectiveness of influence strategies associated by their condition of dependency partners. Dependence is increased when the outcomes obtained are significant and very valuable, when the value of the outcomes exceeds that of the outcomes available from the best alternative option, and when there are few alternatives (Heide and John, 1988; Ganesan, 1994). Based on the theory of the social exchange (Emerson, on 1962; Thibaut and Kelley, on 1959) and on the reflections of the political analyst Dahl (1957), the theory of the dependence and the resources considers the governance inter-firm as a strategic responds in the conditions of uncertainty and of dependence (Pfeffer and Salancik, on 1978). The power is defined in the sense of Dahl (1957, p202) «as the capacity of A to obtain that a person B makes something that she would not have otherwise made ».

The dependence determines the level of power of each of the parties in the relation. Pfeffer and Salancik (1978) determine three critical factors which allow estimating the dependence of an organization in front of the other groups:

- The importance of the resource for the dependent organization;
- The exclusive character or not of a group of interest which can supply the resource;
- The extent of the power of a group of interest on the resource.

Power and dependence are conversely correlated: «when the net exchange between two organizations is asymmetric, a net power arises from the least dependent organization on the other one. This power can be used to try to influence or to force the most dependent organization » (Pfeffer and Salancik, 1978, p53).

The impact of the power and the dependence in a relation, whether is to inter - organizational or interpersonal is widely studied by the researchers in management, in particular in marketing (Frazier, on 1983; Kale, on 1986; Heide, on 1994). Developed originally in a context of interpersonal relations (Emerson, on 1962), the concept of power was spread to the relations inter firms (Aldrich, on 1979; Pfeffer and Salancik, on 1978). This dependence between firms arises from their incapacity to be self-sufficient as regards their critical resources. The dependence can be applied or in a global way, with regard to the environment into which the firm is inserted, or of a way more targeted with regard to definite partners. An uncertainty for the company ensues then from its incapacity to control its flows of resources. The main proposition of the theory of the resources and the dependence lives in the fact that firms try to reduce the uncertainty and to manage their dependence by structuring deliberately their relations by creating formal links or semi - formal with the other firms.

The theory of the power and the dependence allows identifying the dependence and the uncertainty as being histories of the establishment of the relations inter firms. The researchers in marketing used the theory of the resources and the dependence jointly to the other referents theoretical as paradigm of the relational exchange or the works on the trust. Empirical studies so showed that the institution of emotional links increase the dependence of the other one (Heide and John, on 1990). This field of research emphasizes the interest of the actors to build relational exchanges. From their part, Hermel L. and al. (1996) assert that the phenomenon of interdependence (supplier-customer) is understandable in particular by the search for stability and for reduction of uncertainty for the customer, and by the will to constitute networks of relations for the seller. In the same line of reflection, the other authors, as Goujet R, Bansard D and Room R, 1992, support that the strong interdependence of organizations between them would contribute to favor the stability and the strengthening of the relations buyer supplier.

1.4 The processes the development of the relation seller buyer

The process partner in the development of the relations in the B2B is often complicated. To make a success, companies have to take into account: the bonds of adaptation, cooperation and the social bond. The literature (L. Bagdoniene, R. 2009 and D Zilione. Gefen on 2004) showed that the adaptation within the framework of partnership is compulsory in more close relations. These adaptations can also involve considerable investments for the partners and these investments are often specific in the relation and are not transferable. In a long-term temporal perspective, the adaptation is considered as a practical concept indispensable to the continuity of the established relation. The Development of the process of adaptation translated indeed by the establishment of certain reliable climate in the relation (Goujet R. and al ., on 1992) and depends Particularly on the importance of the investments committed(hired) by the partners in the relation (Metcalf Lynn E. and al ., on 1990).

The more these last ones commit resources (human and financial) important in the relation, the more they are motivated to adapt themselves to their mutual expectations and to the constraints of the evolution of the cooperation in the time. In the same register, Håkansson (1975) emphasizes that the adaptations require specific investments and pull long-lasting deals. They engender, consequently, a commitment mattering on behalf of the partners to insure the continuity of the established relation. The adaptations can be introduced by the one or both partner companies (Hallen L., Johanson J. and Seyed-Mohamed N., on 1991). The results of an empirical research show however that the adaptations are realized at the same time one-sidedly because of the asymmetry of power and in a mutual way, what translates the commitment and the trust during the social exchange " (Machat K., on 2003). Moller and Wilson (1988) notes, besides, that the one or both partners can even adapt their attitudes, their values and their objectives to favor the process of exchange in a long-lasting optics. At the conclusion of an empirical study, Metcalf L E. and al ., (1990) concluded correlations between the various variables of the model. They so deducted that the exchanges (social and of information) contribute strongly to the creation of a cooperative mode which motivates the partners to realize the adaptations (formal and informal) necessary for the continuity and for the stability of the relation. It results while the exchanges (social and of information), the cooperation and the adaptations are determining factors in the durability of the relation. Among the strong reasons for building partnerships, is the valuable creation for the implied companies. This last one can be defined as the difference between the costs and the profits engendered by this partnership. Biggemann and Buttle (2004) distinguish the personal, financial value, the knowledge and finally the strategic value. The

