

A decorative graphic consisting of a thin yellow circle on the left side. A thick black bracket is positioned on the left side of the circle, and a thick yellow bracket is on the right side. A horizontal bar with a light green-to-white gradient is overlaid across the middle of the circle, containing the title text.

Relationship development in Project Alliances

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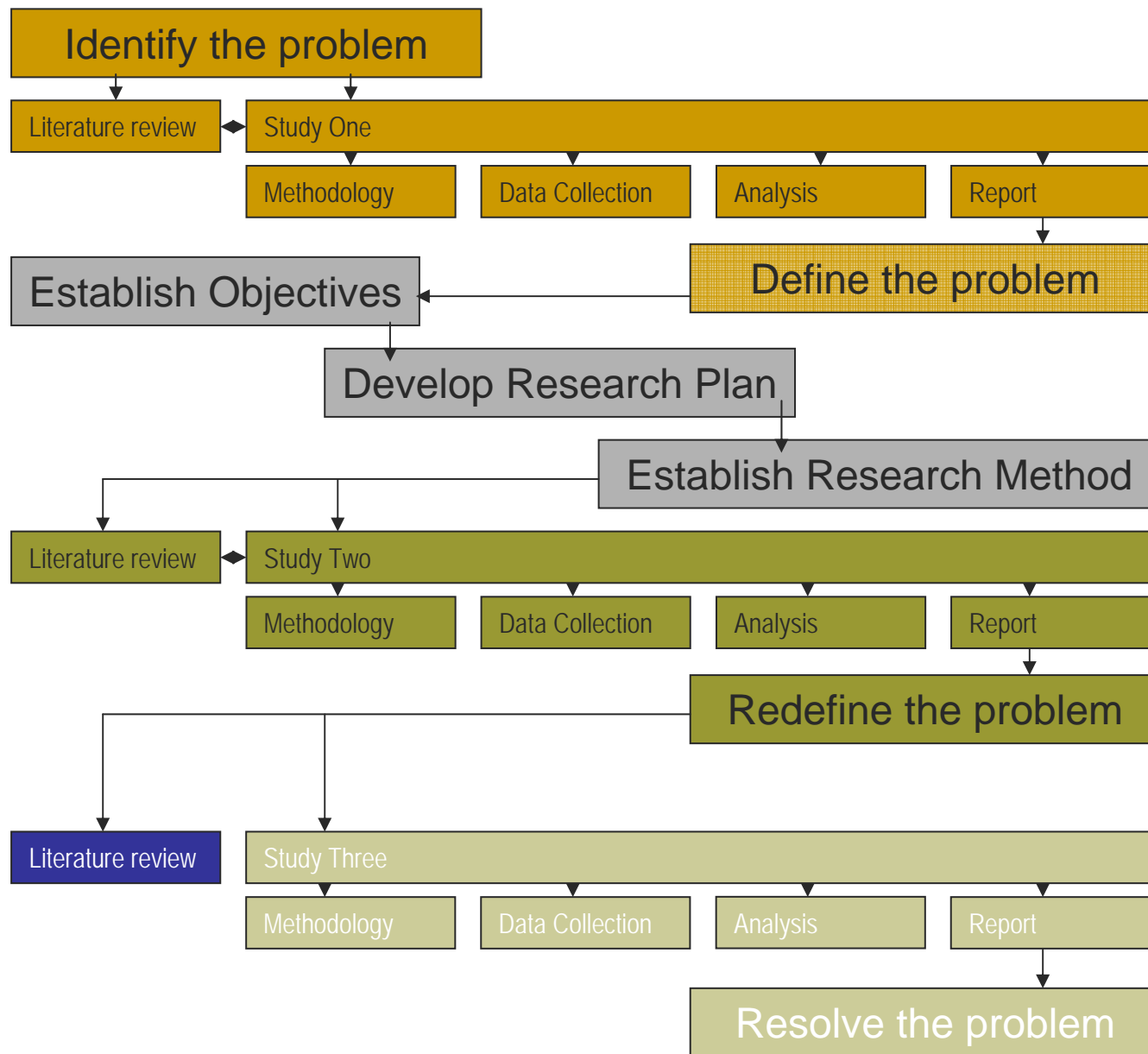
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[Scope of presentation]

