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Marketing Capabilities to Grant a Competitive Advantage to Engineering

Capacidades de mercadeo para garantizar ventaja competitiva en la ingeniería

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ABSTRACT

This paper focused on understanding the role of marketing capabilities to generate competitive advantages. It is a qualitative paradigm research, with the methodology of in-depth interviews. The objective is to explain and synthesize the main contributions to the marketing capabilities in chemical distributors to achieve better performance. We are found that marketing capacity is a systemic process that responds to the needs of customers, based on a good information system that contributes to communicating the competitive advantage, both from inside and outside of the organization, brand, quality, positioning, and sales price. In conclusion, marketing capacity is the management of resources and the configuration of the organizational skills to generate long-term sales.

Keywords: Management, marketing, market orientation, strategy.

RESUMEN

El artículo se enfoca en comprender el rol de las capacidades de mercadeo para la generación de ventajas competitivas. El tipo de investigación utilizada es cualitativa, con el método de entrevistas a profundidad. El objetivo es explicar y sintetizar las principales contribuciones de las capacidades de mercadeo en distribuidoras de químicos para lograr una mejor competitividad. Se identificó que, las capacidades dinámicas se orientan a un proceso sistemático que, responde a las necesidades del consumidor, contribuye a la comunicación de la ventaja competitiva en la organización, tanto interna como externa, adicional a la marca, calidad, posicionamiento y precio. En conclusión, las capacidades de mercado son la administración de recursos, la configuración de las habilidades de los gerentes para lograr un impacto del producto a corto, mediano y largo plazo, con permanencia, reconocimiento y referencia.

Palabras clave: Administración, estrategia, mercadeo, orientación al mercado

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INTRODUCTION

In the late 1990's and early 2010, chemical companies noticed a reduction in sales due to new international competition, because they were not prepared for economic reform meant to open to new international markets. In other words, there was a protectionist economy. Additionally, the two economic crises suffered by Colombia during 1998 and 2008, they forced the chemical enterprises to establish new strategies to understand marketing capabilities inside their companies. As a result, a question arose: how did the organizations reorganize their resources - marketing capabilities - in the search for competitive advantages? Thus, the categories in these cases were marketing capabilities and competitive advantage.

Leiblein & Reuer (2004) state that most studies focused on assimilating the technical capabilities of organizations in a competitive environment and avoid depending on the influence of marketing capabilities. At the same time, it encouraged to analyze the risk of strategic decisions to configure innovative and proactive elements (Covin & Slevin: 1989) towards marketing. However, Oviatt & McDougall (1994) complement this by saying that success in marketing is attained by minimizing resources and increasing marketing capabilities. However, marketing capabilities must be evaluated as a continuous process. The marketing capabilities depend on developing an imbalance between one or several market variables that contributes to the search for differentiation in the market (Jiang, Mavondo & Matanda: 2015).

Marketing managers with the help of chemical engineers were increasingly challenged to manage the capabilities of organizations because of a lack of resources. At the same time, they sought new strategies to identify customers' needs (Lee, Kim, Seo & Hight: 2014; Benedettini, Neely & Swink: 2015) and to offer products that the organizations required (Vezzoli, Ceschin, Diehl & Kohtala: 2015; Cui & Wu: 2016). It implies to understand marketing capabilities in terms of the promotion of the competitive advantage of an organization on what companies offer.

Marketing capabilities can be understood as the management of resources, sales, and the marketing actions of the organization, to position itself in the background, with products and services, adapted to the customers' desires. Likewise, it incorporates analytical tools to achieve the exchange of goods and services based on the combination of sales and marketing techniques. Therefore, it is necessary to understand the approach of marketing capacity that contributed to generate competitive advantage, when problems appeared in an economic crisis. What are the marketing capabilities? Which are the characteristics of marketing orientation in the chemical industry?

MARKETING CAPABILITIES

Eisenhardt & Martin (2000), show that marketing capacity is a strategic process in dynamic markets; while Cockburn & Henderson (1998) and Cockburn, Henderson & Stern (2000) observe that the competitive advantage is an expansion towards a positive response to the organization marketing capacity. Therefore, Zajac, Kraatz, & Bresser (2000) describe it as a necessary mind change that helps to obtain benefits in the market. Nevertheless, Rindova & Kotha (2001) recognize it as an element of transformation that must be adjusted to the environment based on the consumers' needs. In this sense, marketing focuses on internal and external variables, such as product, price, place, and promotion, which are affected by constant changes in the environment where the organization has its target market. However, it has to find a way to incorporate innovation that allows a change in the product to impact the market. Hence, marketing capabilities attributed to the ability to promote and sell several products (Chang, 1996) with different factors that competition will find difficult to imitate. Meanwhile, the relationship of the consumer with the manager of the products improves strategy implementation in the market by giving more benefits for what the costumers require.

