The Business Development Management Function: processes at the front of the front end of the management of projects

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Abstract

The strategic front-end of the management of projects is where the construction is scoped, defined and designed client-side prior to engagement with main contractors on the supply side through procurement. At the front of the front end on the supply side is the business development management (BDM) function, the euphemism for sales. BDM is claimed to be isolated from other processes along the project lifecycle. Applying marketing theorization around securing work and delivering value for the analysis, this paper addresses BDM in ten major contractors to examine the extent of integration. Marketing offers three theoretical lenses: the transactional marketing mix, the more transformational relationship marketing and the current emergence of the service-dominant logic. Each lens facilitates conceptual evaluation of BDM in terms of current practice at the front of the front end, the extent of integration in the project lifecycle from its own theoretical position, and the rigor of value propositions and delivery. This is complemented at a detailed BDM level by an interaction sales approach. The findings show elements of all theories across the main contractors and in BDM processes in each contractor. A lack of integration is evident using all three analytical lenses and value propositions and delivery are constrained as a result. Management awareness of theory and applied configurations in BDM are thin and provide an explanation for the low integration, resulting in firms constraining their ability to effectively articulate and differentiate value propositions, deliver value propositions to clients and constrain growth in a competitive market.

Keywords: Business Development Management, Marketing Mix, Relationship Marketing, Service-Dominant Logic, Value Propositions

1. Introduction

The strategic front-end of projects is where construction is scoped, defined and designed client-side prior to main contractor engagement. At the front of the front end on the contractor side is the business development management (BDM) function, the euphemism for sales. Projects are specific assets, where selling occurs prior to production to contract. A long period of selling is typical whereby BDM is engaged with selling prior to a specific project and then BDM is injected into the project front end once the specific project is identifiable.

The sales function includes securing sales and delivering value. The emphasis between the two varies conceptually according to the underpinning marketing theorization. There is broadly one transactional approach, the *marketing mix*, and two transformational approaches, *relationship marketing* and the *service-dominant logic*. The transformational approaches place more emphasis on value. The sales function has been neglected in the extant management and marketing literature, especially in regard to value (e.g. Jones et al, 2005; Haas et al, 2012). Sales or BDM has received minimal attention in construction (Smyth, 2000). Marketing and BDM are claimed to be isolated in the project domain (Pinto and Covin, 1992; Turner, 1995). This paper tries to address BDM operations. It investigates: (i) range of activities conducted within the function and related to this (ii) the extent of integration with other functions along the project lifecycle. Applying marketing theorization around securing work and delivering value for the analysis. At a detailed level of BDM an *interaction sales approach* is employed (Haas et al, 2012).

Methodology and methods are interpretative and qualitative. The empirical evidence is drawn from 10 main contractors to examine the way selling is conducted and how value is addressed for delivery and realization. The findings show elements of all three theorizations underpinning BDM processes across the contractors, yet selling is largely conducted without strategic and tactical guidance. Integration is minimal, affecting value propositions, relationship management and practices of co-creation of value. Contractors therefore constrain their service provision from the outset of the project lifecycle. The paper concludes that management lack awareness of theory and a systematic approach to BDM. This constrains selling capabilities, configuring valuable propositions and value realization by clients post-completion. Construction firms therefore curtail potential market growth.

Structure of the paper is traditional: a literature review, methodology and methods, findings and analysis followed by the conclusions and recommendations on BDM in construction.

2. Literature Review

2.1 Marketing Theorization and the Strategic Project Front-End

The management literature has emphasized the business model concept in recent years (e.g. Zott and Armit, 2008). Business models embody strategy, structure and processes with an associated earning logic of revenue and profit. The marketing strategy, of which selling forms a part, is part of the model, even though the mainstream management and marketing literature have few overt connections. Marketing and sales has two main components: securing work and delivering value in order to grown and sustain a reputable business. Although the theoretical approach to marketing affects the emphasis between selling and value, both are necessary to secure new and repeat business, especially project markets (Smyth, 2015).

