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Market-based capabilities, perceived quality and firm performance

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APPENDIX A.1

Items used in questionnaire for the electrotechnical wholesalers

Customer-Driven Capabilities

- we regularly visit our customers to sense their satisfaction with our employees
- we regularly contact customers to detect their satisfaction with our logistical services
- the product attributes most desired by our customer are well determined
- employees responsible for sales are well informed about customer's desired logistical services
- agreements made with customers are well communicated by frontline employees to our expedition department
- the product needs of our customers are well communicated to our sales employees
- we adapt our assortment quickly to the specific desires of the customers
- we utilize the reactions of customers to adapt our services
- logistical improvements are generally made using customer's suggestions

Competitor-Driven Capabilities

- we regularly collect data about the capabilities of our competitors
- the products offered by our competitors are investigated in detail
- we investigate the after sales services offered by our competitors well
- information about the logistics capabilities of our competitors is well communicated to the expedition department
- our sales employees are well informed about the product offerings of our competitors
- we are quick to respond to significant changes in the product offerings of our competitors
- we are quick to respond on significant changes in the logistics of our competitors
- we are quick to respond to significant changes in the services of our competitors

Supplier-Driven Capabilities

- we investigate the offered assortment of different suppliers well the products of our suppliers are evaluated
- we investigate well the products introduced in the market by our suppliers
- employees are well informed about the offerings of potential suppliers
- management is well informed about the performance of the suppliers
- we are quick to engage in commercial relationships with suppliers who offer a better alternative
- when the performance of our suppliers falls short, we immediately take action

Technology-Monitoring Capabilities

- we are up to date concerning the logistics systems introduced in the market
- we are up to date concerning innovative order systems entering the market
- we investigate technologies that could support our distribution
- we constantly investigate technologies that could support our order fulfillment

Customer-Linking Capabilities

- we inform our customers immediately when problems occur in the delivery process
- we inform our customers well about changes in our services
- we inform our customer well about significant changes in our logistics
- we cooperate well with customers to solve possible logistics-related problems
- we cooperate well with customers to develop better delivery systems
- we cooperate well with customers to adapt our logistics services to their wants

Supplier-Linking Capabilities

- we inform our suppliers well about the product quality as perceived by our customers
- we are quick to inform our suppliers about relevant developments in our company that possibly affect them
- we cooperate well with suppliers to inspect the quality of delivered products
- we cooperate well with suppliers to improve the quality of their assortment

Information-Technology Capabilities

- we have sufficient technical competence in the field of IT
- our logistical systems are supported with the latest applications
- our order systems are supported with the latest applications
- we are competent in maintaining our order systems
- our automated order systems are supported with the latest applications

Logistics Capabilities

- we investigate well the required quality of the received goods
- received goods are well stored
- we document well the received goods
- received orders are processed efficiently by our employees
- we are good in distributing the ordered goods

Human-Related Capabilities

- The communication skills of our sales people are well determined during the assessment stage
- employees are well trained to resolve customer complaints in an effective manner
- employees with customer contact are well trained in maintaining strong relationships
- employees with customer contact are fully authorized to solve customer problems
- employees with customer contact are stimulated to take decisions resulting in satisfied customers
- employees are free to use their judgments to solve customer problems
- our salespeople are also evaluated on their ability to manage customer relationships
- the ability to maintain good relationships with customers is an important evaluation criterion for salespeople
- salespeople's reward is partially based on their capability to maintain good relationships with customers
- employees with customer contact are also rewarded on their ability to increase customer satisfaction

People Capabilities

- our salespeople communicate clearly toward our customers
- salespeople listen well to customers
- our salespeople treat the customers well
- our salespeople speak the customers' language
- our employees are flexible in changing their customer approach
- our employees have good insight into the assortment offered by our company
- our employees are able to handle changes inside and outside the organization
- our employees have good insight into the marketing goals of our company

Internal Service Outcomes

- Employee Satisfaction
I am satisfied about the way in which my colleagues deal with me
I am satisfied with my working conditions
- Employee Value
compared with other companies, working conditions here are good
compared with other companies, promotion opportunities here are good

Wholesale Business Performance

- Compared to other wholesalers, how would you rate your firm's performance over the last three years in terms of:
- sales growth
 - profit growth
 - overall profitability
 - labor productivity
 - cash flow

APPENDIX A.2

Items used in questionnaire sent to customers of electrotechnical wholesalers¹¹

Service Reliability

- xxx provides its services at the promised time
- xxx provides its services in the promised way