Additionally, marketing capabilities can be deliberately focused on generating market orientation by researching the environment for a degree of differentiation towards the service processes, needs, logistics impact, services' needs, cultural adaptation, costs, customer advice, and image-level (Misra & Panda: 2016;

Arslanagic-Kalajdzic, Kadic-Maglajlic & Miocevic: 2020) of the company. In the same way, the resources must adjust to the competitive capacity of the market (Morgan, 2012) through strategies that give differentiation to them and emotional education (Barrientos, Barquero & Rodríguez: 2019). Also, it is configuring towards the enterprise main goal to establish a brand positioning (Narimawati & Bunga: 2020) and built on an adequate mix of marketing variables, which gratify needs at any time and bring satisfaction to them with a specific product or service.

TYPES OF MARKETING CAPACITY

Day (1994), identifies three types of marketing capacities: external to internal, internal to external, and capabilities covered. The external-internal is represented by the skills and experience that allows the organization to understand the changes in the market. The internal-external marketing capacity is defined by the resources that the company owns, and the covered capacities are what helps the integration of internal-external and external-internal factors; that is, a combination of external and internal variables. Vorhies & Morgan (2005) postulate two key processes of marketing: the interrelation of the marketing mix process, and the development and execution of the marketing strategy (Dammert & Castañeda: 2019). Meanwhile, Ode & Ayavoo (2020), expresses that marketing skills improved when the sellers "used technology and knowledge to develop new products with greater added value when they seek economic and social sustainability" (p. 30-31). Consequently, some studies help to understand the role of creating competitive advantages from an approach of marketing capabilities (Morgan, Vorhies & Mason: 2009; Morgan, Katsikeas & Vorhies: 2012).

The definition of marketing capabilities derives from the combination of real, human, and organizational resources that predetermine the capabilities of the company to develop and execute a set of activities to achieve the desired objective. However, Day (1994) shows that a way to increase marketing capabilities is by understanding the customers' behavior, grounded on market research and their relationship.

Additionally, Combe & Greenley (2004) and, Vorhies & Morgan (2005), considered that marketing capability is complementary to the absorption and learning processes of the organization. These contribute to understanding the internal and external information events of the organization because it is in a constant search of integrating the knowledge of the market with the processes of developing new products or services. According to Wang, Lu, & Chen (2008, p. 351) this skill is "the ability to promote and sell products based on the understanding of the demand" so it could adapt the products to the customers' needs.

CHARACTERISTICS OF MARKETING ORIENTATION

The marketing orientation is a certain philosophic way of understanding customers, competitors, marketers, and suppliers towards a strategic approach to satisfy the real and imaginary needs of them (Eisend, Evanschitzky & Calantone: 2016; Polat & Akgun: 2017). Table 1 summarizes the characteristics of marketing capabilities.

Table 1 Characteristics of marketing capabilities

Innovation was for the benefit of the market and technology (Zhou, Yim & Tse: 2005).
Creating innovative products only if there is a superior creation of value for the consumer (Druehl & Schmidt: 2008).
Eight different marketing capacities were identified: product development, pricing, channel management, marketing communication, sales, information management, planning, and market applications (Morgan, et al.: 2009).
The creation of knowledge is through managing sales with a good interpretation of the market information (Morgan et al.: 2012).
The marketing dynamic capabilities are a combination of reserves and complementary resources (Nieves & Haller: 2014),

Source: The authors.

Consequently, marketing capabilities lead to an understanding of the market, centered on market research, customer relations, and cross-management capabilities. Therefore, marketing capability is the exchange and dissemination of information within the organization. It allows for engaging internal and external processes. This allows us to have greater knowledge management, which contributes to generate strategic learning and to create absorptive capacity (Greenley, Hooley & Rudd: 2005; Vorhies & Morgan: 2005). In other words, the sellers' skills are focused on defining the goal of the organization towards positioning it in the new environment. Moreover, the marketing capabilities help the management to improve their aptitudes and skills because it can apprehend the market strategies (Olian & Rynes: 1984; Wierenga: 2002; Teichmann, Scholl-Grissemann & Stokburger-Sauer: 2016). In concert, it helps sellers to identify the characteristics of the customers' needs or requirements by offering products to satisfy them at that moment and time.