- Identify research parameters
- Consider relationship development in project alliances
- Review analysis of interviews

[The PhD process]

- Literature review
- Study One – Focus group in Perth
- Study Two – Quantitative questionnaire
- Study Three – Qualitative survey
- Study Four – Alliance participants workshops
- Conclusions and findings



The three study research process (Author 2005)

[Question for you]

- What is relationship marketing?

Relationship
Marketing

- Trust
- Relationships
- Commitment
- Mutual Goal
- Value adding
- Collaboration
- Price


[Definition]

- Relationship marketing is to identify and establish, maintain, and enhance relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met; and this is done by mutual exchange and the fulfilment of promises
 - (Gronroos 1995b; Gronroos 1996).

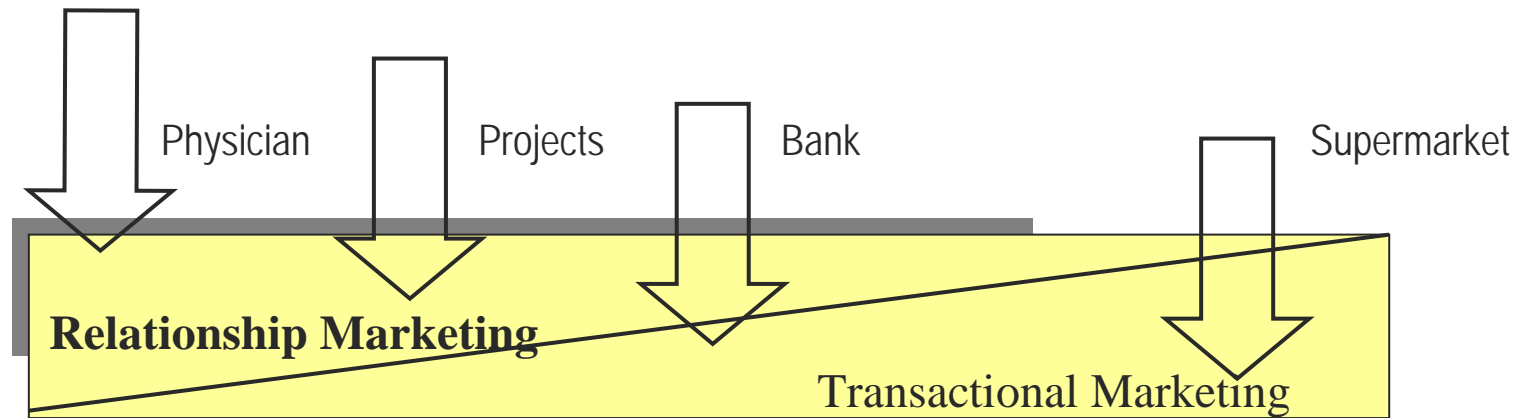
[Marketing generally]

- RM comes from
 - Traditional marketing's failure to recognise interrelationships between elements of the marketing mix
 - 4 P's (Product place promotion price)
 - An ability to add dimensions to a transactional model - useful for successfully marketing in service industries

[Relationship marketing]

- Getting clients = TM
- Keeping clients = RM
- Note continuum
relationship  transaction
- soft criteria
 - trust, commitment, and performance satisfaction

Continuum from services to products



[Fundamentals of RM]