personal value is centered on the feelings and the feelings that could be considered as an emotional value (the emotional satisfaction). They have a positive effect on the retention of the relations. The financial value could be connected with the satisfaction; it is indicated by the greater efficiency, an increase of market share. The strategic value of relations allows a better planning, A reduction of the risks, it makes possible a better use of assets (active persons), and it supplies a foundation on which the partnership can be built. The competitiveness is the result profit of the relation in which the company is committed (Biggemann and Buttle, on 2004).

1.5 Trust and commitment history of development of relations of long-term exchanges

Based on the literature of social psychology and marketing, trust is generally considered an essential ingredient for the development of exchange relationships (Berry, 1995), trust becomes the object of increasing attention from researchers in industrial marketing. After the famous paper (Morgan and Hunt 1994) uncovering the role of trust as a mediating variable in relational process, other authors (Ganesan, 1994; Kumar et al, 1996; Geyskens et al, 1996; Doney and Cannon, 1997; Zaheer et al, 1998) considering trust as a belief showed its multi dimensional character. More recently, other research approaches have been tested and are illustrated with intentions to separate perceptions of trust and reliability of its manifestations (Mayer et al, 1995, and Fenneteau Guibert, 1997, Smith and Barclay 1997). Thus, trust is a central determinant useful for developing a lasting relationship, especially in the initial phase of development of the relationship. At each step of forming the relationship, trust and its multiple facets, plays a key role in pursuing the latter. It manifests itself in benevolence, competence, honesty, (Geyskens et al 1998, Swan et al 1999), past experience with a partner, The existence of a series of positive experiences and encounters that enhance trust and partner commitment, competence, willingness to reduce uncertainty, opportunism, the duration of the relationship, reputation, compatibility of objectives, cultural similarity, coordination ... The commitment is a psychological variable influencing the relationship between customer and supplier and has been the most studied industrial marketing, particularly to differentiate customers "who are or who stay" from those "who are leaving". The review proposed definitions highlights the multidimensional nature of commitment. This concept thus has three dimensions (Gundlach et al., 1995):

- an attitudinal dimension (or emotional) which corresponds to an intention to develop and maintain the relationship;
- an instrumental dimension (or behavioral) corresponding to a share of a portion of inter-organizational relationship creating a special interest for her,
- and one time dimension (or continuity) meaning that the commitment is only meaningful in the long term based on the conceptualization of long-term direction of Ganesan (1994), suggested by the author as equivalent to the desire of the parties to develop and maintain a lasting relationship.

2. Methodology

The study of methods for managing customer relationships in the context of strategic repositioning services that have to our knowledge not been studied in the Moroccan context, it seemed appropriate to explore by conducting an empirical analysis qualitative (Yin, 1989). Therefore, the study is based on in-depth case study of a company specializing in power and automation technologies, installed in Morocco. We conducted a case study due to extended access has been given to us. Many authors have noted the need for such studies to better understand the new forms of cooperative organization (Oliver and Ebers 1998, Das and Teng 1998). The qualitative methodology aims to describe the essential properties of our field, especially in terms of process, although the content aspect is not also absent. Yin explains that a case study treats with a different situation in which there are more variables generating interest than a data. This methodology takes into account multiple sources in our case (semi directive interviews, documentary analysis and observation ...). The goal is also to understand the issue of modality of customer supplier relationship, the adoption of the case study is justified on the following basis. And finally because of the lack of empirical studies found in this area, particularly in the Moroccan context. Data collection took place in three ways: a study of internal documents (dashboards monitoring of suppliers, general conditions of purchase and sale, assessment interviews of buyers, purchasing process ... project. .) and external (press release, financial statements ...) semi-structured and fully transcribed from company officials meetings, and three of its customers and suppliers. In reality, the objectives of our research support the use of a semi-structured interview. The main advantage of using this type of interview in our study is the possibility to deepen the managers on some pre-defined topics, while respecting his will and Open of expression. This extension can help us to better understand the processes, experiences and practices more or less regular basis are related to their professional activity. In our opinion, the semi-structured interview will allow us to structure a first step, the way of our conversation, avoiding biases related to subjectivity and a second time; it will allow us to limit the influence of value judgments on the information gathered. The interview guide can address the same issues previously identified by the fact that all respondents in this case are faced with situations and common processes. The data analysis was inspired by the approach proposed by Bardin L. (2001). We focused approach type "content analysis" as a treatment modality of the data. It is a method that seeks to realize what was said by the

interviewees as objectively as possible and the most reliable (Andreani JC et al., 2005). It involves transcribing qualitative data to encode the information collected and analyzed (Andreani JC et al, 2005. L. Bardin, 2001).

