

7th International Congress Marketing Trends - VENICE 2008

Interactions and congruencies between project marketing and project management: Dynamics of project marketing and project management in a co-constructed industrial project

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**Interactions and congruencies between project marketing and project management:
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in a co-constructed industrial project**

Abstract

The concept of milieu emphasizes the complex business network in which project marketing takes place. In particular, it allows better identification of relevant inter actor relationships in both terms of time and space all along project phases.

We look at this concept of milieu again to precisely question the interactions between project marketing and project management during such phases. This interrogation is based on a concrete case of relation BtoB in industrial area (automotive industry). In particular It proposes logics, respectively constructivist and determinist, of the main protagonists (company of engineering - manufacturer). The object of this article is to highlight the complexity of dynamics of actor within the various phases of the project: we will notably underline the difference and the accommodation between limits of interaction and the dynamics of congruence.

Keywords : project marketing, project management, milieu, interaction, congruence.

Introduction

In their recent article, Cova and Salle (2005) proposed to bridge the gap between two disciplines - project marketing and project management. In the article, a basis for continued research was also proposed: the study of how pre-contract project selling and marketing may be intertwined with post-contract project management and vice versa (cf. Skaates & Tikkanen, 2003). In other words, research should focus on how capabilities in project marketing enable projects to be completed and managed more efficiently and effectively, and, on the other hand, on how sound project management helps to market projects more easily.

This is also well in line with arguments for simultaneous management of multiple business relationships and multiple projects in the marketing strategy of the project-based firm (Tikkanen, Kujala and Artto, 2007). The foremost managerial challenge identified in this perspective is how to manage interdependencies between relationship portfolios on the one hand and project portfolios on the other. Optimizing the individual portfolios (usually project management dominating as an approach in many industrial companies) does not automatically lead to the optimization of the overall business performance.

A central concept will here be the one of *milieu*. The French project marketing researchers Cova, Mazet, and Salle's (1996) milieu concept is effectively important in highlighting the complex nature of the business network in which project marketing takes place. Furthermore, the selection of the strategic (marketing) approach determines whether a supplier uses resources to become actively involved with shaping the project and rules of the game before invitation to tender. The two main alternatives for the supplier to choose are so the constructivist and the deterministic approaches (Cova & Hoskins 1997). In the constructivist approach, the supplier aims at an active co-construction of project demand with the customer and other relevant network partners. In the deterministic approach, the supplier is less active and primarily responds to calls for tenders.

Our study focuses on the dynamics between project marketing and project management in a case of an industrial project supplier applying the constructive approach (the case of an industrial automotive co-developed project).

We focus our attention on the following research question: what are interplay or dynamics between project marketing and project management at the actor's level of a project?

In relation to the different phases of the studied case, this means to examine what kind of such interplay or dynamics between project marketing and project management was there in the actor's roles and responsibilities in the studied setting. This finally means to successively study:

- What actors (protagonists) were essentially involved in project selling and marketing during the creative offering and selling phase of the focal project? What were their roles and responsibilities?

- What actors (protagonists) were essentially involved in project management during the implementation phase of the focal project? Which were their roles and responsibilities?

We specify here that within the framework of this article, the aspect related to the capabilities of the actors is not studied.

In the majority of the industrial sectors, in particular the automobile sector, the equipment suppliers, under the pressure of the manufacturers, seek more and more to supply a complete system in order to reduce the costs and the times of development of the vehicles. Neither the manufacturers, nor the equipment suppliers, nor the suppliers, nor the subcontractors can today allow themselves to invest more in human or technological resources in this increasingly unstable milieu. Thus, to obtain all required competences, the solution which is developed is alliance, co-operation, association with partners (even competitors) offering complementary competences.

These companies evolve within the framework of a strategy of network. The strategy considered here is primarily seen as positioning in a multidimensional complex environment, used at the same time as a source of provisioning and outlet, and constituting a kind of socio-cultural matrix (Desreumaux, 1993). This strategy is proactive and is turned towards the future (Aaker, 2001). Furthermore, the network is characterized by a whole of two or several relations of exchanges between individuals or organizations (Bourqui, 1990). Thus, the strategy in question is based on the co-operation ("an agreement") within a network of two or more companies. This network does not modify the entities of each company but makes it possible to share competences, means and resources, to reach a defined objective (Valverde, 1990), such as the manufacture of a product.

From network to co-conception

A first response of this requirement of relationships between a manufacturer and a supplier led the subcontractors to wonder about customer needs to propose solutions in accordance with these needs. This solution selling implies a very close relationship with the manufacturer since the very beginning – even the origin - of the project. On the other hand, it does not mean

inevitably that the supplier takes part directly in the design of the product. The supplier can remain in situation of subcontractor to make the product even if, in a reinforced relational mode, it is implied in the realization of the conditions of purchase and fabrication, and procedures.