Marketing has developed three main theoretical lenses: the transactional *marketing mix* (MM) (Borden, 1964), the more transformational *relationship marketing* (RM) (Berry, 1983) and the current evolution of the *service-dominant logic* (S-DL) (Vargo and Lusch, 2004). There are other important contributions, for example entrepreneurial marketing (Morris et al, 2002) and the RM variant of project marketing (Hadjikani, 1996). The lens applied will be largely limited to the three mainstream theorizations. Entrepreneurial marketing has hardly been addressed for projects and in construction, while the status of project marketing has been addressed elsewhere, including the extent to which it is a theorization (Smyth, 2015), yet it will be referred to where relevant.

The marketing mix or MM arose from economics around the exchange process and was founded in reference to mass market consumer goods. The emphasis is upon key inputs (McCarthy, 1964) on the assumption suppliers know what they want and choose from predetermined offers on the market. The customer is largely passive until active at the point of exchange. The emphasis is upon selling products and services, value being largely determined from the inputs. In construction, application is conceptually limited because main contractors have few controls over the key inputs apart from price. Additionally, sales occur ahead of production and the exchange occurs over the project lifecycle. However, it was used extensively within the conceptual limits as means to secure work based upon past inputs, that is track record by sector and building type (Smyth, 2000).

Relationship marketing or RM was founded in the market for intangible business-to-business (B2B) services (e.g. Grönroos, 2000). The emphasis is on process. Selling is conducted through organizational and network relationships, supported by systems and procedures to manage the process. The customer or client and other stakeholders are active and relationship management extends into operations in support (e.g. Ford et al, 2003). Relationships are conceived as delivering value and content is negotiated and customized. RM conceptually aligns with construction. Clients are to be managed as much as projects and between projects to manage the sleeping relationship (Hadjikani, 1996), for example through a key account management (KAM) function (Smyth and Fitch, 2007). RM adoption in construction is partial and has lagged many sectors, commitment being incremental (Smyth, 2015).

The service-dominant logic or S-DL emerged a decade ago (Vargo and Lusch, 2004). The emphasis is on value outcomes. Customers are most active, conceived through the axiom of the *co-creation of value* (Vargo and Lusch, 2015). Value is co-created through organizational resources being combined. In projects informs the configuration of value propositions that can optimize value realization in use and in context (Akaka et al, 2013, 2015). Theoretical development has identified co-creation occurring through dialogue (Ballantyne and Varey, 2006) and interaction (Edvardsson et al, 2011). Interaction brings forward some the RM tenets again. In projects, value in context and use echoes the renewed call for a focus upon benefits delivery and impact (Morris, 2013). In construction, the S-DL implies a medium-to-long term view, which is at odds with the short-term incentive structures of management, financial and stock markets (cf. Smyth and Lecoeuvre, 2015). It accords with addressing client organizational problems or servicing the core business for which valuable projects are the solution. It also addresses total asset management, facilities, whole life cost and potentially responding to climate change issues. Marketing theorization can both articulate the current state (Vargo and Lusch, 2004) and carry normative content (cf. Prahalad and Ramaswamy, 2004). The S-DL has yet to be picked up prescriptively in construction practice.

Changing theorization has shifted the approach to value. From the tangible input focus pre-determined by the supplier to a perceptual primary outcome focus realized value in use and context, marketing has increasingly been decoupled from the exchange with price as the measure of value. Yet the emphasis upon price through competitive bidding for construction, the bidding process is also largely decoupled because the bid price typically has little to do with the incurred cost at the time of the final account when the exchange process is complete.

BDM involvement occurs prior to any project. This is part of client management or KAM and operates at a programme management level of the contractor to maintain the relationship, manage service consistency and workload continuity (Smyth, 2000). This is particularly the case where potential and repeat business clients are perceived as valuable to the supplier in terms of growth and profit. The *client lifetime value* derived the project value of work over, say, 7-10 years is significant to project businesses although many contractors retain the transactional focus upon projects as the main unit of financial consideration (Smyth, 2015).