3. Case study

The company OMEGA case illustrates a company facing significant changes in its environment. His reaction was to change its business model by systematically involving services to the sale of its industrial products. This repositioning strategic induced a new structure of its revenues 53% now comes from the sale of value-added services on long cycles. Taking as starting point the change in business strategy, our study does not detail the specific terms of the modes of management buyer supplier relationships. It does however highlight the importance of the convergence of interests between long-term partners in the successful repositioning of its activities on the sale of services. Service providers must jointly produce their offerings with their customers at the precise moment of their use (Lovelock et al. 2004). The success of this co-production is based on a very strong supplier-customer interaction (Sarathy, 1994) and, therefore, on all devices facilitating its intensity and quality. As part of the growth strategy of the group, the service activity was targeted as a source of growth and a major growth opportunity for the company. A key differentiation from competitors. Three business areas have been identified for the service: the service life cycle, the full service, consulting and engineering. The focus of OMEG:

- The Service is a major growth opportunity for OMEGA with the target to increase service revenues by more than 75% while doubling EBIT by 2012 compared to 2006. Service is less cyclical and a key differentiator for OMEGA
- The service strategy presents a true next stage of excellence for OMEGA's service activities. It focuses on developing the full potential OMEGAs core, building on services that are related to OMEGA's product and system businesses.
- Three focus areas for service have been identified: life cycle services, Full Service and consulting.
- OMEGA's diverse businesses require a range of tailored business models. Many businesses have an opportunity to move towards models with increased service focus resulting in higher service growth and margins.
- The design of the service organization is flexible to accommodate different business models. Service business is kept close to BUs to derive the benefit of integrated business models. At local level, countries should adopt a country level service organization, whilst a global service team will drive the group level coordination.
- All the divisions and BU's have developed specific initiatives and business plans in support of strategy targets. About 70 key initiatives covering two thirds of the growth have been identified and will be tracked in the Strategy Monitoring Tool.

Formal organization of the relationship between the collaborators:

The company has as the primary goal to stay a leader in its market and to develop a strategy whose foundations are based on the loyalty and respect of its commitments to its customers. This strategy aims in particular to promote the establishment of reliable and long-term relationships with large corporate customers in their respective fields. Different types of contracts can be considered in the context of a customer supplier relationship, they are chosen based on specific objectives and contracting party. These multiple contracts can be envisaged into three broad categories according to the types of relationships: spot contracts, long-term contract, cooperation or partnership. However, among the multitude of existing contracts, it is essential to keep in mind that there is no "standard contract." Depending on individual needs, the parties regulate their contracts and legal arrangements with a specialized lawyer. In particular, during the drafting of any contract, the company ensure the insertion of clauses as complete and accurate as possible, on fundamental issues such as those related to business risk (including the risk of poaching customers), technical risk and / or technology (such as the looting of know-how) or financial risk (eg price changes due to changes in exchange rates). The company also plan provisions relating to the termination or completion of the contract and in such case, what happens to the operations involved in the relationship. Finally, it ensures compliance in all possible respect for the balance of interests of all parties. The example of SLA. SLA Service Level Agreement is the formalization of a negotiated agreement between two parties. This is a contract between customers and suppliers. He writes down the expectations of the parties on the content of the services, their implementing rules, the responsibilities of the parties, guarantees, that is to say the level of service. For example, the SLA may specify the levels of availability, performance, operation or other attributes of the service, such as billing or penalties (financial or other)

Establish an approach more collaborative of the relation Buyer / supplier

Confronted with the current context, departments Purchases are in the obligation to use the other levers to update still unexploited fields of productivity. The traditional levers, as the stake in competition or the commercial negotiation are not any more enough. Purchases henceforth have to adopt a more global approach of the notion

of performance. By leading in particular a deep reflection on the modes of management of the relations customer / supplier. The research for a collaborative approach has to bring to light the «zones of contact "Where the public interests may converge better. The objective is to build a collaborative playground to maximize the produced added value. In our case, both companies were equipped with a reference table shared on the way they work to give meaning and of the coherence to the shares to be committed.