In the situation of co-designing, the supplier is not only involved in the procedures but also in the design of the product and/or the related project. It intervenes as well as the manufacturer in the teams of design and development (project team for instance). The relation manufacturer/supplier evolves from a situation of subcontracting to that of a partnership. In this new context, management and marketing cannot be considered any more under the only angle of management and persuasion in a context of solution selling but as a joint company of "mobilization of resources" (Keagan & de Leersnyder, 1994; Tikkanen and al., 2007) multi trade and multi companies for the service of a project (or of a product)

Studied between 1999 and 2004, the case presented in this paper illustrates the situation of a meeting, a crossing between strategies of manufacturer and a "total solution" proposed by a supplier. This led to an invitation to tender, followed by an engineering process, which associated the manufacturer and the supplier in the co-design and co-realization of a new vehicle. This situation of "co-design" led to a renewal of the relationships which the supplier was able to consider towards the manufacturers (in general) in the form of a creative offer. This can be considered as a "fourth phase" from the point of view of project management: to integrate the marketing dimension allowing the development of new project ideas, simultaneously with the completion of the focal project in progress.

Theoretical background: Project marketing and management in complex industrial milieus

In project marketing, there is a research community called the International Network for Project Marketing and Systems Selling (INPM). It is loosely affiliated to the international IMP (Industrial Marketing and Purchasing) group (Owusu, 2003; Skaates, 2000; Tikkanen, 1998). The relationship management viewpoint of the IMP Group strongly dominates recent

project marketing research. Early seminal studies on project marketing also include Holstius (1987, 1989), and Cova, Mazet and Salle (1994, 1996).

The INPM argument for studying project marketing is based on the assertion that it is not enough to regard a project delivered by one firm/a group of firms to another organization/group of organizations as a set of managerial actions taken by the supplier(s), i.e. as mere project management. Instead, the delivery encompasses individual project supply processes within a multi-firm project network, and the management of business relationships between actors in the buying and selling firms is important before, during, and after individual marketing and delivery processes (Hadjikhani, 1996; Tikkanen, 1998). As units of analysis, relationships and projects are seen as complementary, since individual projects have often been identified as central temporal constituents of business relationships in project business (Owusu, 2003; Skaates, Tikkanen & Lindblom, 2002). It has been argued that there are two nested levels of relationship management in project marketing. The first level includes the management of relationships and networks related to individual projects from the beginning of a project until its completion. The second level is the company level above single projects; it encompasses relationships between firms and other organizations during a longer period of their multiple project activity in a broader economic, social and political business network (or milieu) (Tikkanen, 1998).

As all IMP researchers emphasize the role of relationships in business-to-business marketing, INPM scholars have perceived a need for a conceptual framework which depicts unique relationship-related features of project marketing and systems selling as opposed to other types of business-to-business marketing. This has resulted in the so called D-U-C framework (see e.g. Cova, Ghauri & Salle, 2002; Mandják & Veres, 1998; Tikkanen, 1998), which is a list of three key distinguishing features of project marketing (vis á vis e.g. 'ordinary' business-to-business marketing):

- D. The discontinuity of demand for projects;
- U. The uniqueness of each project in technical, financial and socio-political terms;
- C. The complexity of each individual project in terms of the number of actors involved throughout the supply process.

As mentioned in the introductory section, the concept of milieu has also been important in project marketing research. A milieu is a ‘socio-spatial configuration that can be characterized by four elements’ (Cova, Mazet & Salle, 1996):

- a territory
- a network of heterogeneous actors related to each other within this territory
- a representation constructed and shared by these actors
- a set of rules and norms (‘the law of the milieu’) regulating the interactions between these actors.

Furthermore, Cova et al. (1996) describe the project marketing milieu in the following way:

“What distinguishes the milieu from a simple localized network of industrial actors is its collective linkage to the territory developed by practices of all types [...]. The actors share, both in their life and in their imagination, the community of some elementary structures. In this approach, the territory is no longer considered as a simple support of localisation factors but more and more as a group of territorial agents and economic, socio-cultural, political, and institutional elements having specific organisation and regulation patterns [...], shared rules and norms. This territory is characterized as global as it “not only integrates companies, but also the population, the workers, the various organizations as well as multiple social and cultural dimensions.”

Thus, in line with Skaates and Tikkanen (2003), we might come to the conclusion that the concept of business network in project marketing may be used interchangeably with the concept of milieu.

Cova and Hoskins (1997) have pointed out that project marketing firms may take in two fundamentally different approaches to project marketing in relation to the norms, rules, and representations of a given project marketing milieu. They may either anticipate, learn to comprehend, and excel in following the accepted rules and representations of the milieu (the deterministic posture), or they may become actively involved in shaping the rules and representations of the milieu (the constructivist posture). Moreover, the authors indicate that project marketing firms may alternate between both approaches at different points in time when aiming to achieve one or more project orders. The third posture, the control posture of Bonaccorsi, Pammoli, and Tani (1996) is an extreme version of the constructivist posture.