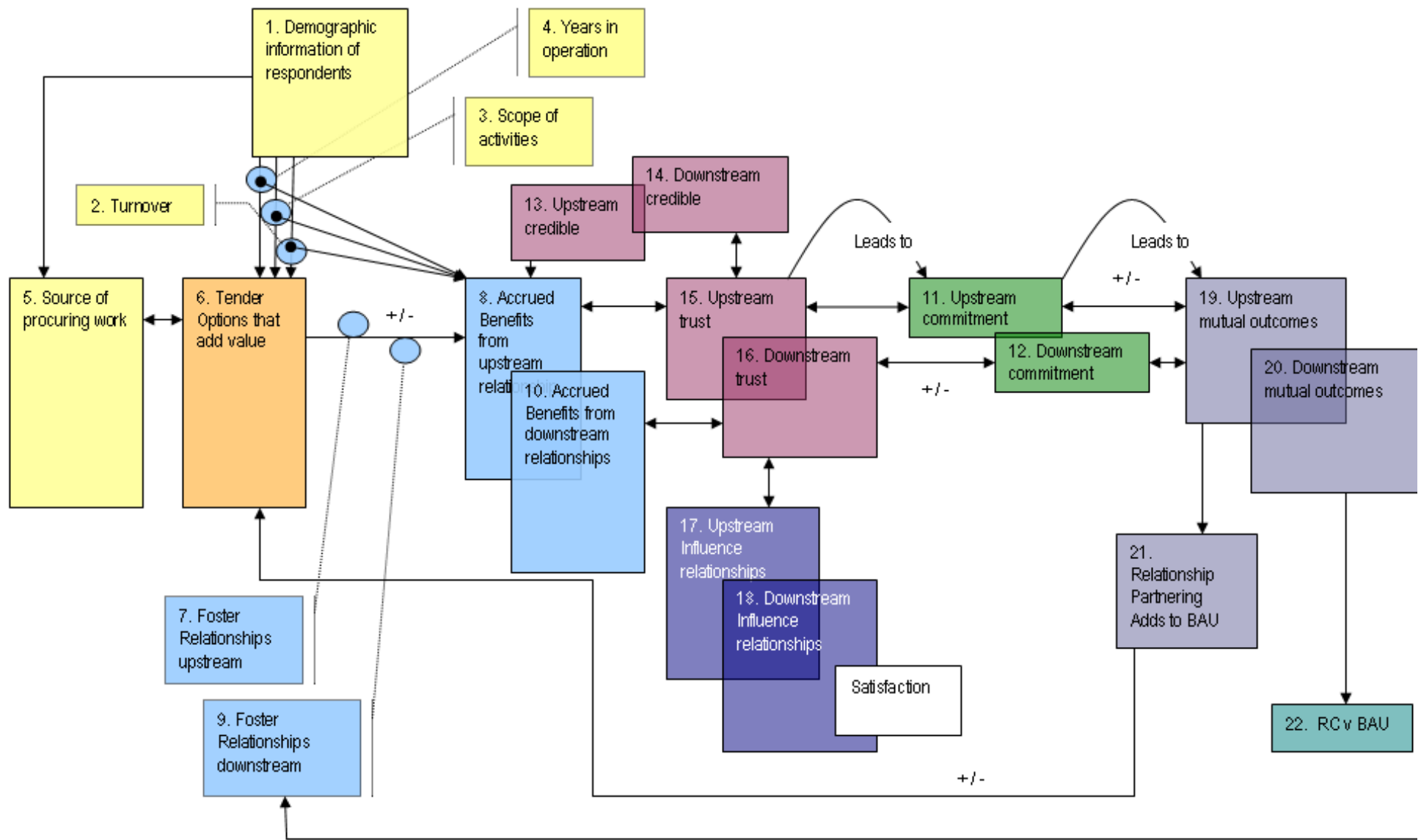
- Commitment
 - Commitment is the desire to continue the relationship
- Trust
 - belief that the word or promise of another is reliable
- Cooperation
 - Strategies that build trust are enablers of cooperation
- Performance satisfaction
 - Customer satisfaction is positively associated with repeat purchase intentions
- Mutual goal creation (relational partnering)
 - A focus on the relationship

