



Marketing Capability in Production Facility Procurement Projects: A Value Creation Perspective in the Manufacturing Industry

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Abstract

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This study aims to analyze marketer capabilities in production facility procurement projects within the manufacturing industry from a value creation perspective. In increasingly complex industrial project environments, the role of marketers extends beyond traditional selling activities to encompass the ability to integrate technical, relational, and business dimensions in addressing customer needs. This research adopts a qualitative conceptual approach using a literature review method, examining relevant theories on marketing capabilities, value creation, and business-to-business (B2B) project marketing. The study was conducted systematically over a six-month period, from September to November 2025, covering stages of literature identification, selection, analysis, and conceptual synthesis. The study integrates the perspectives of Service-Dominant Logic (SDL) and Goods-Dominant Logic (GDL) to explain that value creation in production facility procurement projects is derived not only from the product as a tangible output but also from the services and interactions that accompany it. The findings indicate that marketer capabilities include technical understanding, relational competence, value communication, and project risk management, as well as the ability to integrate product-based and service-based value into comprehensive solutions. These capabilities play a critical role in shaping customer-perceived value, which ultimately influences purchasing decisions and overall project success. The study highlights that value integration capability serves as a key differentiator in project marketing performance. From a managerial perspective, firms are encouraged to develop integrated marketer capabilities as part of a value-driven business strategy to enhance competitiveness in the manufacturing sector.

Keywords:

Service-Dominant Logic, Goods-Dominant Logic, Project Marketing, Value Creation, Marketing Capabilities

INTRODUCTION

In the era of advanced industrialization, the procurement of production facilities in the manufacturing sector has evolved into a highly complex and strategically significant process. Traditionally, procurement activities were primarily concerned with the acquisition of machinery, equipment, and production systems based on technical specifications and cost efficiency. However, contemporary manufacturing environments are characterized by rapid technological advancements, digital integration, and increasing market dynamism. As a result, procurement projects now extend beyond transactional activities to encompass system integration, lifecycle considerations, cross-functional coordination, and comprehensive risk management. Within this context, purchasing decisions are no longer determined solely by price and technical performance but increasingly by the supplier's capability to deliver integrated solutions that generate superior value for customers (Mahajan, 2020).

This shift has profound implications for the role of marketers in production facility procurement projects. Historically, marketers were perceived as actors primarily responsible for promoting and selling products. In industrial markets, their role was often limited to communicating product specifications and negotiating contracts. However, as procurement becomes more solution-oriented and value-driven, the role of marketers has transformed into that of strategic intermediaries who bridge customer needs with organizational capabilities. Marketers are now expected to translate complex technical requirements into tailored solutions that align with customers' operational and strategic objectives. This transformation requires a broader set of competencies, including market sensing, solution design, value communication, and relationship management (Homburg et al., 2017).

The evolution of the marketer's role reflects a broader paradigm shift in marketing theory, particularly the transition from a product-centric approach to a service-oriented perspective. Service-Dominant Logic (SDL) posits that value is not embedded in tangible products alone but is co-created through interactions between firms and customers within a broader service ecosystem (Vargo & Lusch, 2008). In this view, customers are not passive recipients of value but active participants in the value creation process. Value emerges through collaborative processes that integrate resources, knowledge, and capabilities from multiple actors. For marketers, this implies a shift from selling products to facilitating value co-creation by engaging customers in problem-solving and solution development processes.

Despite the increasing relevance of SDL, the context of production facility procurement in manufacturing cannot be fully understood without considering the enduring importance of physical products. Production facilities such as machinery, control systems, and industrial equipment possess intrinsic value derived from their technical attributes, reliability, and

performance efficiency. This perspective is consistent with Goods-Dominant Logic (GDL), which conceptualizes value as being embedded in products and realized through market exchange (Kotler & Keller, 2016). In industrial settings, where capital investments are substantial and operational risks are significant, the tangible performance of products remains a critical determinant of value.

Therefore, value creation in production facility procurement projects should be understood as a hybrid construct that integrates both product-based value and service-based value. Product-based value relates to the functional and technical performance of the equipment, including quality, durability, and efficiency. In contrast, service-based value encompasses elements such as customization, technical support, training, after-sales services, and ongoing relationship management. The interplay between these dimensions creates a comprehensive value proposition that addresses both immediate operational needs and long-term strategic objectives.

However, the integration of these two logics—SDL and GDL—poses significant challenges for marketers. They must navigate complex technical environments while simultaneously engaging in relational and collaborative processes with customers. This requires the ability to understand engineering specifications, operational constraints, and technological trends, as well as the capability to communicate value propositions in a way that resonates with diverse stakeholders, including engineers, managers, and decision-makers. Furthermore, marketers must coordinate with internal functions such as operations, engineering, and finance to ensure that proposed solutions are feasible, competitive, and aligned with organizational capabilities (Zsigmond et al., 2021).