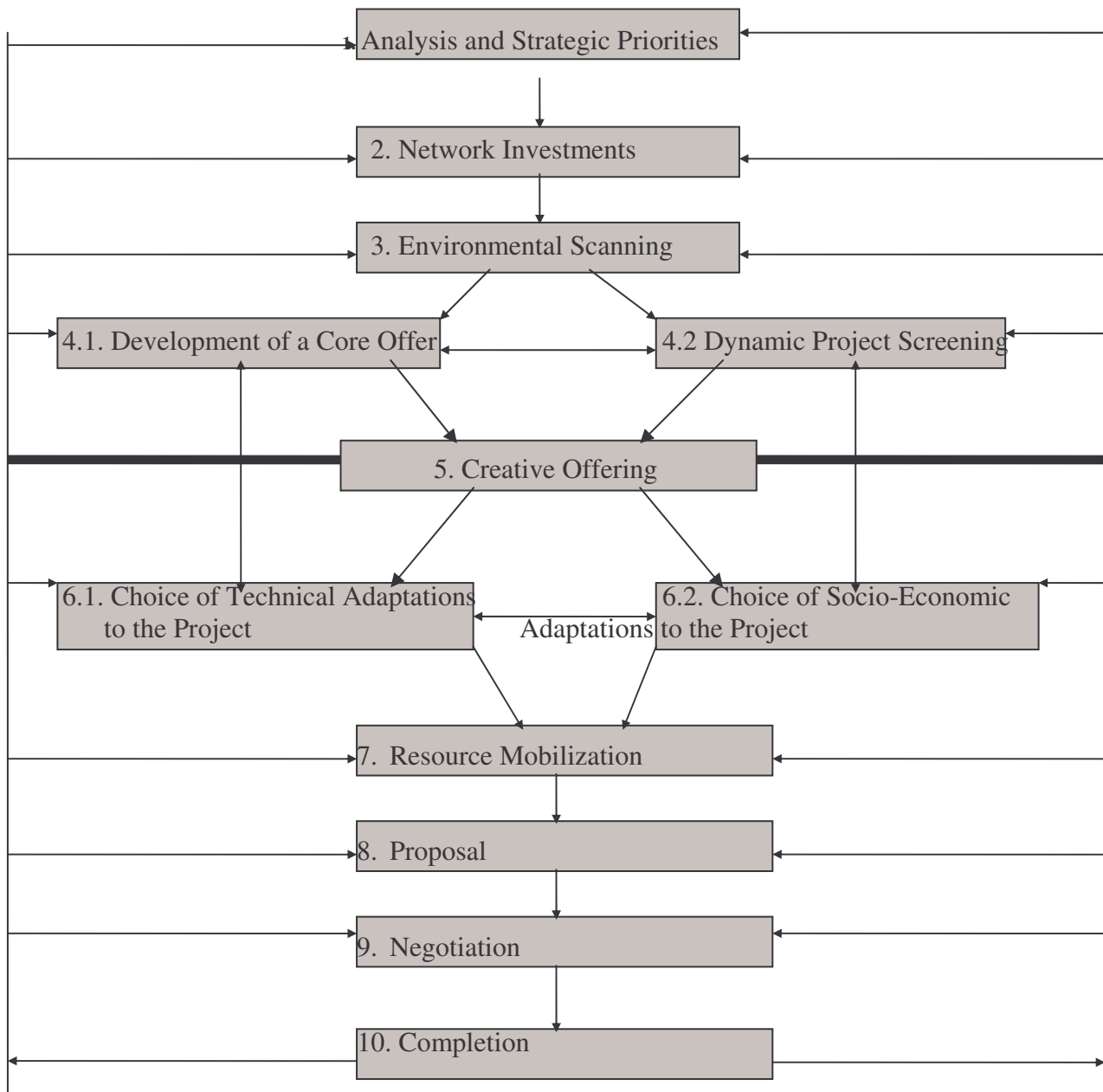
The identification and development of relevant inter-actor relationships in the milieu of the project marketing firm is a crucial issue that also should influence the choice of posture. When it comes to individual milieu actors, some may not be important for a selling firm's business and also not be influential actors in the milieu. In this case, relationships might best be managed in a relatively transactional manner with an arms-length, deterministic posture. Other actors may, on the other hand, be important with regard to several projects as well as the periods between individual project supply processes. The management of relationships to these actors would then probably need to be totally different from the management of the first type of relationships. Thus how to deal efficiently with the complexity of relevant actor structures in terms of both time and space may be identified as one of the most crucial yet difficult managerial issues in project business. Furthermore, proper longitudinal understanding of the main features of the specific milieu in question, in terms of both historical development and anticipation of the future, may be regarded as a prerequisite for any strategic decision in project marketing. This need for attention is often overlooked by project marketers who focus *only upon the management of individual projects* during the delivery process and on sporadic, last moment 'pell-mell' running after 'promising' potential projects (Skaates & Tikkanen, 2003).

As Hadjikhani (1996) indicates, overcoming the demand-related discontinuity (i.e. the "D" characteristic of the D-U-C framework) in the business relationship between project buyers and sellers is the major strategic problem in project marketing. Therefore several INPM studies have focused upon discontinuity at the level of multiple projects (for a review, see Skaates & Tikkanen, 2003). In these studies, each individual project is regarded as an episode in a given buyer-supplier relationship (Hadjikhani, 1996, compare also to the in the basic IMP interaction model, Håkansson, 1982). These studies also demonstrate that the success or failure of individual projects (both in terms of project marketing and management) will often effect the long-term development of buyer-seller relationships. Therefore, it is wise for project marketers to focus on the implications of single projects for subsequent project marketing efforts as well as to understand and develop the relevant relationships through which individual projects are planned and realized, also in the 'sleeping relationship' phase (Cova et al., 1996; Hadjikhani, 1996). To aid project marketers in managing relationship marketing at both the levels of the individual project and the level of multiple projects, Cova et al., 1994,

developed a general Marketing Configuration for Project-to-Order Supplier Firms. It is depicted in Figure 1.