Service Responsiveness

- Employees of xxx are always willing to give our organization prompt service
- xxx' employees deal effectively with problems that arise during the transaction process

Service Empathy

- xxx gives our organization individual attention
- Employees of xxx understand our specific needs

Service Assurance

- Our organization feels confident during transactions with xxx's employees
- Employees of xxx are consistently courteous with our organization

Service Tangibles

- xxx's employees are neat-appearing
- xxx's employees look like professionals

Sales Services

- xxx provides us before purchase with technical assistance
- xxx provides us after purchase with technical assistance

Product Reliability

- We never encounter technical problems with xxx's products
- The options of xxx products are extensive

Product Availability

- xxx's products are always available
- xxx can easily deliver every desired quantity of products

Customization

- The products we buy from xxx fit our technical requirements well
- The products of xxx fit our personal requirements well

¹¹xxx = the focal firm.

Order Reliability

- ordering from xxx means that our organization will get just what it ordered
- xxx' order processing is reliable
- ordering from xxx is perceived as reliable

Order Simplicity

- ordering from xxx is simple
- to order from xxx requires little work

Order Condition

- Products received from xxx are rarely damaged
- Damage rarely occurs as a result of the transport mode

Timeless

- Time between placing requisition and delivery is short
- Deliveries always arrive on the promised date

Logistics Accuracy

- xxx' deliveries rarely contain the wrong products
- xxx deliveries rarely contain incorrect quantities

Tangibles

- The transport mode of xxx meets the most modern requirements
- xxx's vehicles always look well cared for

Information Comprehensibility

- Information about the technical aspects of xxx's product are clearly communicated
- Relevant details about the delivered products are clearly communicated

Information Relevance

- Information provided in xxx's documentation is relevant
- Relevant information provided in xxx's documentation is clearly written

Information Transparency

- Information about order status is accessible when an order is placed
- Information about the projected delivery date is always accessible when an order is placed
- Information about the planned delivery date is always accessible when an order is placed

Relationship Quality*Trust*

- this supplier is trustworthy
- when making important decisions, this supplier considers our welfare as well as its own
- we believe the information that this vendor provides us
- this supplier is genuinely concerned that our business succeeds

Commitment

- even if we could, we would not drop the supplier because we like being associated with it
- we want to remain a member of the supplier's network because we genuinely enjoy our relationship with it
- our positive feelings toward the supplier are a major reason we continue working

Regret

- our organization regrets choosing this wholesaler
- our organization feels bad for choosing this wholesaler
- our organization should have chosen another wholesaler

APPENDIX B

Market-Based Capabilities Construct

Market-Based Business Capabilities Construct [$\chi^2 = 281.23$, d.f. = 192, $p = .00$; RMSEA = .058; NNFI = .97; CFI = .97; IFI = .97; SRMR = .068].

Market-Driven Capabilities

Customer-Driven Capabilities (Composite Reliability (CR): .73; average variance extracted (AVE): .50)

the product attributes most desired by our customer are well determined
we adapt our assortment quickly to the specific desires of the customers
wants and needs of our customers are well communicated to our buyers

Competitor-Driven Capabilities (CR: .85; AVE: .65)

we regularly collect data about the capabilities of our competitors
our sales employees are well informed about the product offerings of our competitors
we are quick to respond to significant changes in the services of our competitors

Relationship-Driven Capabilities

Customer-Linking Capabilities (CR: .82; AVE: .53)

we inform our customers well about (changes in) our services
we inform our customer well about (significant changes in) our logistics
we cooperate well with our customers to solve possible logistics-related problems
we cooperate well with our customers to adapt our logistics services to their wants

Supplier-Linking Capabilities (CR: .82; AVE: .60)

we inform our suppliers well about the product quality as perceived by our customers
we are quick to inform our suppliers about relevant developments in our company
we cooperate well with suppliers to improve the quality of their assortment

Supply Chain Capabilities

Information-Technology Capabilities (CR: .90; AVE: .70)

we have sufficient technical competence in the field of IT
our logistical systems are supported with the latest applications
our order systems are supported with the latest applications
we are competent in maintaining our order systems

Logistics Capabilities (CR: .82; AVE: .53)

we investigate well the required quality of the received goods
received goods are well stored
we document well the received goods
received orders are processed efficiently by our employees
we are good in distributing the ordered goods

Human Resource Capabilities

Human-Related Capabilities (CR: .71; AVE: .45)

