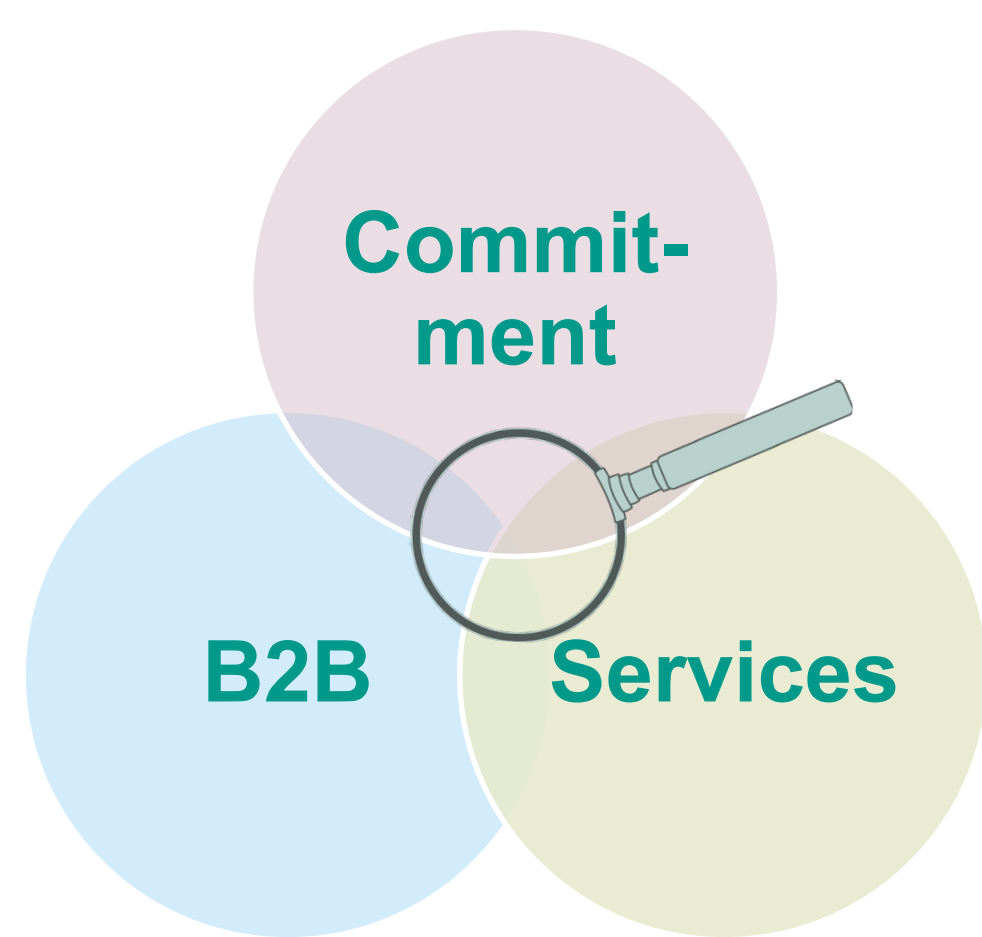


# Creating Trust and Commitment in B2B Services: Organisation versus Salesperson

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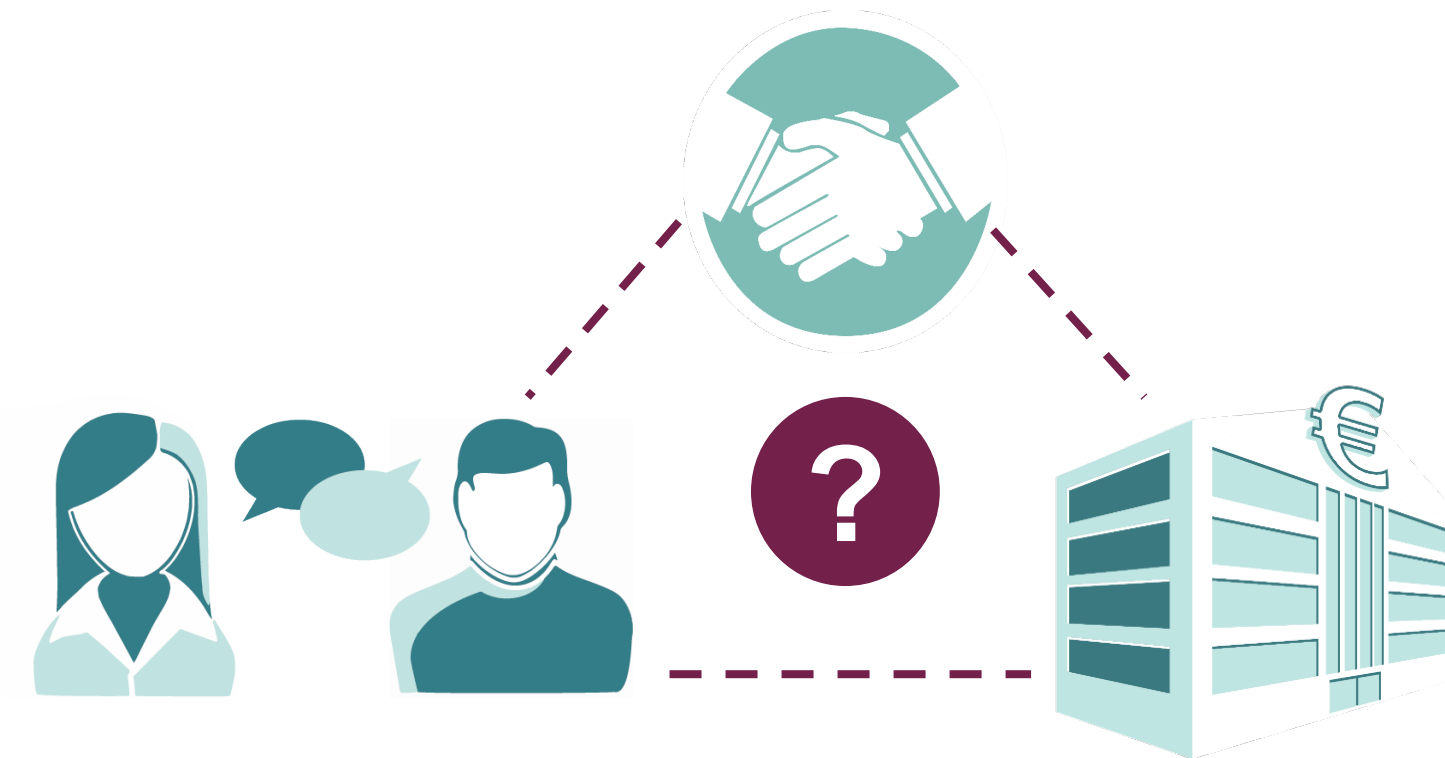
## Framework

### Field



- Business relationships are becoming more and more **complex**.
- This is especially true for **B2B services**.
- Trust** might lower uncertainty and complexity maintaining **customer commitment**.

### Research Gap



- There are **two levels** of relationship – **personal** and **organisational** – to create **trust**.
- Research gap:** Studies in the B2B focus either on institutional or personal trust only, predominantly in manufacturing settings.<sup>1</sup>

### Theoretical Background



- There are **various theories** with **explanatory power** on trust and commitment.