Cova et al.'s (1994) model includes a detailed depiction of the pre-project phases or the anticipative stage, i.e. the phases above the thick line of Figure 1. During this phase, maintaining and receiving information from relationships to many potential customers or cooperation partners is the key activity.

Figure 1: Cova, Mazet, and Salle's General Marketing Configuration for Project-to-Order Supplier Firms.



Steps 1 – 5 above and on the thick horizontal line concern marketing-related steps taken independent of a given project (the phase of the anticipation of a project).

Steps 5 – 10 on and below the thick horizontal line concern marketing and coordination efforts related to a specific project that has been awarded or is in the processes of being awarded to the project-selling firm in question (the adaptive phase).

Source: Cova *et al.*, 1994, p. 40.

In the words of Mandják and Veres (1998): “There is no concrete project in the anticipative stage, the company watches the market in order to gain information necessary for anticipating future projects. This, however, is not a passive process because the company wants to affect and initiate the future projects through the network (Cova et al., 1996, Cova and Hoskins, 1997).”

This social and informational exchange is facilitated and insured in the ‘anticipative stage’ by ‘network investments’. These investments consist of social exchange to enable early project anticipation and give information to enable the creation of relevant core offers as well as social exchange to ensure that possibility of future social exchange.

When a concrete future project starts to take shape, i.e. when a firm is asked to prepare tender by a potential client or sees a public sector notification of a public tendering procedure, the second stage of preparation, i.e. the adaptive stage or the phase below the thick line of Figure 1, starts. In this phase, project marketing efforts become more focused upon the focal relationship to the potential customer of the project in question. Mandják and Veres (1998) state the following about this phase: “The concrete project does not yet exist but the contractor starts to prepare and mobilises its network and if possible, tries to influence the buyer concerning the development of specifications of the project to be purchased (Cova et al., 1996, Cova and Hoskins, 1997). This is followed by the offer stage and the project negotiation stage. The last element of the model is realisation.”

After realization (strongly involving project management), the experiences of the project-selling firm are fed back to the anticipative steps and e.g. adjustments of strategic priorities or future network investment actions, e.g. in sleeping relationships, may occur.

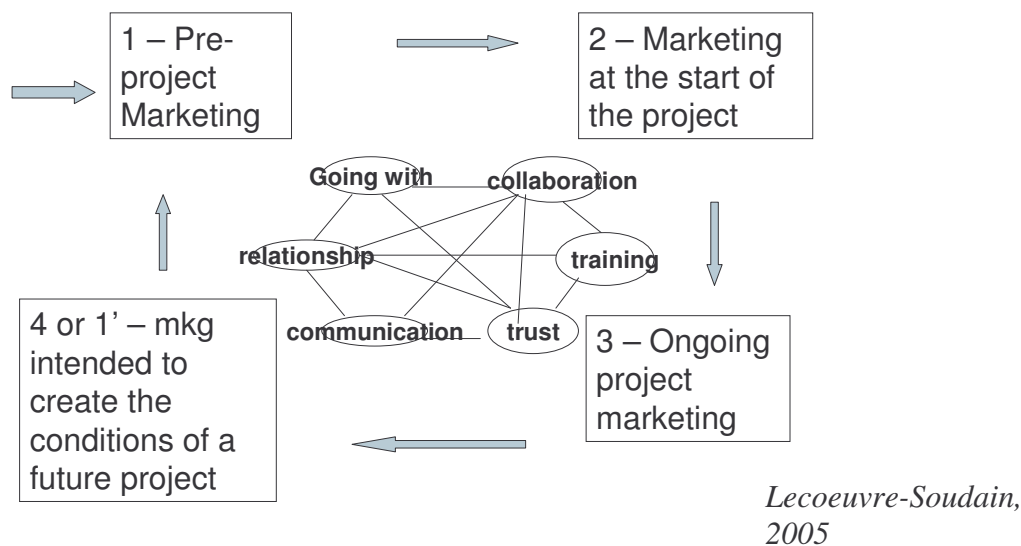
Cova et al.’s (1994) model can also be easily modified to depict situations where concurrent work on two or more projects is undertaken or situations concerning of post-project supplementary delivery services. In this case, the experiences from multiple projects all influence both subsequent anticipative actions and subsequent adaptations.

However, the concrete situation of the project studied in this paper shows that, at the end of the process of project marketing, it is not only a question of an interactive situation, even a

retroactive situation of anticipation of a new project based on the assets and knowledge management of the project in progress. Essentially, it is a question of a new phase of prospecting even a new “creative offer of a project” (Dessinges, 1990) towards new clients in order to apply the mentioned “constructivist posture”. In accordance with this logic, we were able to identify four distinct phases in a dynamic process of project in B to B situation of “co-design” (Lecoeuvre-Soudain, 2005, see Figure 2):

Figure 2: The Phases in the Project Under Scrutiny.