- The communication skills of our sales people are well determined during the assessment stage
- employees with customer contact are well trained in maintaining relationships
- employees with customer contact are stimulated to take decisions resulting in satisfied customers
- salespeople's reward is partially based on their capability to maintain good relationships with customers

People Capabilities (CR: .81; AVE: .57)

our salespeople communicate clearly toward our customers
our salespeople treat the customers well

our salespeople speak the customers' language
our employees are flexible in changing their approach toward customers

Wholesale Business Performance [$\chi^2 = 3.40$, d.f. = 2, p = .18;
RMSEA = .072; NNFI = .99; CFI = 1.00; IFI = 1.00; SRMR = .021].

Compared to other wholesalers, how would you rate your firm's
performance over the last three years in terms of (CR: .91; AVE: .70):

- profit growth
- overall profitability
- labor productivity
- cash flow

APPENDIX C

Strategic Marketing Capabilities Construct

Customer-Driven Capabilities

Intelligence Generation

- we regularly visit our customers to sense their satisfaction with our employees
- we regularly contact customers to detect their satisfaction with our logistical services
- we investigate which product attributes our customers value most

Intelligence Dissemination

- employees responsible for sales are well informed about customer's desired logistical services
- agreements made with customers are well communicated by frontline employees to our expedition department
- the product needs of our customers are well communicated to our sales employees

Responsiveness

- we adapt our assortment quickly to the specific desires of the customers
- we utilize the reactions of customers to adapt our services
- logistical improvements are generally made using customer's suggestions

Competitor-Driven Capabilities

Intelligence Generation

- we regularly collect data about the logistical capabilities of our competitors
- the products offered by our competitors are investigated in detail
- we investigate the after sales services offered by our competitors well

Intelligence Dissemination

- information about the logistics capabilities of our competitors is well communicated to the expedition department
- our sales employees are well informed about the product offerings of our competitors

Responsiveness

- we are quick to respond to significant changes in the product offerings of our competitors
- we are quick to respond on significant changes in the logistics of our competitors
- we are quick to respond to significant changes in the services of our competitors

Supplier-Driven Capabilities

Intelligence Generation

- we investigate the offered assortment of different suppliers well
- the products of our suppliers are evaluated thoroughly
- we investigate well the products introduced in the market by our suppliers

Intelligence Dissemination

- employees are well informed about the offerings of potential suppliers
- management is well informed about the performance of the suppliers

Responsiveness

- we are quick to engage in commercial relationships with suppliers who offer a better alternative
- when the performance of our suppliers falls short, we immediately take action

Technology-Monitoring Capabilities

Intelligence Generation

- we are up to date concerning the logistics systems introduced in the market
- we are up to date concerning innovative order systems entering the market

Research and Development

- we investigate technologies that could support our distribution
- we constantly investigate technologies that could support our order fulfillment

Customer-Relating Capabilities

Information Sharing

- we inform our customers immediately when problems occur in the delivery process
- we inform our customers well about changes in our services
- we inform our customer well about significant changes in our logistics

Cooperation

- we cooperate well with customers to solve possible logistics-related problems
- we cooperate well with customers to develop better delivery systems
- we cooperate well with customers to adapt our logistics services to their wants

Supplier-Relating Capabilities

Information Sharing

- we inform our suppliers well about the product quality perceived by our customers
- we are quick to inform our suppliers about relevant developments in our company that possibly affect them

Cooperation

- we cooperate well with suppliers to inspect the quality of delivered products
- we cooperate well with suppliers to improve the quality of their assortment

APPENDIX D

Purified Strategic Marketing Capabilities Construct

Customer-Driven Capabilities

Intelligence Generation

we regularly visit our customers to sense their satisfaction with our employees
we regularly contact customers to detect their satisfaction with our logistical services

Intelligence Dissemination

employees responsible for sales are well informed about customer's desired logistical services
agreements made with customers are well communicated by frontline employees to our expedition department

Responsiveness

we adapt our assortment quickly to the specific desires of the customers
we utilize the reactions of customers to adapt our services

Competitor-Driven Capabilities

Intelligence Generation

we regularly collect data about the logistical capabilities of our competitors
we investigate the after sales services offered by our competitors well

Intelligence Dissemination

information about the logistics capabilities of our competitors is well communicated to the expedition department

our sales employees are well informed about the product offerings of our competitors

Responsiveness

we are quick to respond to significant changes in the product offerings of our competitors
we are quick to respond to significant changes in the services of our competitors