- Four theories provided the **basis** of our **model**.

## Aim & Method

### Research Objectives

Three main objectives: Examine...

- which driver of **commitment** is more important in B2B services: **trust in organisation** or **trust in salesperson**.
- important **drivers** for **trust in organisation**.
- important **drivers** for **trust in salesperson**.



### Research Method

- n = 1.692 customers of consulting companies in Germany
- respond rate: 33.4 %
- online survey (23/11/16 to 17/01/17)
- 42 % communications, 16 % business, 29 % IT, 13 % personnel consultancies
- 29 % industrial, 20 % retail, 51 % services sector
- median of employees: 180
- preliminary study with 75 providers

### Data Analysis

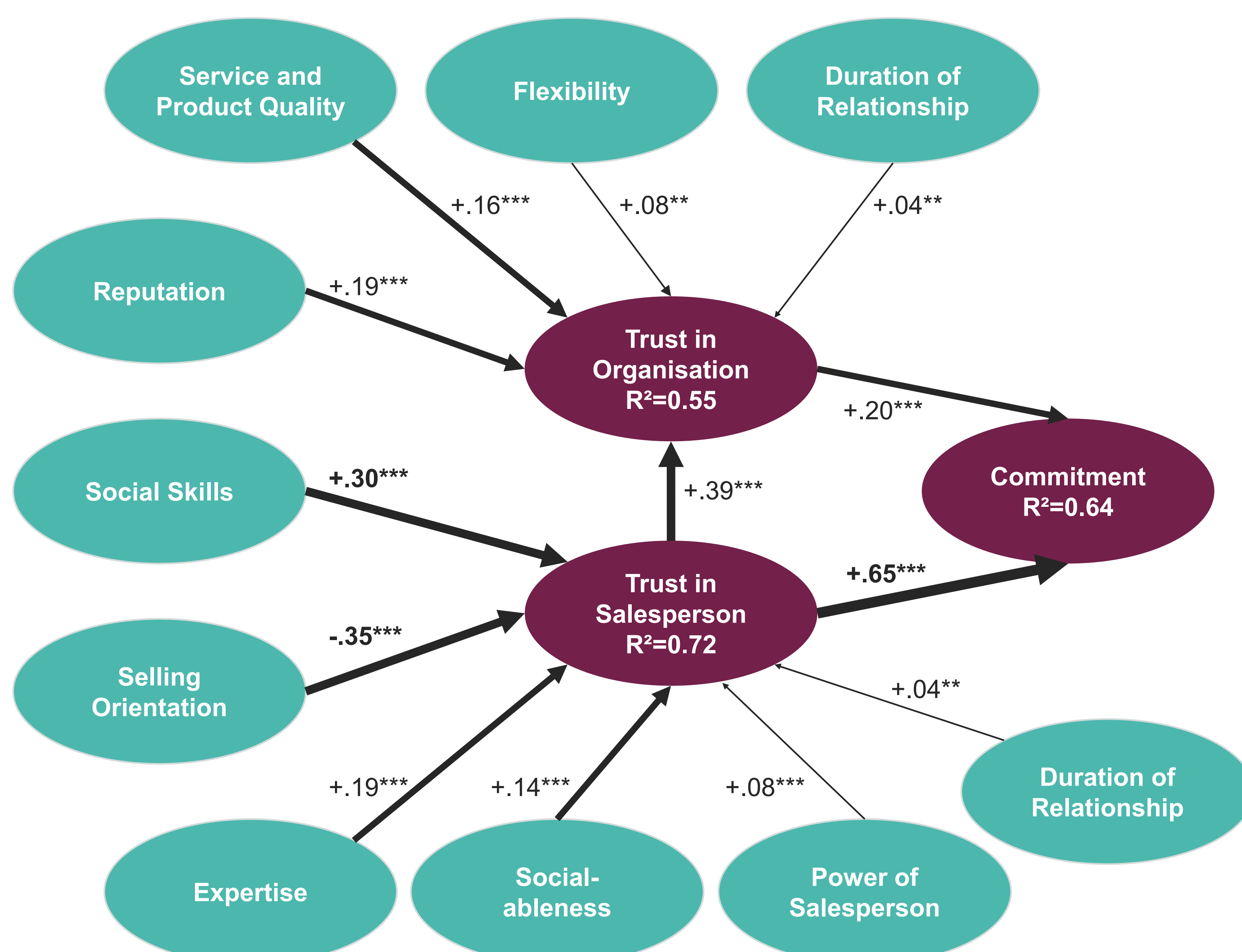
Measurement model:

- established measurement scales<sup>2</sup>
- 6-point Likert scale
- unidimensional, reliable and valid constructs

Structural model:

- hypotheses based on trust-oriented theories
- no issues of multicollinearity or unobserved heterogeneity
- PLS-SEM using SmartPLS<sup>3</sup>

## Results & Implications



### Results

**Comprehensive model** of commitment and trust in B2B services. **Three main areas of results:**

- Trust in **salesperson** surpasses the effect of trust in **organisation**.
- Trust in organisation is driven by **reputation** as well as **service** and **product quality**.
- Salespersons need high **expertise**, **social skills** and a **moderate selling orientation**.



### Implications

- Invest in **employee satisfaction** to create customer commitment.
- Focus on hiring and retaining salespersons with **various customer contacts** and **“right” mindset**.
- Create a **brand** based on **trustworthiness**.
- Offer high **quality, transparent services**.
- Conduct **trainings** to improve expertise and social skills.
- Create a **work climate** based on honesty and trust.
- Adapt an **incentive** and **compensation system** by not focusing on sales volume only.

References: <sup>1</sup>Chumpitaz Caceres, R., & Paparoidamis, N. G. (2007). Service quality, relationship satisfaction, trust, commitment and business-to-business loyalty. *European Journal of Marketing*, 41(7/8), 836–867. / Guenzi, P., & Georges, L. (2010). Interpersonal trust in commercial relationships. *European Journal of Marketing*, 44(1/2), 114–138. / Svensson, G. (2004). Vulnerability in business relationships: the gap between dependence and trust. *Journal of Business & Industrial Marketing*, 19(7), 469–483. / Wang, G., Wang, X. Y., Long, Y., Hou, W. C., & Ching, L. A. (2015). Buyer loyalty in business markets: can the firm and salesperson get what they truly desire? *Journal of Business-to-Business Marketing*, 22(3), 197–210. <sup>2</sup>Anderson, E., & Weitz, B. (1989). Determinants of continuity in conventional industrial channel dyads. *Marketing Science*, 8(4), 310–323. / Chumpitaz Caceres, R., & Paparoidamis, N. G. (2007) / Coulter, K. S., & Coulter, R. A. (2002). Determinants of trust in a service provider: the moderating role of length of relationship. *Journal of Services Marketing*, 16(1), 35–50. / Doney, P. M., & Cannon, J. P. (1997). An examination of the ‘nature of trust in buyer-seller relationships. *Journal of Marketing*, 61(2), 35–51. / Guenzi, P., & Georges, L. (2010) / Kennedy, M. S., Ferrell, L. K., & LeClair, D. T. (2001). Consumers’ trust of salesperson and manufacturer: an empirical study. *Journal of Business Research*, 51(1), 73–86. / Zaheer, A., McEvily, B., & Perrone, V. (1998). Does trust matter? Exploring the effects of interorganizational and interpersonal trust on performance. *Organization Science*, 9(2), 141–159. <sup>3</sup>Ringle, C. M., Wende, S., & Becker, J.-M. (2015). smartPLS 3. Boenningstedt: SmartPLS GmbH.