ELEMENTS OF MARKETING CAPABILITIES

Marketing capabilities contribute to generating market information; in this way, helping to improve and update the internal and external management of the organization (Liu, Luo & Shi: 2002). Hitt, Li & Xu (2016)) found that organizations that have less marketing capacity tend to reduce the risk of organizational operative production. In turn, Aulakh & Kotabe (1997) discovered that companies with marketing capacity management, and with implemented methods to control resources, achieve special advantages over competitors' strategies in the market. Indeed, the marketing capabilities collected into data becomes information, which contributes to diminishing psychological aspects among different marketing cultures. In particular, market capabilities grounded in market research, analysis of market intelligence (Azeez, 2020), and production of products. In synthesis, the marketing capacity allows improved value delivery for the customer, if the enterprise has a market orientation combined with their relationship. This helps to create a complete buyer's satisfaction with the product (tangible) or with the service (intangible). Consequently, the enterprises need market research to define competitive and distinctive strategies (Bhuian, Menguc & Bell: 2005) for a higher level of customer experience.

STRATEGY APPROACH

Chandler (1962) proposes that the strategy is a set of objectives and the way to achieve them; so, "the organizational structure follows the strategy" (p. 324). However, Ansoff (1991) expresses that the strategy is a defined process guide that focuses the organization for a better future. Also, Mintzberg (1993) identifies that an explicit strategy slows down the understanding of the changes in the background when they are in an elaborated and constantly changing environment. Besides, Mintzberg & Quinn (1998) define it as the "pattern or plan that integrates the main goals and policies of an organization" (p. 45) to achieve differentiation in the market. In addition, Barney (1991) defines it as a strategic position that is valuable, scarce, and difficult to imitate; but Durand, Grant & Madsen (2017), focuses on a structured plan of resources to achieve a favorable position in the market. In synthesis, the strategy is how the organization will perform or it is the identification of the chosen method to achieve the desired future of the organization (Calle & Montoya: 2019), which will lead to greater differentiation in the market.

METHODS AND DESIGN

The research was a qualitative approach, supported by an in-depth interview with an unstructured questionnaire that comprised five groups of guiding questions: 1. Can you describe the competitive advantage or advantages that the company had before and after the crisis, to manage marketing capabilities. How did

you manage to overcome them? 2. Today and into the future, how do you create competitive advantages from a marketing capabilities approach? 3. If other organizations had similar scenarios, what could be the recommendation that you would propose to have a vision of the marketing capabilities? 4. What are the valuable schemes that the company currently has, based on the marketing capabilities from product development, pricing, channel management, marketing communication, sales, information management, planning and applications in the market? 5. How do you proceed to maintain competitive advantages with marketing capabilities?

This research was applied between the years 2017 and 2019, according to the availability of those involved in the inquiry procedure. The data collected analyzed three categories: first, what is marketing capability; second, what are its characteristics and the third, how do they generate competitive advantage. The collected data was analyzed with the Atlas-Ti tool.

The research was based on a qualitative paradigm. It was an in-depth interview technique where 18 persons participated. The research was conducted in three chemical companies with the following common characteristics: they were created at the end of the 1970s and the beginning of the 1980s, in Medellin city. In addition, they had financial problems during the Colombian economic crises of 1998 and the year 2008.

The research was made with in-depth interviews using an unstructured questionnaire with the participation of managers and strategic personnel of the organization. We had conversations with different people who work in chemicals commercialization enterprises in Medellin city. The data analysis was an interpretation of the content of the interviews with managers and strategic personnel of the organization, so it became a qualitative research methodology. It focuses on the non-use of numerical measurement, which aims to research and discover a specific phenomenon; in other words, it is configured by the use and interpretive word-process of past events that let us understand the actual situation (Nastasi & Schensul: 2005; Bearss, et al.: 2016; Johnson, & Onwuegbuzie: 2004; Shim, Johnson, Bradt & Gasson: 2020; Sale, Lohfeld, & Brazil: 2002).