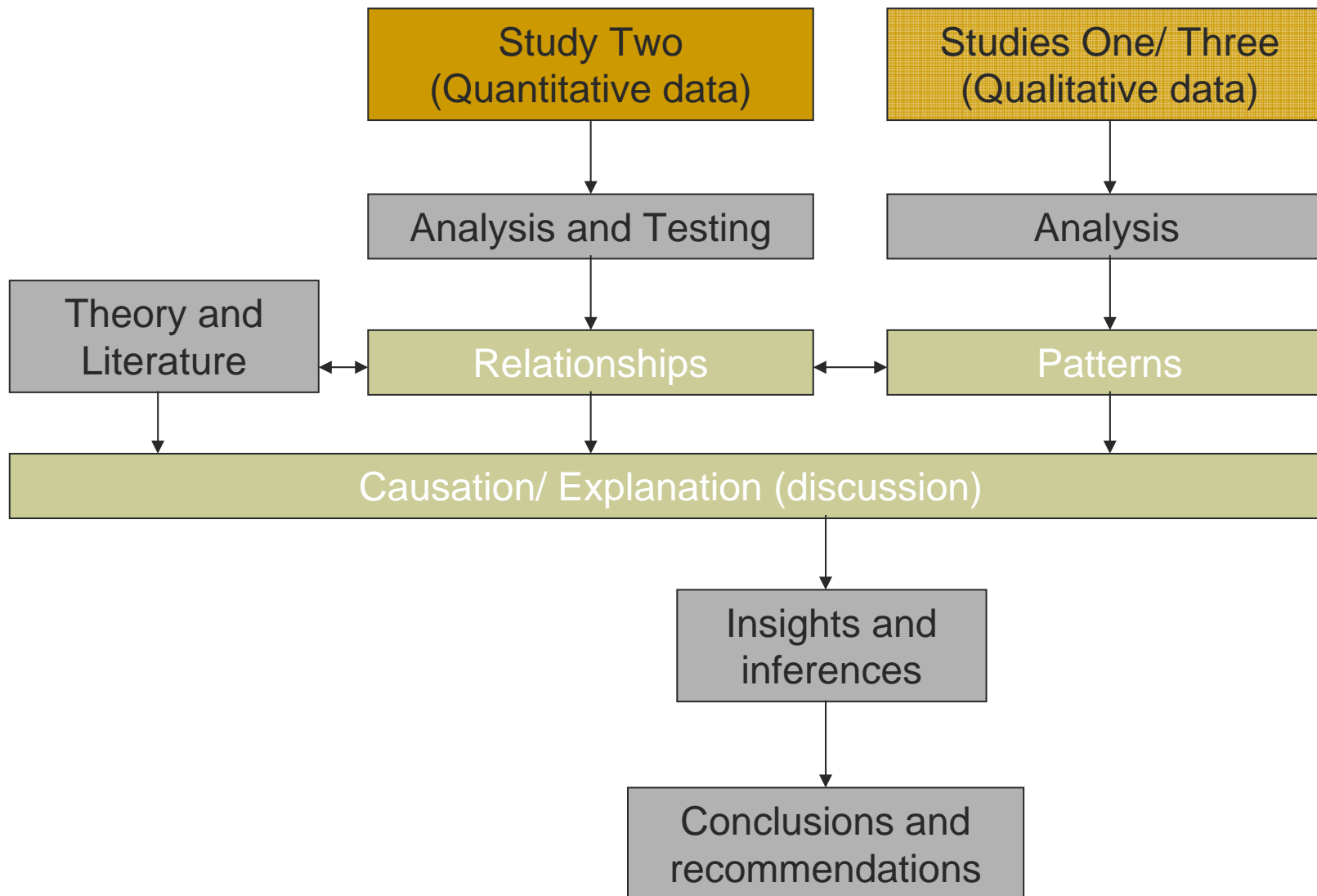
[RM benefits]

- high levels of trust / commitment overcome problems far more easily than one that does not
 - coordination of schedules
 - process improvements
 - reduction in the risk
 - reduced learning cost

[RM drawbacks]

- cost of quitting
- over dependant on the relationship
- learn a skill or steal the resources
 - trust mitigates against this