In practice, the success of production facility procurement projects depends heavily on the marketer's ability to orchestrate value across multiple dimensions. This involves not only delivering high-quality products but also ensuring seamless integration, minimizing operational risks, and enhancing customer experience throughout the project lifecycle. Consequently, marketer capability can be conceptualized as a multidimensional construct that includes technical knowledge, relational skills, strategic thinking, and integrative capacity.

Despite its critical importance, existing research in marketing has largely focused on consumer markets or generalized service contexts, with limited attention to industrial procurement projects that involve complex product-service systems. Moreover, studies that explicitly examine the integration of SDL and GDL perspectives in shaping marketer capabilities remain scarce

This gap highlights the need for a more nuanced understanding of how marketers contribute to value creation in industrial settings, particularly in projects involving significant capital investment and technological complexity.

Addressing this gap is essential not only for advancing academic discourse but also for providing practical insights for industry practitioners. As manufacturing firms increasingly adopt digital technologies and move toward Industry 4.0 paradigms, the ability to deliver integrated solutions becomes a key source of competitive advantage. In this environment, marketers play a pivotal role in aligning market needs with technological capabilities, thereby ensuring that procurement decisions support both operational efficiency and strategic differentiation.

Accordingly, this study seeks to analyze marketer capabilities in production facility procurement projects from a value creation perspective, with a particular emphasis on the integration of Service-Dominant Logic and Goods-Dominant Logic. By examining how marketers navigate and reconcile these dual perspectives, this research aims to provide a comprehensive framework for understanding their role as value orchestrators in the manufacturing industry. Furthermore, the study is expected to contribute to the development of value-based marketing strategies that are better suited to the complexities of modern industrial markets.

Project marketing has emerged as a distinctive approach within industrial and business-to-business (B2B) contexts, particularly in environments characterized by high complexity, large-scale investments, and extended project lifecycles. Unlike traditional marketing, which is often transaction-oriented and short-term in nature, project marketing emphasizes long-term interactions, multi-stakeholder engagement, and the integration of technical solutions with customer business needs (Cova & Salle, 2015).

In the context of production facility procurement in the manufacturing industry, project marketing involves a series of strategic activities, including the identification of customer requirements, the development of technical and commercial proposals, contract negotiation, and project implementation and evaluation. These processes are inherently complex due to the interdependence between technical, financial, and operational dimensions. Consequently, the effectiveness of project marketing depends not only on transactional efficiency but also on the ability to build long-term relationships and deliver value that is relevant and sustainable for customers (Skaates & Tikkanen, 2003).

The complexity of production facility procurement projects is further amplified by the involvement of multiple decision-makers, including top management, engineering teams, and financial units. This multi-actor decision-making structure differentiates industrial project marketing from consumer marketing and necessitates a more integrated, solution-oriented approach (Lilien, 2016). Within this setting, the role of marketers becomes increasingly strategic and multidimensional, requiring them to operate at the intersection of technical expertise, business acumen, and relational capabilities.

Kapabilitas Marketer dalam Pemasaran B2B dan Proyek Industri

In B2B and industrial project environments, marketer capability can be understood as the ability to manage complex marketing processes, interpret customer needs, and coordinate cross-functional interactions. (Homburg et al., 2017) emphasize that marketers must bridge the gap between technical specifications and business value, ensuring that proposed solutions are both technically feasible and economically viable. This aligns with the dynamic capabilities perspective, which suggests that organizations must continuously adapt, integrate, and reconfigure internal and external resources to respond effectively to changing environments (Teece, 2007). In project marketing contexts, this implies that marketers must tailor their approaches to the specific characteristics of each project, while remaining responsive to evolving customer requirements and project uncertainties.

Relational capability is another critical dimension of marketer competence in B2B settings. The ability to build trust, maintain effective communication, and understand the organizational structure of clients plays a vital role in fostering long-term partnerships (Morgan & Hunt, 1994).

In production facility procurement projects, strong relationships not only increase the likelihood of project success but also create opportunities for future collaboration. Additionally, marketers must possess risk management capabilities, as industrial projects are often exposed to uncertainties related to technical performance, implementation delays, and changing customer expectations. The ability to identify, communicate, and mitigate such risks becomes an integral part of value creation (Ulaga & Reinartz, 2011).

From a value creation perspective, traditional marketing literature has largely been dominated by Goods-Dominant Logic (GDL), which conceptualizes value as being embedded in tangible products and realized through exchange processes (Kotler & Keller, 2016). In this view, product quality, technical specifications, and pricing are the primary determinants of customer value. However, more recent developments in marketing theory highlight the importance of Service-Dominant Logic (SDL), which argues that value is co-created through interactions between firms and customers within a service ecosystem (Vargo & Lusch, 2008).

Under this perspective, customers are active participants in the value creation process, and value emerges from the integration of resources and collaborative problem-solving.