Qualitative research aims to understand ideas; so, it is used in exploratory research. This approach considers primarily observation and interpretation. Data collection is focused on unstructured elements; it can be said that they are free forms of expression (Migala, & Flick: 2020). The independence of the researcher is intimately present on the intervention, leading to subjective results; hence, the samples are small, often in their natural environments. We can affirm that qualitative research is holistic and leads to discovering a specific and non-repeatable phenomenon. These data are textual, visual, or oral and not characterized by numbers.

Qualitative research discovers new events and is not a verification statistical process (Doz, 2011). Qualitative research focuses on stories, visual representations, meaningful characterizations, interpretations, and expressive descriptions. These have the advantage that allows one to research in-depth "an entire organization with meticulous attention to detail" (Zikmund & Barry: 2008, p. 141). Meanwhile, the conversations "are the means to gather information, in which the researcher deals with the answers to the discussion" (Zikmund & Barry: 2008, p. 151).

First, we identified and met the companies that met the criteria of the research. Second, we had a meeting with the people of the enterprise to inform about the research. Third, according to the categories, we studied the questionnaire structure. Fourth, the questionnaire was applied to the five guiding questions. The interview had a duration of two to three hours. It was applied in the main offices of each interviewed person in Medellin city. They signed an informed consent form. After recording the interviews, they were transcribed into word format. Fifth, transcripts were entered into the Atlas.ti software, according to the categories and subcategories registered, with the respective codes, as is shown in table 2.

Table 2 Codification

Profession	#	Code	Large A	Medium B	Small C
Chemical engineer	3	CHE	x	x	x
Administrator	2	G	x	x	
Accountant	1	C	x		
Lawyer	1	AB			x
Adviser/Consultant	1	AC		x	
Sellers	4	VD	xx	x	x
Production and logistics managers	2	GPL	x	x	
Marketing managers	3	GM	x	x	x
Owner	1	PT			x
Total	18		7	6	5

Source: The authors.

Sixth, the various connectivity graphs between categories were obtained to facilitate the analysis of what the interviewees expressed. The transcript papers were imported into the Atlas.ti software to generate an open, axial, and selective coding (Strauss & Corbin: 1990). Finally, we classified the interpretation according to the pre-established categories (the meaning of marketing capability; characteristics of marketing capability, and the competitive advantages) (Zhao, Zhang, Wang, Schrock, & Calantone: 2020). We must remember that the purpose of this paper is to explain and synthesize the main contributions of the marketing capabilities seen from the managers' perspective engaged in chemical distribution to achieve better performance.

RESULTS AND DISCUSSION

The 18 interviews contributed to visualize the characteristics of marketing capabilities management from different viewpoints. According to the marketing managers, the marketing capacity is an internal process combined with external factors to achieve the satisfaction of the final customer. The G1-B, expressed "the marketing ability contributes to understanding the customer ..." but the G1-A said, "This is a cyclical and flexible process to understand the needs of the consumers, but managed by the internal staff of the organization ..." Marketing capability is a systematic and flexible process to understand consumers' needs. At the same time, the four chemical engineers argue the following statement: the GM1-B said, "The marketing capacity is to give more than the customer wants ... it is to deliver a higher perceived value perceived through it." In other words, some variables affect the ability to control the marketing capabilities as an element to achieve differentiation in the market, brand positioning, elaboration of new products, planning strategies, and the use of resources focused on marketing and sales. All this induces an increase in the marketing capabilities by reducing the strategic failures in the development of products.

GM1-C affirms, "... marketing is not just offering and satisfying. It is to research the market and deliver a product and service that the customer requires, at that moment and with greater perceived value." Nevertheless, the GM1-A specified that the marketing capacity is "to fulfill the basic premise of marketing. It is the first impact, after that if it is poorly attended, it leads to the loss of the customer for many years, or never to be recovered ... but market research must be carried out with market intelligence to identify unsatisfied needs and turn them into a positive term", as it is shown in Fig. 2.

Figure 2 Factors that provide marketing capacity

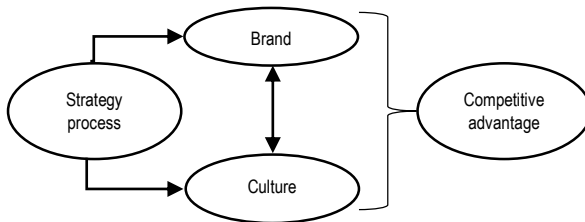


Source: The authors.