The full of the company OMEGA : To meet its commitments and improve the trust of his partners, the company set up a full house service process, which leaned on a reference table proposing usual and reproducible methods. The approach, generic, was not only built on common processes, but also on audits of site, the sharing of the knowledge, the management of the customer satisfaction and all the stakeholders. It is a question of proposing to the customer a solution by an offer adapted by products and by services integrating its expectations and taking into account of situational contexts, of the use of these goods and services. Further to the full house process service, the company offers a feasibility study to the professionals. This approach guarantees an optimal result, and allows to improve the partnership of a way has limits the risk for both parties. The range of services leaned on a model of management of life cycle. This offer aimed at assisting the customers throughout the life expectancy of their industrial investments, the sustainability and the optimization of the performances of the installed products. With teams of on-site intervention all over the world. The nearness of the company presents a real advantage, in particular because the relation between both partners is established on goods and services requiring a successful after-sales service and a very big reactivity on behalf of the company OMEGA. However, we noticed that there is in the strategic prospect, a change of rules of the game because of the new requirements of the customer. But the integration of the customer vision in the strategic process of the company and the change of the technological orientation in a customer orientation constituted a value-creating source for the company.

To be able to classify the buyer's desires and to execute the methods and systems needed to get better the business values, enterprise has developed a proven process in which a collaborative agreement will be developed together. During the process, a core team of OMEGA ad your own resources follows a structured methodology to collect and analyze information. This is a stage-gate process that balances investments in time and resources against the data needed to make sound business decisions. At the conclusion of each stage, there is a review where we together discuss progress and reach agreement on how to proceed.

Screening: In this step, scope and boundaries, desired outcomes, resource requirements, executive sponsorship, and schedule are evaluated and documented to guide the team through the partnership. A common business fit will initiate the feasibility study phase.**Feasibility Study:** Functional requirements are developed, benchmarking and gap analysis are completed, current and future states are identified, expected benefits (OMEGA value proposition) are identified and a risk analysis is conducted. A letter of intent is signed before proceeding to partnership development.**Partnership Development:** The Maintenance Management Master Plan (MMMP) is developed to set the strategy for maintenance and reliability on site. Detailed analysis is performed for finance, human resources, legal, technical issues, and health and safety. Key Performance Indicators are defined and the mobilization and transition plans are created. A Maintenance Alliance Agreement is signed to initiate mobilization. Mobilization Systems and networks are installed, the new maintenance organization is announced, and implementation plans are finalized for human resources, facilities, supply management and accounting. A communication plan is developed to facilitate change management and identify issues early in the program.**Execution:** with the introduction of new processes. The alliance management process governs the relationship and continuous improvement programs are introduced to increase performance at the site.

4. Managerial implication

Since about fifteen years the prevailing view of companies' customers concerns the respect for the relational standards as first condition of success of their relations with their suppliers. By placing the relation customer / supplier on the mode of the collaboration, the actors are equipped with additional means to improve their performance. The effective success of this collaboration crosses necessarily by a significant stage in mode joint project or the company weave the various links to satisfy the needs of his partner. It is the only way of overcoming the natural resistances in any construction site of this scale. In this study, we tried to clarify the methods of management of customer relationships suppliers in the industrial context from the approaches the most quoted in the literature (the approach, by the power and the dependence, the social exchange and the resources and the skills), The solid relations between the parties are also considered as a potential source of competitive advantage by these companies. Create them and maintain them in the long term with the customer's fact henceforth left the marketing policies of these companies. On the other hand, the success of these relations depends on several variables. The obtained preliminary results show that the factors which affecting the sustainability of these relations are: the obligation of the partners in relation, the commitment, the loyalty, the trust, the satisfaction. They are mostly considered by the actors implied as variables contributing to the success.

The conclusions stemming from the empirical study indicate that the relations developed within the framework of our case study evolve more towards long-lasting relations and of cooperation. This established fact can be understandable by the consciousness of the companies of the increasing intensity of the requirements of their professional clients in a sector such the technological energy products. This would particularly be smelt in quality of the relation through the investments realized by the company. The agreements concluded between the parts are often implicit and base themselves on contracts of collaboration which include the conditions necessary for the implementation of the collaboration between dyad. The aforementioned contracts turn out complicated to conceive and informal arrangements are often of vigor during their execution.

The risk of opportunism to which the incomplete contracts of cooperation by definition expose turns out not to be the risk which frightens most the partner contracting parties. On the practical plan, we think that this research will allow the managers to highlight very relevant factor in the commitment and the conduct of the relations of cooperation with their customers. More particularly, these companies will can better: Develop an expertise and a particular know-how which will help them to adapt itself, in a more corresponding way, to the requirements and the expectations of their customers, to favor the establishment of long-lasting relations and cooperation.

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