BDM engages with projects at the front-end where the investigation of client needs and configuring solutions is explored in the main contractor. Previous research has pointed out that marketing occupies an isolated position in regard to project management (Pinto and Covin, 1992; Turner, 1995). Yet somewhat paradoxical, there is an argument claiming BDM is a subset of project management, for example applying a funnel approach to link them (Cooper and Budd, 2007). This raises analysis of BDM at a more detailed level.

2.2 *Business Development Management in Construction*

Selling in the extant management and marketing literature has been neglected (Jones et al, 2005; Haas et al, 20102). The sales literature is generally presented as linear, for example: production → sales → marketing → partnering (e.g. Weitz and Bradford, 1999). For projects selling occurs prior to production. While there has been research into the BDM at general level (e.g. Preece et al, 2003), the detailed analysis of the function has been neglected, especially around configuring value propositions in preparation for and in bid management. It requires firm support to align the inputs, develop the relationships and understand the potential value in use. It requires different degrees of organizational and marketing capabilities to conduct this with effect (Möller, 2006).

Selling is a prime emphasis under MM. Selling and delivering value through relationships have similar weighting under RM. S-DL has focused upon conceptual development and refinement with little or no consideration of selling in the role of service provision and value realization. A recent exception is an *interaction sales approach* for the co-creation of value (Haas et al, 2012). The approach develops the line of argument that BDM becomes part of value co-creation through face-to-face interaction. Thus selling and value creation become intertwined. It re-introduces RM tenets through a relational value creating process to the sales function: *the sales function reflects a role of sales as creator of relationship value* (Haas et al, 2012, p. 95), which becomes part of the service value and thus contributes to the ability to sell too. Haas et al (2012) brings forward 4 conceptual categories to understand the sales process:

1. *Jointness value* – resources are combined dyadically and in the network, in the case of projects at the project front-end as well as during construction (cf. Ballantyne et al, 2011). BDM initiates i) identification of the key relations and relational processes, ii) configuration of the value proposition and service delivery, iii) the co-creation of value.
2. *Balanced initiative* – customers are active (e.g. Levitt, 1983), providing preconditions for innovation, collaboration and combining resources to co-create value (e.g. Tuli et al, 2007). In construction, the client is active and the contractor reactive, for example in developing procurement routes and other innovation (Smyth, 2006). This implies support from organizational capabilities and programme management to guide BDM action.
3. *Interacted value* – relationships provide a means to identify and configure value propositions, which hold potential for the client and end-users to optimize value realization in use (Haas et al, 2012). Win strategies emerge from creative dialogue and by committing to reciprocal promises (Ballantyne and Vary, 2006). BDM initiates the process, implying functional integration (Smyth, 2015).
4. *Socio-cognitive construction* – value is phenomenologically and subjectively realized from the functional and symbolic content in use (Vargo and Lusch, 2015). Thus value is

as much behaviourally derived from the specific assets, following the idea that action shapes interpretations (Weick et al, 2005). In construction, BDM has focused upon value as past performance through track record and current execution regarding time, cost, quality and scope, underplaying benefits delivery and impact (cf. Morris, 2013) and educating clients accordingly (Smyth, 2000) – see Figure 1 for further details.