The lawyer (AB1-C) indicated that the marketing capacity is "the basis of the organization... but the customer must be satisfied without raping the law. It is to incorporate the intrinsic thinking of the customer to change it into a tangible brand." Marketing capability is a way to understand the requirements of internal and external trades. However, the two production and logistic managers (GPL) agree that marketing capability is linked to the proper use of resources. GPL1-A said that "producing with limited resources leads to a better image, to create greater competitive advantage ..." But GPL1-B assumed that "this is the way to manage strategies, starting with the formulation, implementation and finally with the control process of the strategy ...it is from the outside view towards the interior of the organization to understand the consumer culture and its influence." Figure 3 shows the influences of culture in the process to generate competitive advantage from the capacities of marketing, so that the combination of culture and brand, leads to creating a better strategy to force a competitive advantage.

The accountant (C1-A) said that some "priorities elements to manage competitive advantage, from the marketing capabilities, are based on branding and the registration of the brand ..." In turn, the consultant (AC1-B) said, "that most companies do not register the brand nor the slogan neither the image nor the jingle. These are distinctive elements in the market, which become high-value intangible assets in the future ..." One of the marketing capability strategies is to understand the process to manage the brand of the enterprise.

Figure 3 Elements that arise for competitive advantage



Source: The authors.

The commercial advisors stated that the companies focus on selling, but at a certain time, they remember the marketing process; In other words, "marketing is the best way to approach the customer, but some organizations are still focused on sales capabilities..." (VD2-A). Furthermore, it is complemented by "branding and positioning management" (VD1- B) that lets the managers "open the credibility in a different environment". We can say that the marketing capacity is a systematic way to research the market, which helps to define the customers' characteristics. CHE1-B said, "We produce what the sales force tells us about the requirements of the customers." The marketing capabilities understand from the inside-outside of the organization, which allows us to offer differentiation factors like price, service, delivery, quality, and a unique element that helps the companies to gain a long-term position (Keränen, Salonen & Terho: 2020).

Now, the sales force of the three enterprises, described the competitive advantages as based on price strategy, and focused on sales before the crisis only. GM1-C expressed that "selling was the first thing to reach the customer, only based on price strategy but with good profit and profitability for the company." C1-A said, "We were concerned about analyzing costs and multiplying this by a percentage of the profit we want to earn." However, VD1-C stated, "the organization focused on customer service, and incorporated a customer information system (CIS)". The chemistry seller (CHE1-C) of the small enterprise said, "Marketing has to sell and selling has to market the products." The marketing capability was first based on selling capabilities, but it has turned into a combination with marketing strategies.

After the crises of 1998 and 2008, the organizations focused on a new total 360 degrees turn. That is, they understood that they should analyze the environment, competition, and customer management from an external rather than an internal perspective. GPL1-A showed that "the company understood that marketing was important and began to research the customer's behavior; what contributed to managing the financial, marketing, sales, production and logistics capacities; all focused in satisfying the customer, as a whole." In addition, the GM1-C said, "... the fear of change slowed down the improvement of previous competitive advantages, it was believed that it was not a dynamic process, we believed it was a stable process forever". Those who commercialized chemicals believed that the market was stable, but with the economic crisis, they reacted and understood that everything is not only sales, which was a short-term approach. They assume that they need to focus on long term marketing, instead of the selling term.

The main factor for not changing was the fear of the owners to understand the market, but they overcame it by studying the customer, researching the market together with a combination of marketing intelligence. The competitive marketing advantage helped the development concerning the brand, positioning, complete customer satisfaction, and additional services (consulting and consulting to customers) to the customers. The GM1-C expressed "the seller became a consultant and a consultant for customers, a friend who helps; not just to deliver the product." That is, competitive advantages as being a consultant and a friend to the customer are factors that others cannot copy so easily (Barney: 1991) and generate strategic value (Porter: 1996) as a differentiation element.

The owner PT1-C expressed that "the marketing companies must serve towards the customer, but inquiring with him, what contributes for complete satisfaction to him." That is, the marketing capacity focused on granting superior value to the customer, which helps in leading to profitable growth for the organization in the long-term.

According to Day (1994), marketing capabilities focused on analyzing the customer's behavior and probing the market research. However, the interviewees stated that understanding the market is difficult to manage, but the way that contributes to comprehending, it is marketing research. From another point of view, Oviatt & McDougall (1994), state that adequate management is not only limited to market research but also complemented by minimizing resources. However, to create a competitive advantage, the differentiating factor between production capacities, sales capacities, and marketing capabilities must be organized (Jiang, Mavondo & Matanda: 2015) in a flow and systematic process.