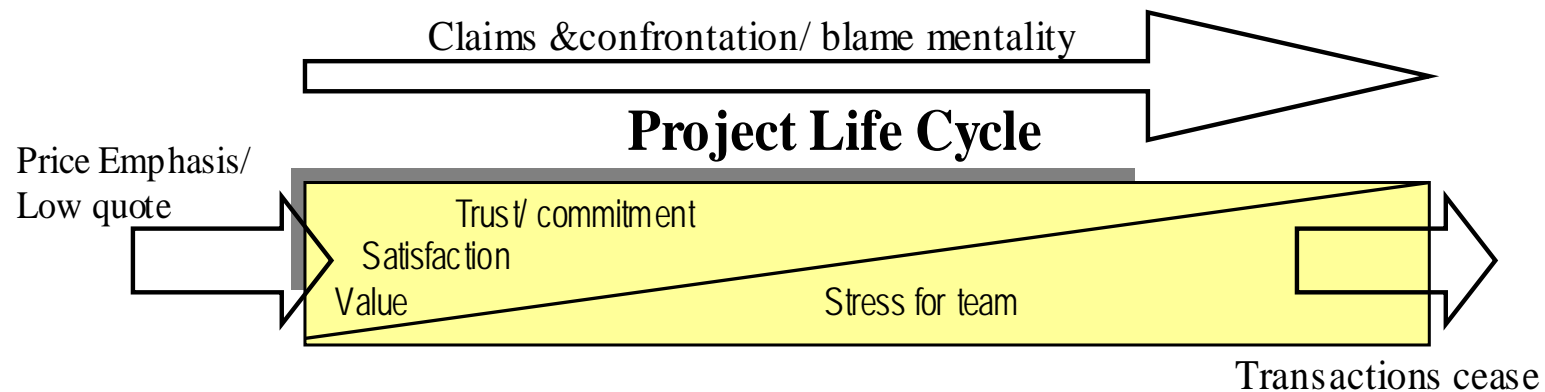




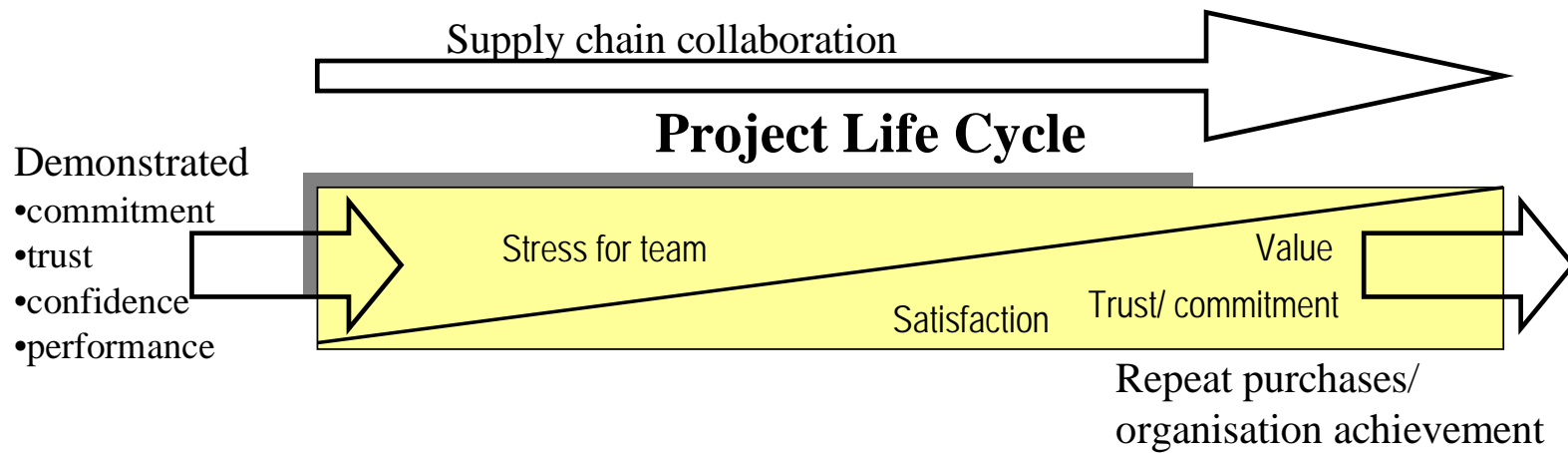
The process of triangulation adapted from Fellows and Liu (1997)