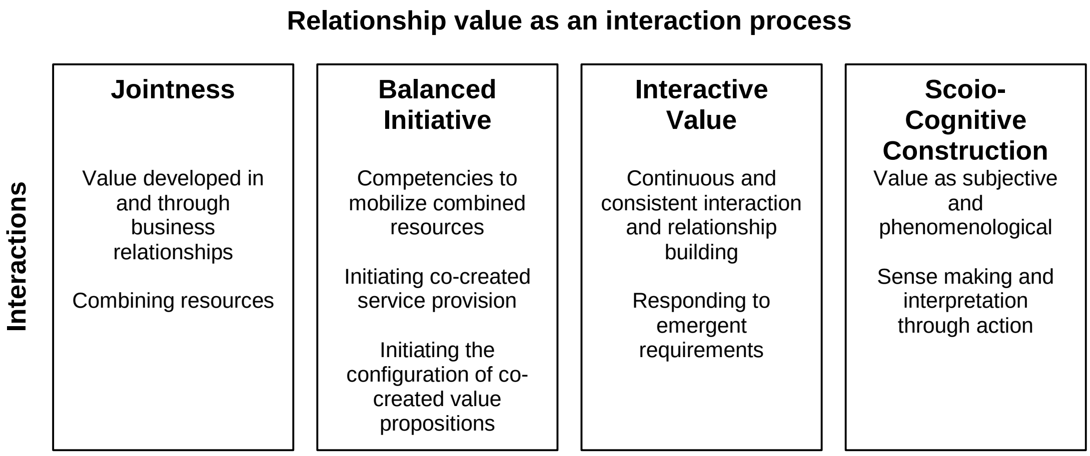

Figure 1: An Interaction-based Framework of Sales' Value Creating Tasks in Projects (developed from Haas et al, 2012)

BDM has a pivotal role at the front of the front-end, connecting the contractor with the client and forming the interface with the project. It has been argued that successful outcomes are dependent upon strategically addressing the front end on the client side (Morris, 1994, 2013) and on the supply side (Smyth, 2015). There are two implications that arise for BDM. First, the interaction sales approach brought forward by Haas et al (2012) has to be conceptually subdivided into the strategic and tactical sales levels of operation to reflect the contractor-project interface and the front end, and the project lifecycle from the front end to the realization of value in use. Second, the long exchange period in construction from post tender negations, through the stage payments to the final account mean that value in use clearly becomes twofold: a) the execution experience as service provision over the entire project lifecycle from the front of the front end to the final account, b) the project content value in use post-completion for the client and end-users. These provide a theoretical contribution to be evaluated through the empirical analysis.

In order to apply the interaction sales approach in detail, the BDM effort to *understand client needs* in order to sell the service and configure value propositions involves a number of potential levels: (i) collecting information on the project and requirements, (ii) knowing the motivations and considerations of the key decision-makers, (iii) understanding client business solutions or organisational purposes the project is addressing, (iv) understanding the client's own core business to get to the bottom of what they perceive as valuable. The MM approach only requires the first level. RM requires the second and third levels. S-DL requires all levels to secure a comprehensive understanding of use value.

3. Methodology and Methods

An interpretative methodology was applied to respect value judgments, subjectivity and information provided in context (Denzin, 2002). Respecting key actors perceptions enriches understanding of attitudes present, the strengths and weaknesses of organizational artifacts, processes and behaviour, yielding meaning to generate patterns of events, draw out experiences, draw attention to outcomes of significance (Smyth and Morris, 2007). The researcher is also interpreting evidence, producing a layered approach (see Table 1). In this research the data comes from 30 semi-structured interviews with those in business development management roles (BDMs) across 10 main contractors. Ownership varied: 4 UK-owned contractors, 4 mainland EU-owned contractors, 1 other European contractor and 1 Antipodean-owned contractor. Sectors of operation included civil engineering and infrastructure, building, refurbishment and fit out, although sector activities did not appear material in how BDM practices were conducted. The period covered is the constrained European market from 2009.

Table 1: Interpretation Levels in Qualitative Research (adapted from Wells and Smyth, 2015)

Levels of Interpretation	Agent	Stage of Interpretation
1.	Interviewee in the main contractor organization	Interviewee interprets events (including processes) as they occur – a sense-making activity
2.	Interviewee in the main contractor organization	Interviewee with other actors moderate their interpretation – an iterative sense-making activity
3.	Interviewee in the main contractor organization	A degree of post-rationalisation as a result of subsequent events, also moderated by social and other contextual factors
4.	Interviewee as informant	Recall moderation in context of interview – interpretative selectivity
5.	Interviewee as informant	Responsiveness to the perceived research agenda and selectivity as to what the actor perceives the researcher wants to hear
6.	Researcher as data collector	Selectivity of information according to values and research context in note-taking and analysis post-interview
7.	Researcher as analyst	Researcher interprets events as perceived in the analysis – a sense-making activity

4. Findings and Analysis

The findings and analysis are presented from the strategy level through the project lifecycle.