6 variables in interaction within a process of project marketing in 4 phases



Some methodological remarks

It has first to be clarified that our article concerns a project in a B-to-B marketing context. This means that, with regard to marketing, we are not set within a methodological framework of application of process and methods of marketing (in the sense of B-to-C marketing, e.g. Lecoeuvre-Soudain & Deshayes, 2006,) but in a context of relational marketing and

marketing of business (Michel, Salle & Valla, 2000). In addition, within this B-to-B context, the sector of the automotive must be pointed out.

Indeed, among the various sectors of the industry, the automotive industry has mobilized many studies which constitute an important background for research (Midler, 1998, for instance); this is not the case in other spheres of activity. Moreover, car industry (as the aeronautics, etc.) constitutes an emblematic example of manufacturing, distinct - by the nature of its relations with its subcontractors - from process industries (e.g. chemistry, pharmacy) or of economic sectors mobilizing suppliers and subcontractors in singular (project) operations such as the fields of construction or architecture.

Secondly, again from a methodological point of view, we will underline that the context of co-design of the project in the client - supplier relationship proposes, from a theoretical point of view, is a “constructivist” situation of the *milieu*. However, as this relationship evolves, new actors can emerge in an “opportunistic” way and, moreover, following a logic of action which is not necessarily envisaged and often contradictory (Deshayes, 2006; Avenier, 1997). For these reasons, our investigation can be best described as qualitative (according to Miles and Huberman, 2003) (semi-structured interviews of the actors mobilized in the project in question, to better understand their roles and responsibilities during the project) with the detriment of a quantitative approach which, in a certain manner, reduces any project to a repetition of procedures and methodologies and reduces logics of actors to logics of “roles” (Crozier, Friedberg, 1996).

Lastly, we specify here that this paper proposes an industrial situation of co-design which was studied in reference of two other situations of project with B-to-B marketing area which made it possible to distinguish, on the one hand, this situation of project marketing compared to a situation of marketing a product and, on the other hand, this situation of co-design compared to situations of response to an invitation to tender and of more traditional “solution selling” in general (Lecoeuvre-Soudain, 2005).

Description of the project under scrutiny

The studied case arises from a convergence of interests between a car manufacturer Y and one of its suppliers, company X. It was developed over the period from January 1998 until the end of 2003.

Company X belongs to the automobile industrial sector, it has more than 40 years of existence; it employs 150 people, and its sales turnover is of about 14 million euros. Originally, company X was a subsidiary company of a French manufacturer, and its becoming independent over several years. Since 1999, the company belonged to an international group, an important supplier for equipment suppliers and manufacturers. The group, whose head office is Italian, is also present in Germany, Romania, and Brazil, and presents a strategy of positioning on a world level, associated to the determination to work in the market for vehicles in which it is not yet present.

In the field of engineering, the competition is very intensive, so the company X shows a will to differentiate itself from its competitors.

The company X is specialized in the automobile engineering, with two lines of business:

- Design product - process (body, architecture, equipment, studies, calculations, plans of assembly, CAD - FAO¹, mechanics, plastic, sheet-iron works...)
- Dimensioning and analyses of the structures (body, mechanics, calculations, research and development)

Moreover, at the end of the 1990s, the analysis of the economic situation and the needs of the customers revealed to the manufacturer Y an internal lack of capacity and competences in the field of engineering for the design and the development of new models in particular towards the emergent countries. In parallel, various marketing researches pointed out a very promising development in Mercosur countries. Thus, car manufacturer Y became interested in the development of new partnerships in engineering in this area of the world.

On its side, and during the same time, thanks to its experiment and its expertise recognized in the engineering of modules and/or subsystems, company X joined an international group Z, whose characteristic is to be present on Mercosur. Company X seeks to capitalize on its

¹ Computer-aided design - Manufacture Computer-assisted

knowledge and experiments in engineering of modules and systems to widen its field of competences towards more consequent sets. This objective is all the more important as the analysis of competition and its networks revealed this tendency by certain competitors.

The two companies know each other; they work together for a long time in a client – supplier relationship and the integration of X in group Z reinforces, on a side, the potential of confidence of Y towards X, but also testifies to a widening of competences of X in terms of engineering. Moreover, company X develops from 200 people to a group of 2000 people. This confidence already present between the two entities is reinforced by a proactive step of X towards Y, thanks to an intense prospecting, more developed and systematic contacts, interpersonal exchanges even more constant: the objective is to obtain projects more important projects than in the past. During this step, company X seeks to detect needs for project at its customer while positioning very upstream and advantageously compared to competition.

The strategy of company X is on the one hand, to pass from a traditional relation customer - supplier on modules and subsystems to a relation of partnership, and, on the other hand, to evolve from an engineering of modules and subsystems to an engineering relative to entities of greater scales. The team of supplier X, at various levels (technique, commercial, engineering and design department, project leaders... even general management) will engage a strategy of going with of its client in the exploration of its requirements while bringing all the arguments necessary to a more important collaboration in engineering. This going with also fits in the strategy of the group Z which, on the one hand, is to widen its know-how in industrial vehicles and on the other hand, to widen its bonds with the manufacturer Y.