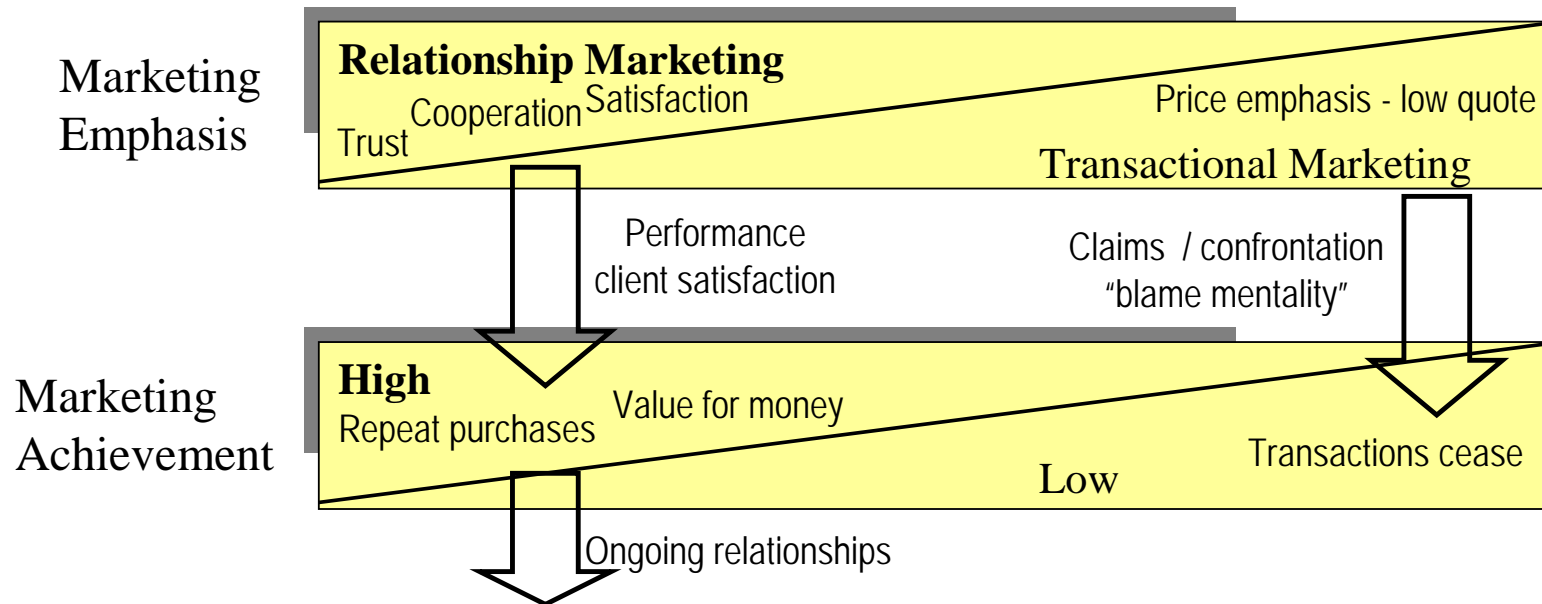
Transactional marketing/ traditional model of procurement