4.1 Marketing and Sales Strategy in the Main Contractors

The marketing strategy was variably developed across the firms. It was arguably the most developed in BranCo, applying RM, yet some BDM practices were rooted in MM pipeline selling. Across all the contractrs with marketing plans other functions were largely unaware of the content, for example EuroCo's procurement department was both unaware of the plan and had no dialogue with BDM to coordinate value propositions in the supply chain. In BritCo marketing was cut post-2008. Marketing" was consigned to a backroom function of processing market information and BDM was absorbed into bid management. UKCo did not have an explicit marketing strategy, seeing BDM as a pipeline of information collection and response – it was reported as *marketing on the run*. EUCo put in place its first marketing plan in 2008 and subsequently developed strategies for key customers, which were presented to board level. Primary content was a strong emphasis on forward work planning. EuroCo customer plans were frequently out of date and not referred to at functional levels (cf. Smyth, 2013). A KAM capability has been introduced for consistent client management. It was poorly resourced and largely operated at project rather than programme management levels.

A strategic intent of jointness to combine resources was absent, despite client demands for collaborative practices in the infrastructure sectors. Contractor perceptions around competitive advantage and intellectual property were constraints to jointness for the co-creation of value through knowledge sharing, innovation and collaborative working. RhoCo and BudCo particularly emphasized these points, but these two organizations were among the most focused on transactional and operational cost. They were defensive rather than transformative to drive dynamic and incremental performance improvement around value.

Procedures to guide BDMs for relationship building and understanding client needs were absent, affecting balanced initiative and interactive value. This represents a lack of strategic support for the tactical BDM operations. BudCo operated a transactional pipeline approach with a strong input-price connection maintained throughout. ElecCo, FinCo and BritCo were also highly transactional and closely adhered to MM practices. Value was perceived as technology and expertise. In EuroCo, management capabilities for innovation and service provision were not recognized. Yet many clients, especially in the public sector were reported to have lost capabilities post-2008 and thus need more strategic support and advice. This was recognized and presented relationship building and co-creation opportunities for FinCo and EuCo, although the latter was better placed and selectively took the opportunity as a type of balanced initiative and interactive value creation.

Overall, strategy development for BDM has improved over the last 15 years (cf. Smyth, 2000), yet remains weak against the theoretical lenses apart from MM.

4.2 BDM at the Strategic Project Front-end

The BDMs sought a mix of high value and high profile clients, with some trade margin offs if the client profile was thought to reinforce sector track record and the ability to secure other new work. This was particularly found in FinCo for public sector and for BranCo for some private sector work. Mid-recession, trade-offs challenged the RM strategy in BranCo. New clients were difficult to secure, especially in new sectors. There was around 10% experimentation in BDM activity for entering new markets and anticipating new markets – an important substitute for market research because contractors reside near the top of the 'food chain' (cf. Smyth, 2000). BranCo followed this strategy. One BDM in EuroCo reported that it was difficult to secure resources to prime new sectors even where tasked with the objective. EUCo and BranCo admitted that they were weaker on value than selling. EuCo was the only company that drilled down to all five levels of to *understand client needs*, albeit sporadically and not always succeed in injecting the understanding to value propositions. Initiatives were not always balanced (cf. Haas et al, 2012). BranCo was the only company to employ a *client lifetime value* as a measure, which helped to reinforce interactive value in selling.