Nevertheless the need for project at that time is not really revealed within the manufacturer Y. If they are aware to have to sub-contract more, they have never yet sub-contracted the complete development of a vehicle, including the piloting of the project. Thus Company X goes gradually with its customer towards its solution, which corresponds to the strategy of solution selling as described by Azimont and al. (1999) or Brook and Parker (2001): the progress of a partnership for the development and the realization of a new project, and especially of a new process of project. Namely it concerns the complete engineering of a vehicle and its piloting by X with the support (in terms of resources informational, financial, technological and human) of its subsidiaries within group Z, in particular a factory in

Mercosur. Then the car manufacturer Y sets up a “partnership department” (service partnership) in his centre which will allow the co-development of a new pilot vehicle between the manufacturer Y and company X.

Engineering consists - in the studied case - to conceive, starting from a style, from a design, each part of the external and interior model, on screen and on paper: it is then a question of digitizing the style part then the technical part, with feasibility study, structures, calculations, etc... In addition the development required by the client is on a "complete" perimeter, i.e. it is necessary to also envisage the validations at various stages and to carry out the manufacture of the prototypes and the tests (the vehicles are indeed put in situation and destroyed). It also includes the piloting of the various contractors (European and Brazilian) as well as the management of the quality and of the deadlines in the various phases of the project.

Company X is also put into competition by the car manufacturer Y. The service partnership of the company Y launches an invitation to tender relating to the complete piloting of the project and the production of the future vehicle. On this basis, negotiations take place between the manufacturer Y and the companies having tendered within the framework of the invitation to tender, in accordance with the procedures of the manufacturer. Nevertheless, the positioning upstream of company X based on intense relationships helps X advantageously in comparison with other suppliers in competition. At this point, the evolving inter-organizational relationship can be characterized much more as relational than as transactional; even if obviously a more formal contractual framework (in addition to mere relational contracting) will be implemented to control the co-operation between Y and X.

The project organization

- At the company supplier X, two organizations of the follow up of project have been applied during the project life cycle. At the origin and at the starting of the project, the team of project includes a Brazilian project Leader, 2 or 3 Brazilian "designers", the Person in charge for the French Engineering and design department and 2 French technicians, in binomial, members of the personnel of the company X. Whereas the project started since 1 year, the protagonists of the company X and the mother company decide to replace the project leader (and the Brazilian designers left the group). Then the team includes: the French project Leader, the Person in charge for the Engineering and design department, 2 technician people in binomial

(body), 1 technician people (study equipment) and an Italian people (follow-up of the prototypes)

- At the client company Y: As early as the starting of the project, it is decided to create a 'Service Partnership', and the person in charge is based in France. They also decided to install the team² of the project of the supplier X, within the client factory, and near the office of the Person in charge of the Service Partnership, to facilitate the exchanges and the follow-up

This organization leads to the displacement of the "barycentre" of the project of Brazil towards France.

The analysis of the phases of project marketing shows that the phase of pre-project marketing (the project is not started yet) begins before 1998 and the ongoing marketing (phase which corresponds in particular to the development of the project) starts at the beginning of 2000, finishing in December 2002 by the completion of documentation and its transmission with the client. Then, the marketing intended to create the conditions of a future project continues beyond this period.

The company X realizes for the account of its customer (French car manufacturer), the complete development, the engineering of a vehicle, as well as the "total" piloting of the project, including the piloting of the sub-contracting relationships (European and Brazilian companies). The corresponding vehicle will be produced at the Brazilian factory of the manufacturer.

In face of its need for differentiation, the company X draws from this project a competitive advantage, which proves to be not only the complete engineering of a vehicle, but also the piloting of this project of complete development of the model, usually carried out by the client itself (in general the manufacturer).

As for piloting, it acts for the supplier X, to lead for the account of its customer, the management of quality, the management of the result, and the management of the times of the project. And this, in regard to its own services, those of the partners and subcontractors, but

² The logic of gathering competences (external and interns) often result in the creation of geographical and physical places dedicated.

also in regard to those of the client, in particular in the Brazilian factory which has been chosen for the manufacture of the standard vehicles. This piloting/follow up must be led until the commercial agreement by the client.

This project of engineering and piloting is regarded as strategic by all informants that were interviewed (as well in the supplier as in the client organization).

Upon the departure, the difficulties encountered on the level of the suppliers and local subcontractors (in Brazil) selected in the beginning, cause an important evolution of the project: European companies come to replace the local partners, thus the "barycentre" of the project moves from Brazil to France. Then the project meets with difficulties and risks of various orders (relational, contractual and organisational aspects, modifications, loss of credibility, difficulties to maintain the dates and to obtain information from the client, from the producer or from the subcontractors; personal investment of the members of the team of the project, etc...).

Protagonists' points of view and key activities within the four phases

Phase « pre-project » (before project)

This phase is characterized by the fact that the project "does not exist yet", does not really present any own dimension of project management but it presents a situation of marketing (namely relational marketing) for the supplier (company X) having for objective to conclude to a partnership on a project.