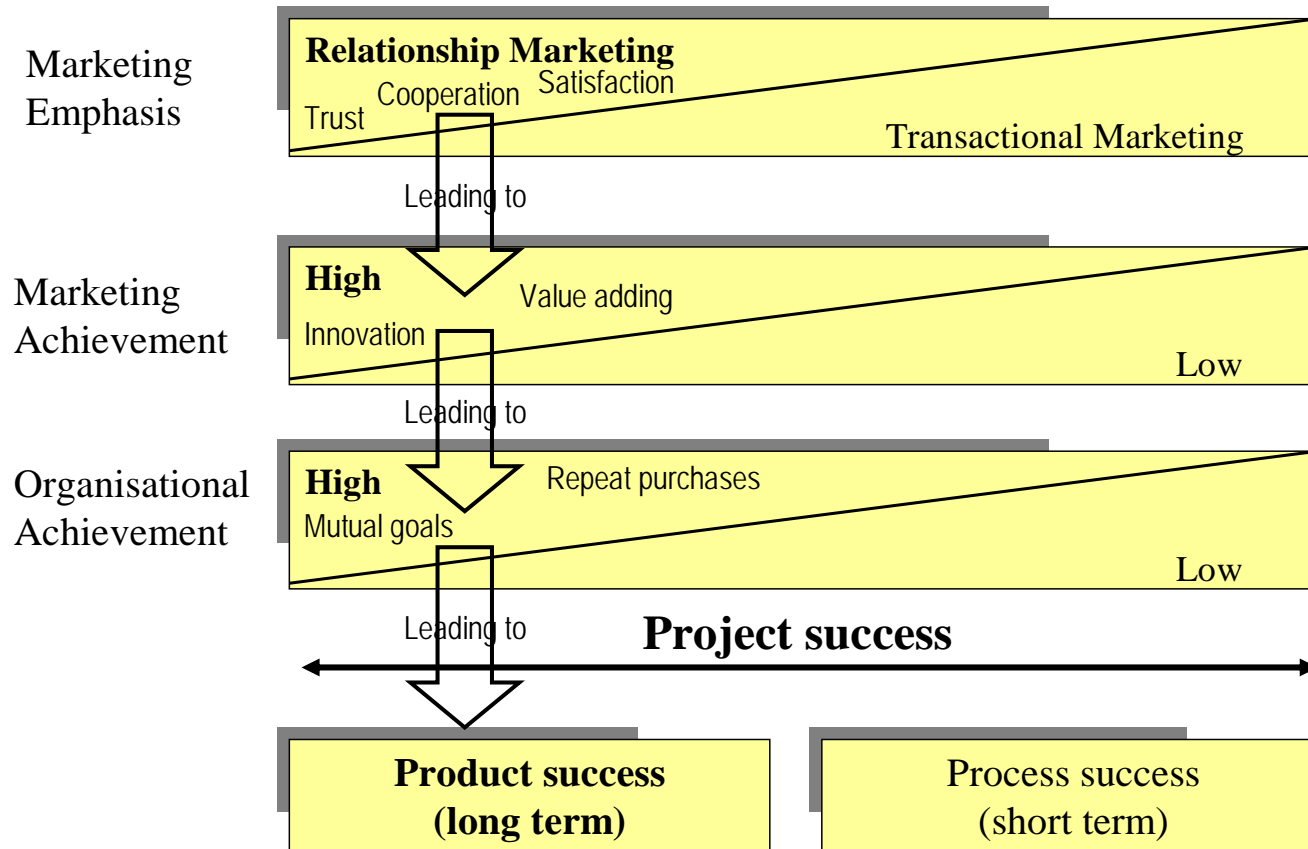
[RM procurement approach]