Supplier-Driven Capabilities

Intelligence Generation

we investigate the offered assortment of different suppliers well
we investigate well the products introduced in the market by our suppliers

Intelligence Dissemination

employees are well informed about the offerings of potential suppliers
management is well informed about the performance of the suppliers

Responsiveness

we are quick to engage in commercial relationships with suppliers who offer a better alternative
when the performance of our suppliers falls short, we immediately take action

Technology-Monitoring Capabilities

Intelligence Generation

we are up to date concerning the logistics systems introduced in the market
we are up to date concerning innovative order systems entering the market

Research and Development

we investigate technologies that could support our distribution
we constantly investigate technologies that could support our order fulfillment

Customer-Relating Capabilities

Information Sharing

we inform our customers well about changes in our services
we inform our customer well about significant changes in our logistics

Cooperation

we cooperate well with our customers to solve possible logistics-related problems
we cooperate well with our customers to adapt our logistics services to their wants

Supplier-Relating Capabilities

Information Sharing

we inform our suppliers well about the product quality perceived by our customers
we are quick to inform our suppliers about relevant developments in our company
that possibly affect them

Cooperation

we cooperate well with suppliers to inspect the quality of delivered products
we cooperate well with suppliers to improve the quality of their assortment

APPENDIX E

WholeSaleQual¹²

Service Reliability (CR: .77; AVE: .62)

- xxx provides its services at the promised time
- xxx provides its services in the promised way

Service Responsiveness (CR: .73; AVE: .58)

- Employees of xxx are always willing to give our organization prompt service
- xxx' employees deal effectively with problems that arise during the transaction process

Service Empathy (CR: .76; AVE: .62)

- xxx gives our organization individual attention
- Employees of xxx understand our specific needs

Service Assurance (CR: .70; AVE: .54)

- Our organization feels confident during transactions with xxx's employees
- Employees of xxx are consistently courteous with our organization

Service Tangibles (CR: .65; AVE: .79)

- xxx's employees are neat-appearing
- xxx's employees look like professionals

Sales Services (CR: .86; AVE: .75)

- xxx provides us before purchase with technical assistance
- xxx provides us after purchase with technical assistance

Product Reliability (CR: .59; AVE: .42)

- We never encounter technical problems with xxx's products
- The options of xxx products are extensive

Product Availability (CR: .78; AVE: .65)

- xxx's products are always available
- xxx can easily deliver every desired quantity of products

Customization (CR: .75; AVE: .59)

- The products we buy from xxx fit our technical requirements well
- The products of xxx fit our personal requirements well

Order Reliability (CR: .83; AVE: .62)

- ordering from xxx means that our organization will get just what it ordered
- xxx' order processing is reliable
- ordering from xxx is perceived as reliable

Order Simplicity (CR: .86; AVE: .75)

- ordering from xxx is simple
- to order from xxx requires little work

Order Condition (CR: .82; AVE: .69)

- Products received from xxx are rarely damaged
- Damage rarely occurs as a result of the transport mode

Timeless (CR: .71; AVE: .55)

- Time between placing requisition and delivery is short
- Deliveries always arrive on the promised date

Logistics Accuracy (CR: .82; AVE: .70)

- xxx' deliveries rarely contain the wrong products

¹²xxx = the focal firm.

- xxx deliveries rarely contain incorrect quantities

Logistics Service Tangibles (CR: .78; AVE: .63)

- The transport mode of xxx meets the most modern requirements

- xxx's vehicles always look well cared for

Information Comprehensibility (CR: .81; AVE: .69)

- Information about the technical aspects of xxx's product are clearly communicated

- Relevant details about the delivered products are clearly communicated

Information Relevance (CR: .78; AVE: .64)

- Information provided in xxx's documentation is relevant

- Relevant information provided in xxx's documentation is clearly written

Information Transparency (CR: .92; AVE: .79)

- Information about order status is accessible when an order is placed

- Information about the projected delivery date is always accessible when an order is placed

- Information about the planned delivery date is always accessible when an order is placed

APPENDIX F

SPC framework: used study constructs

Customer Orientation (Composite Reliability (CR): .87; average variance extracted (AVE): .69)

- Intelligence Generation (CR: .64; AVE: .47)

we regularly visit our customers to sense their satisfaction with our employees
we regularly contact customers to detect their satisfaction with our logistical services