This situation of relational marketing is accompanied nevertheless by an aiming of project management: the installation of an effective managerial partnership allowing managing the future project

The concretization of this aiming leads to reorganizations in terms of management, at the same time in company X and in company Y. For example for company X, the organization of competences and the implementation of a team (with project manager) intended to cover the complete engineering of a vehicle (and not only engineering on modules or systems). For

example, in the company Y, the implementation of a service partnership leading initially to the capacity of invitation to tender relating to the complete piloting of a project, and then leading the *strategic* follow-up of the project.

This context of progressive implementation of a process of project in partnership and the internal reorganizations within companies X and Y fall under a situation of great vigilance on behalf of the general directions of companies X and Y on the existence of such procedures in other countries (market studies, analysis of competitors...) and on the internal capacities within companies X and Y to get involved into such a co-development of a complete project of vehicle. Moreover we could wonder about the fact that this project is developed in a third country of the practices of companies X and Y (Mercosur and not Europe). And this was not a factor favourable with such a reorganization and changes in the practices of the projects.

The actions of marketing of project, the points of view evolve for the same protagonist during this phase (for instance: the General Manager by the client studies the strategy of the group, then in a different and/or complementary way, he studies the proposal of the idea of a new kind of partnership). And these actions differ according to the protagonists from the same group: purchasing department, for example, make an audit and evaluate the potential partners, while the trade experts evaluate their own needs, the idea of partnership and communicate. But the actions of the two parts evolve to the same direction.

In fact, in this phase, there is no management of project has properly speaking but there is a "project marketing" within the meaning of a process of "mobilization of resources in order to cause and seize opportunities making it possible to decide on a project" (Keagan, de Leersnyder, 1994). The marketing of project fits here completely in the paradigm of relational marketing for a better knowledge of the customer, of his needs, for an optimal management of the actors, and obtaining necessary information to anticipate. In this phase, the project management is a horizon for the project marketing.

Phase « at the start of the project » (upstream project)

The managerial target is more precise here: it is a question of going from the idea that a project is possible to the concrete preparation of its realization. For instance: the evaluation of competences and the resources on both sides of companies X and Y.

The relational marketing undertaken by X led to a first cooperation for the writing of the conditions of purchase and realization corresponding to the future invitation to tender. The actors concerned at X have as an ambition to work on procedures which would enable them to gain the invitation to tender, while the actors at Y have namely for concern to learn how to carry out such procedures and conditions of purchase of a new scale; and then to capitalize and to make reliable this asset of competences for the management of the new service of partnership set up at Y.

Through this cooperation and from the point of view of management the future perimeter of the responsibilities for the ones and others is also defined. Thus, for example, it is decided to set up a project leader coming from Mercosur (target market for the future vehicle), with its team based in Latin America. This will be deeply reassessed at the time of the phase of realization of the project.

During this phase, as in the preceding one, the actors of management and the actors of marketing exchange, cooperate and negotiate but remain distinct. Of a side there is general directions and persons in charge of the various services implied by the future project (purchases, finance...) and, on another side, the "actors project" who, as for them, intervene on a double register: that of the expertise of project and that of relational marketing. Beyond, it is necessary to underline the difference of register in terms of management of project, in company X and in company Y: company X is based on competences and the expertise of a "project Leader" while the company Y mobilizes its "Director of the projects". The nuance is important regarding to the meaning in terms of managerial and decisional perimeter of each one of these actors.

This situation of interaction between marketing and management people must be distinguished from a relation of cause and effect of marketing towards management: the effect of the relational marketing maintained by company X leads to the choice of this company X within the framework of the invitation to tender organized by the company Y. Project marketing appears to be here, for company X, "an attempt to emerge strategic manoeuvres,

rather than to be dominated by those of the customer" (Bansard and Al, 1992) and a mean of decreasing the risks and uncertainties. To provide the proof of a capacity to managing a complete project in a delegated engineering forms a part of this effort. The project management is not only one horizon any more (as in the preceding phase), it must be taken into account by the project leader of company X, as one of the essential components of its marketing action.

From the point of view of the company Y, the dimension "project management" is even more essential; the installation of a service partnership and the mobilization of the function "director of projects" while being principal testimonies. But, as we will see it more clearly in the two following phases, the approach of the company Y corresponds to an interaction between the management and marketing functions, interaction associated with different protagonists, while, for company X, it is the same protagonist who must take into account these two dimensions. We will later speak about congruence rather than interaction.

Thus actions of co-construction and co-development between protagonists develop in this phase and the relational is always present but in a different way: around the same idea of project. The signature of the contract makes it possible to enter the following phase. And, in the same way that previously, the actions, intentions and points of view of protagonists differ, and evolve with the progress of the idea of project then with the development of the project.

Phase « on-going project » (during the project)

Project team is set up within the company X. This team must ensure the control of the project (the management of project) and the actions of marketing for various categories of actors: its hierarchy by company X, the customer (company Y), the subcontractors, etc... But the company Y (client) preserves an important role in terms of management. Indeed at the end of the year 2000, company Y will require the change of the project leader for, at the same time, reasons of communication between the project team and the company Y and for managerial reasons (delays, various dysfunctions...). In addition the strategic dimension of management also appears in a dominant way since the company Y imposes, at the same time as the change of the project leader, the displacement of the barycentre of the project by centring the project team and its management in France, instead of Mercosur.