Mapping of the key decision-makers helps understand client need as part of RM, namely knowing the motivations and considerations of the key decision-makers.. BranCo was the most effective case company, yet inconsistent practices were also present. Some BDMs conducted formal mapping for their own purposes at organisational, programme and project levels among clients and their representatives, while a few logged their maps on the CRM system, Salesforce®. Engagement with CRM was low across the companies. A number relied on informal processes, mentally mapping people by role and influence. Mapping competencies support interactive value in interaction selling (cf. Haas et al, 2012).

There was a lack of strategic resource commitment and criteria. AntCo tactically committed resources based upon time and effort at project level. Finance management and commercial directors were said to be predominantly transactional. It restricted client engagement and combining resources through jointness.

Customers frequently seek high interaction levels, for example to have a large say in the members of the project teams (Haas et al, 2012; Smyth, 2015). Management awareness of theory and applied configurations are thin with the consequence of low levels of resourced interaction and integration. Practices were uneven and varied. The lack of strategic support was tactically echoed as a lack of guiding procedures.

4.3 BDM Tactics at the Front-end

In the general absence prescribed systems and procedures, routines and action were left to individual responsibility (cf. Smyth, 2015). In FinCo client interaction was cut back following 2008 with reliance upon telephone contact to solicit information to feed the work pipeline, and employing a highly transactional around the bid and contract process: *We tend to be office based. We don't go out and meet the clients*. BudCo are predominantly transactional, claiming to be good at managing high-level relationships yet weak down the hierarchy and into operations. There were similar procedures for internally qualifying project opportunities. These were generally qualified against resource inputs rather than the potential of combined resources to manage risk and create value, that is, through jointness. For example, UKCo classified project opportunities as follows:

1. Platinum – must win;
2. Gold – resources committed to investigation, but the decision to proceed taken;
3. Silver – interesting but no resources committed;
4. Bronze – promising yet too early to know.

In EuroCo opportunities over a threshold cost went to the main board for risk assessment.

Some RM tenets had been absorbed by the BDMs, who were building relationships even if these were left unrecorded CRM IT software. An EUCo BDM summed it up: *its all about people and relationships*; and, *it boils down to some trusted relationships* according to an AntCo BDM. Some BDMs built relationships to improve pipeline information quality and processing. This sales approach overlooked value delivered through relationships or co-creation, including in BranCo. To progress relationships, BranCo made resource commitments against key clients, yet to configure value, non-contractual promises could not be made as the procedures did not exist to deliver against these. Imbalanced initiatives and interactive value were compromised. Cost and risk management mainly drove out value. Even when value was addressed, it was seen in terms of cost, RhoCo pursuing this for efficiency using Six Sigma. Some clients reinforced the transactional approach. However, one client set BDMs "homework" to gauge commitment, offering opportunity to co-created value at the front end. Overall, configuring aligned value propositions proved to be a tactical challenge due to the lack of strategic support.

Some EUCo BDMs perceived value as inputs determined at prequalification. Value was perceived as standard inputs. Prequalification and bidding documents were put together on a cut and paste basis rather than being tailored to context. Many BDMS had no involvement in bid management. FinCo, BritCo and BranCo did, the former two from an MM perspective and the latter from an RM perspective. Yet, BranCo BDMs tended to hand over prospects after pre-qualification. BDM lifecycle involvement, even through a "watching brief" was widely cited as important: *they need a common link* and the *willingness to partake in dialogue*, yet implementation was inconsistent. BranCo was more effective at developing "win strategies" during bid management, influenced by BDM yet not derived from promises due to the lack of integration. BudCo claimed to have an effective link between BDM and bid management, which fed into value propositions. BranCo BDMs were most vocal on this point and it is summed up in EUCo as the challenge of *getting the theme running through*. Bid managers and project managers were largely left unaware of understanding about value or were not required account for this. BDM remains isolated in relation to project management (cf. Turner, 1995).

ElecCo has a different approach, predefining specialist inputs supported by breadth and depth of expertise. This was offered as exchange value in the knowledge of a high degree of client dependency even though there may be customized solutions to context. Realized value in use could be quite high, but it not was not directly co-created. Overall value propositions were high value yet transactional.