- Intelligence Dissemination (CR: .63; AVE: .47)

employees responsible for sales are well informed about customer's desired logistical services

agreements made with customers are well communicated to our expedition department by frontline employees

- Responsiveness (CR: .52; AVE: .36)

we adapt our assortment quickly to the specific desires of the customers
we utilize the reactions of customers to adapt our services

Competitor Orientation (CR: .92; AVE: .80)

- Intelligence Generation (CR: .81; AVE: .69)

we regularly collect data about the logistical capabilities of our competitors
we investigate well which after sales services our competitors offer

- Intelligence Dissemination (CR: .88; AVE: .79)

information about the logistics capabilities of our competitors is well communicated to the expedition department

our sales employees are well informed about the product offering of our competitors

- Responsiveness (CR: .85; AVE: .73)

we are quick to respond to significant changes in the product offerings of our competitors

we are quick to respond to significant changes in the services of our competitors

Supplier Orientation (CR: .94; AVE: .85)

- Intelligence Generation (CR: .79; AVE: .65)

we investigate well the assortment of different suppliers

we investigate well the products introduced in the market by our suppliers

- Intelligence Dissemination (CR: .60; AVE: .43)

employees are well informed about the offerings of potential suppliers

management is well informed about the performance of the suppliers

- Responsiveness (CR: .61; AVE: .44)

we are quick to engage in commercial relationships with suppliers who offer a better alternative

when the performance of our suppliers falls short, we immediately take action

Service-Technology (CR: .87; AVE: .77)**- Human IT-Resources (CR: .90; AVE: .81)**

we employ several information technology (IT) specialists

we have sufficient technical competence in the field of IT

- IT-Infrastructure (CR: .94; AVE: .89)

our logistical systems are supported with the latest applications

our automated order systems are supported with the latest applications

Human Resource Management (CR: .80; AVE: .51)**- Service Training (CR: .77; AVE: .63)**

employees are well trained to resolve customer complaints in an effective manner

employees with customer contact are well trained in maintaining relations

- Empowerment (CR: .80; AVE: .67)

employees with customer contact are fully authorized to solve customer problems

employees are free to use their judgments to solve customer problems

- Behavioral-Based Evaluation (CR: .74; AVE: .59)

our salespeople are also evaluated on their ability to manage customer relationships

the ability to maintain good relationships with customers is an important evaluation criterion for salespeople

- Behavioral-Based Reward (CR: .84; AVE: .72)

salespeople's reward is partially based on their capability to maintain good relationships with customers

employees with customer contact are also rewarded on their ability to increase customer satisfaction

People Capabilities (CR: .90; AVE: .81)**- Sales-Related Skills (CR: .87; AVE: .63)**

our salespeople communicate clearly toward our customers

salespeople listen well to customers

our salespeople speak the customers' language

our employees are flexible in changing their customer approach

- Employee Knowledge (CR: .80; AVE: .57)

our employees have good insight into the assortment offered by our company

our employees are able to handle changes inside and outside the organization

our employees have good insight into the marketing goals of our company

Customer-Linking Operations**- Information Sharing (CR: .75; AVE: .59)**

we inform our customers well about changes in our services

we inform our customers well about significant changes in our logistics

- Cooperation (CR: .56; AVE: .72)

we cooperate well with our customers to solve possible logistics-related problems

we cooperate well with our customers to adapt our logistics services to their wants

Internal Service Outcomes**- Employee Satisfaction (CR: .66; AVE: .51)**

I am satisfied about the way in which my colleagues deal with me

I am satisfied with my working conditions

- Employee Value (CR: .66; AVE: .50)

compared with other companies, working conditions here are good

compared with other companies, promotion opportunities here are good

External Service Outcomes

Reliability (CR: .78; AVE: .64)

- when xxx promises to do something by a certain time, it does so
- xxx performs the service right the first time
- xxx provides its services at the time it promises to do so

Responsiveness (CR: .78; AVE: .65)

- employees of xxx are always willing to help you
- employees of xxx are never too busy to respond to you requests
- employees of xxx are always willing to give you prompt service

Empathy (CR: .73; AVE: .58)

- xxx gives you individual attention
- xxx has employees who give you personal attention
- employees of xxx understand your specific needs
- xxx does not have your best interest at heart (-)

Assurance (CR: .69; AVE: .53)

- the behavior of employees of xxx instills confidence in customers
- employees of xxx are consistently courteous with you
- employees of xxx have the knowledge to answer your questions
- you feel safe in your transactions with xxx employees