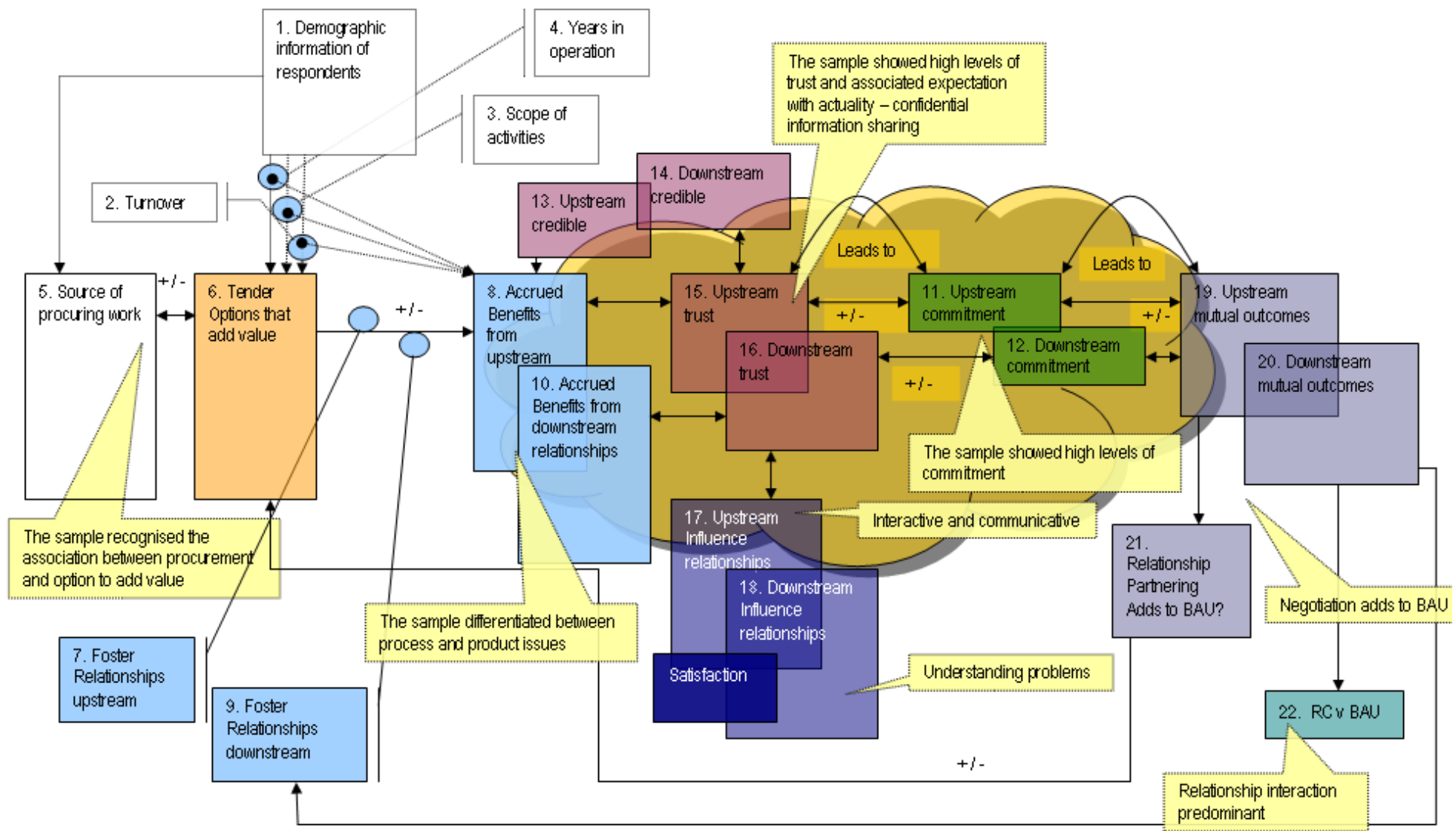


The association between TM and RM



Association between project success, RM and organisational achievement





Three Stage Construction Relationship Model

Can you do this for me?

Pre-tender

Assessment of multiple partners to lessen risk

No commitment, commitment is difficult to assess

Judgements are difficult to make due to limited information

How can we do this together?

Relationship Development

Agreement of ground rules. Knowledge transfer

Common goal attainment
Commitment (additional building Trust)

- 1. Process
- 2. Attributes
- 3. Outcomes
- 4. Interrelationships

Risk moves
Adaptations required

Relationship development exercises

Increased trust

Increased trust

"Contractual"

Informality
Trustworthiness

Boundary penetration
New knowledge
Gamebreaking innovation

Indistinct organisational and social boundaries