Collaboration, early contractor involvement and open dialogue are formal mechanisms for combining resources in joint problem solving that can feed into balanced initiative and interactive value delivery. These measures were mentioned by a number of BDMs across the cases and especially in UKCo. Collaboration was present in infrastructure, driven by clients with service and value in mind.

A lack of integration was evident, despite interactions, and value propositions were suboptimal. Evidential patterns were mostly identified in terms of a lack of systems and procedure for BDM.

4.4 BDM Tactics in Execution and Post-completion

Delivery is constrained by low integration both in service provision for execution and realizing potentially valuable propositions post-completion. Sporadic involvement of BDMs was reported during execution. This was across two types of contact for value delivery: externally the client contact and internally the project team contact. The internal relationship includes key performance indicators and lessons learned fed into configuring future value propositions. BudCo reported limited knowledge feedback to tweak “win themes”. EUCo BDMs were charged with making contact twice with site during execution. Where feedback occurred, it was inconsistent and intermittent, and described by one UKCo BDM as being managed “quite randomly”. Summing this up, a BDMs reported feedback as important, yet, *in practice it never happens*.

The BDMs were contributing to the function being isolated (cf. Turner, 1995), belying any conceptual argument that BDM is part of project management (cf. Cooper and Budd, 2007).

BDMs, indeed the companies, were disengaged from monitoring value alignment and value realization post-completion, even though the final account is closed long after practical completion on site. Benefits delivery and impact was neglected by BDMs and by the case study firms. Overall, sales interaction falls away and the monitoring of and support for the co-creation of value is low – low jointness, balanced initiative and failure o understand socio-cognitive construction.

5. Conclusions and Recommendations

The sales function has been neglected in the extant management literature, especially in regard to value (e.g. Jones et al, 2005; Haas et al, 2012). BDM has received little attention in projects and construction (Smyth, 2000). The paper set out to review BDM practices on the ground. It investigated the range of activities conducted within the function and related to this the extent of integration with other functions along the project lifecycle. Low integration was prevalent, confirming previous findings (Smyth, 2015). Marketing and BDM have been claimed to be isolated from other processes in the project domain (Pinto and Covin, 1992; Turner, 1995). This is still the case to an extent but there are more touch points and interactions than might be expected from past research, especially at the front end. The notion that marketing is to be subsumed into project management has no current basis, the future aim being to integrate rather than for either function to absorb another.

The informal BDM activities were diverse and inconsistent in supporting a single theoretical lens or the interaction sales approach (cf. Haas et al, 2012). This was the consequence of low strategic investment and commitment for BDM rather than the development and delivery of differentiated value propositions. BDM strategic support in the firm hierarchy was an underdeveloped, including programme management to support BDM prior to any project and at the front end of construction projects. Overall, the transactional *marketing mix* or MM was still prevalent despite the ill-theoretical fit. *Relationship marketing* or RM principles were applied piecemeal, and aspects of the *service-dominant logic* or S-DL were present by implication rather than strategic design. The activity to *understand client needs* only served MM. Selling dominated value within marketing and BDM, and risk and cost dominated value. In summary, selling is largely conducted through BDM without any conceptual underpinning and strategic guidance.

The paper has made a contribution by analyzing BDM using the interaction sales approach conceptually and conceptually added the strategic and tactical analysis. It also investigated BDM at a more detailed level of activity. There is scope to dig down further in future.

The recommendations for practice could be numerous at the level of activity, but the big picture for management at senior level and for marketing and BDM is that there needs to be increased awareness of theory and a systematic approach to BDM. Implementation needs resourcing and commitment with a transformational emphasis upon growth the market.

Research recommendations show clearly that asset specific markets and project businesses in particular require mainstream marketing concepts to be translated into context for these to have use value. Thus care is needed in appropriating and applying marketing theorization in construction.

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