On the other hand, Lee et al., (2015), consider the difficulty of marketing capability is due to the wrong identification of the customers' needs. These changes when the sellers offer the products that solve the problem to the customer in the long-term (Cui & Wu: 2016; Vezzoli: 2015). Moreover, in a certain way, the market is flexible, but it can predict, by designing the product that what the customer requires at that moment. As expressed by VD1-B "the market is there, what must be done is to find unsatisfied spaces to satisfy the customer for a long time purpose..." In addition, chemical marketers begin to understand the importance of managing marketing capabilities to generate long-term positioning through brand management. CHE1-A expressed that "marketing sometimes focuses on different characteristics than what we can produce, so occasionally we have argued about the differences between marketing and production." Indeed, the marketing has to go by the hand of the production process; it is not only to produce or only to sell. It is to find the correct

combination of production, sales, and marketing. Now, analyzing the other actors in the process of marketing capabilities, GM1-B expressed that: "it is the ability to design and execute internal and external processes that provide growth and profitability in the short and long-term." Companies focus on brand management, communication mix, and information management to plan and control strategies designed to increase the company's positioning in people. The beneficiary, by changing the thought of seeing the supplier as a provider, is the final customer, who associates the quality of the product or service, with an indirect link to the supplier (Polat & Akgün: 2017; Kaleka & Morgan: 2017).

Eisend, Evanschitzky & Calantone (2016) and Asseraf & Shoham (2016) expressed that the capacity of marketing is related to the technological capacities, it also depends on the culture and the context of each country; there is a greater influence of marketing capabilities than technological capabilities in the development of new products. In other words, there are psychological factors in the positioning of the product in a competitive environment; no matter if, it is innovative or not. Consequently, in order to maintain a competitive advantage based on marketing capacity, we must study the market, culture, consumer behavior, the identification of customer service factors, and environmental information. In summary, marketing capabilities are composed of various tangible and intangible elements, but all focused on the complete satisfaction of the customer. Various factors support the understanding of the marketing capacity: segmentation, positioning, brand, 4 "P" (product, price, place, promotion), operative, customer satisfaction, sales increase, return on investment, information, market research, market intelligence, Identify needs, and competitiveness.

Several factors could lead to improving competitive advantage if these are analyzed using market research combined with market intelligence and including sales strategies. First, they have to examine the internal factors of the organization. Second, the companies have to understand the cultural elements that affect the development of new products or the offer of new services. Third, managers have to commit the organization to a vision of capabilities and not of resource management.

Another observation detected is to comprehend the capacity of marketing from the outside; that is, make products and services that are seen from the customers, perspective; and not as it has been done in the past, from the inside (enterprises) to the outside (market). In the future, we can research the characteristics that have the marketing capabilities in other types of organizations, involving elements of innovation, corporate social responsibility (CSR), technology, and environmental culture (ecology).

CONCLUSION

The study of marketing capabilities has focused on knowing the elements that comprise it from inside and outside the company. However, there is no defined instrument to analyze capacity management. Based on the interviews we have tried to say that the components of marketing capacity management are market research combined with market intelligence, to achieve long-term customer satisfaction, yet at the same time managing the brand (intangible) with sales advice. In addition, chemical products sellers in the city of Medellín focused their marketing efforts on a price strategy as a differentiation factor, but currently, the enterprises need to offer what the customer requires in the market, like packaging, labeling, and application conditions. In other words, the chemical enterprises learned to reuse resources as a necessary element for the management of the competitive advantage of marketing capabilities.

In conclusion, the chemistry organization leads to consolidating strategies that allow to approach marketing efficiently and effectively. Also, the suppliers and the consumers have to establish productive relationship to achieve a better future in their business. Thus, the suppliers must adjust internal and external policies to create a better product to the market and to succeed with what the costumers identifies with the brand and the service it offers. Further, the company obtains short-term benefits for sales and long-term continuity base on a mutual relationship. Meanwhile, the customer appropriates the product if it is used and

generates use. It is expected to make comparisons of qualities, prices, service and value. The capabilities set up a correspondence system that provides benefits in two-way and increased economic benefits to the customers and enterprise.

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