The new project leader has a quadruple mission: (1) the control of the itself project and its management, (2) the relational marketing near the multiple actors constituting the project team, (3) the managerial reporting with respect to its head office and of its customer, (4) the relational marketing with respect also of its head office and its customer.

Here, we evolve from a situation of interaction between the actors of project marketing and the actors of project management to a situation of congruence between project management and project marketing in the person of the project leader. Even if he will obviously rely on experts in these two fields, the same actor must assume the duality of the project management and the project marketing during this phase of project realization.

Phase « after project » (toward a future project)

In this phase, the project is completed, and here successfully. Then the vehicle is the subject of a decision of marketing and selling, and thus of production. In fact, there is no more "project management" (except for the management of the end of the project lifetime). On the other hand an important activity of "project marketing" sets up and evolves from the evaluation of the success of the project to a new relational prospecting and a "creative offer of project".

The evaluation of success is three times over important: for the members of the project team (to allow them to capitalize on motivation for a future project), for company X itself (to approach under good conditions the process of a creative offer) and for the company Y (satisfaction of the customer and capitalization on the process of co-design and co-development).

In this situation the project leader can either be nominated to another project in a register of management of a (new) project, or to carry himself the prospecting of creative offer of project. In this last case, he will continue to develop a double competence of project management (to achieve the project) and of project marketing (to help the group to obtain other businesses). In fact the last case will be privileged by the company X which will go

even until engaging a commercial people to assist the project leader in his new prospecting process.

The interactions between the various protagonists are similar to that of the phase marketing before the project in terms of relational actions, analysis and prospecting. But they evolve on the basis of the project, and its mastering of the process.

Conclusion and discussion

The principal objective in terms of project management in the active process going from phase 1 to phase 2 ("before project" then "upstream of the project") is to build an official flow chart in which the project leader and the team of project are defined in support with the organization of the project by supplier X. On the other hand, the key objective in terms of marketing is to mobilize the adequate resources for the flow chart and to convince customer Y of the quality of this flow chart within the triptych quality/cost/time. We can see here that the role reserved for the project management intervenes in the middle of phase 2 ("upstream of the project"), at the moment of the co-construction of procedures and conditions of purchase and realization, and of the presentation of the project organization.

During the phase 3 (during project realization), in front of the difficulties met for the realization of the project, customer Y will impose an act of strong management while asking to replace the project leader initially co-opted by a new project leader in France, speaking usually Italian (required by the supplier for the relations with the head office). This time, the dimension of project marketing will relate less to the client/supplier relationship than to the Brazilian protagonists to convince them of the credibility of the made decision. Indeed, the new project leader will perceive as a priority in his function "to reassure" the customer, his project team and his partners in Brazil.

In the last phase ("after project"), the objective is this time to achieve and end the project while ensuring its notoriety in order to allow an effective prospecting for other projects.

Even if the previous observations are directly linked to certain specificities of the present studied case (automotive sector, international context of management, design and production of the product, etc.), the fact is that many other situations of co-conception of a product in a

business to business relation can produce similar results of interlinking between management and project marketing. This was for example already observed by comparison of this case with the one of BtoB relation between subsidiaries of a unique group in the sector of retailing and in BtoB relations between suppliers and client in machine tool industry (Lecoeuvre, 2005). The principal differences that have been observed concern the intensity of associated re-organisations within each company.

Beyond those observations, our main conclusion, here, will concern the role and responsibilities of protagonists in terms of management and project marketing. As we can see here, according to the different phases of the project, the protagonists can be distinct in the responsibilities for management and for marketing but, also, the same protagonist can, at the same time, exert responsibilities for both project management and for project marketing. This is why we will speak, on a side, about *interaction* (between protagonists) and, on another side, about *congruence* (at the same protagonist).

This is in particular the case of the project leader even if, from the point of view of management, its roles and functions will define him as chief and/or director of project (project manager and / or project director). The actor - project (within the meaning of Midler, 2004) does not design directly, but exerts responsibilities which seem to be divided between the director of project and the project leader: both merge as they seem to exert same competences of influence (of network, evaluation, control for example). The project leader X organizes the four ingredients which are the profit-sharing (to recruit the members of the team, to mobilize energies...), the communication (to be caused, to help, but also to invent and organize for better "contributing" to the result concerned), the evaluation (realistic, relevant, creative and subjective) and the negotiation (negotiation of objectives, discussions with experts, contract...).

But in both cases, "director" or "chief" of project, that seems less to characterize such or such mission or role that competences of what one calls a "professional of the project"; competences of influence, of control of methodologies (of which that, but not exclusively, of project), knowledge of the techniques implied by the field in which is exerted the project (competence of counter-evaluation and thus of legitimacy in the milieu), of comprehension and adhesion to the project itself (capacity of memory on the project, of division if not of "charisma").

From the point of view of logic of project management, the distinction of the responsibilities is accompanied by logic for distinction of the protagonists and, by doing this, by an approach of the mutual dynamics of management and marketing in terms of interaction. On the other hand, in a logic of project, from the point of view of the protagonist himself and, in particular, of actor-project, the frequent covering of the roles and actions of management and marketing during the same phase, led to an approach of this same dynamics in terms of congruence.

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