In the context of production facility procurement, these two perspectives are not mutually exclusive but rather complementary. Industrial products such as machinery and control systems provide tangible, functional value, while associated services—such as installation, maintenance, training, and technical support—enhance this value by ensuring usability and long-term

performance. This integration is often conceptualized as hybrid offerings, where firms combine products and services to deliver comprehensive solutions. Within this framework, marketers play a crucial role in orchestrating both product-based and service-based value, ensuring that the overall offering meets customer expectations more effectively than competing alternatives.

Despite the growing body of literature on B2B marketing, project marketing, and value creation, several important gaps remain. First, existing research has predominantly focused on general aspects of B2B marketing, such as customer relationships, sales processes, and strategic positioning, without explicitly addressing the unique characteristics of production facility procurement projects, which involve high levels of technical and operational complexity (Lilien, 2016). Second, studies on marketer capability often adopt a traditional marketing perspective and do not fully capture the multidimensional nature of capabilities required in industrial project contexts, where technical, relational, and strategic competencies must be integrated (Homburg et al., 2017).

Furthermore, while the SDL framework has gained prominence in explaining value co-creation, its application has largely been concentrated in service-oriented industries, with limited attention to manufacturing contexts where physical products remain central to value creation. Conversely, the GDL perspective continues to dominate manufacturing research but tends to overlook the role of services and interactions in enhancing customer value. This has resulted in a conceptual separation between product-based and service-based value in the existing literature.

More importantly, there is a notable lack of studies that integrate SDL and GDL perspectives within the context of production facility procurement projects, particularly in relation to the role of marketer capabilities. In practice, the success of such projects depends on the ability to combine the strengths of both approaches, delivering solutions that are technically robust while also being adaptable, relational, and service-oriented. However, the mechanisms through which marketers achieve this integration remain underexplored (Kotler & Keller, 2016).

Based on these gaps, this study contributes to the literature by offering a more comprehensive understanding of marketer capabilities in industrial project contexts. Theoretically, it extends the application of Service-Dominant Logic by integrating it with Goods-Dominant Logic, thereby providing a more balanced perspective on value creation in manufacturing settings. Conceptually, the study develops a framework that captures the multidimensional nature of marketer capabilities, encompassing technical expertise (product-based value) and relational and service-oriented competencies (service-based value).

From a managerial perspective, the study provides practical insights for manufacturing firms seeking to enhance their competitive advantage. Specifically, it highlights the importance of

developing marketer capabilities that enable the integration of technical and business aspects, the strengthening of long-term customer relationships, effective project risk management, and the optimization of value creation through hybrid offerings.

Finally, this study contributes to the advancement of B2B project marketing literature by focusing on production facility procurement—an area that has received relatively limited attention compared to service sectors or consumer markets. By positioning marketers as value orchestrators within complex project ecosystems, this research offers a forward-looking perspective on how firms can navigate the increasing complexity of industrial markets and achieve sustainable value creation (Cova & Salle, 2005).

METHODS

This study adopts a qualitative approach using a literature review method to examine marketer capabilities in production facility procurement projects. This approach is appropriate as the study aims to explore, analyze, and synthesize theoretical concepts related to B2B marketing, value creation, and the integration of Service-Dominant Logic (SDL) and Goods-Dominant Logic (GDL) within the manufacturing industry context. Rather than relying on primary empirical data, this research emphasizes conceptual development through a systematic and critical review of existing scholarly works.

The research was conducted over a structured period from **September to November 2025**. The initial phase (September 2025) focused on literature identification and collection, including the systematic search of relevant academic sources. The second phase (February 2026) involved screening, classification, and in-depth review of selected literature to ensure alignment with the research objectives. The final phase (November 2025) consisted of data analysis, synthesis of findings, and the development of a conceptual framework, followed by the drafting and refinement of the manuscript.

The data sources for this study consist of secondary materials, including peer-reviewed journal articles, academic books, and relevant industry reports. The selection of literature was guided by three main criteria: (1) relevance to the research topic, particularly concerning project marketing, marketer capabilities, and value creation; (2) academic credibility, prioritizing publications from reputable journals and established publishers; and (3) recency, with a focus on literature published within the last 5–10 years to ensure the inclusion of up-to-date theoretical and practical insights.

Data collection was conducted through a systematic search of academic databases such as Google Scholar and other scholarly repositories. The search utilized keywords including *project*

marketing, marketing capability, value creation, Service-Dominant Logic, Goods-Dominant Logic, and product-service integration. The retrieved articles were then screened based on their relevance, methodological rigor, and contribution to the study's conceptual focus.

The data analysis employed a descriptive and conceptual approach. This process involved identifying key themes, patterns, and relationships across the selected literature. The analysis further categorized findings into core dimensions—such as marketer capability, value creation mechanisms, and product-service integration—and synthesized them into an integrated theoretical perspective.

Through this structured methodological approach, the study aims to develop a comprehensive conceptual framework that explains the role of marketer capabilities as value orchestrators in production facility procurement projects. The resulting framework is expected to provide both theoretical contributions and practical insights, particularly in enhancing value creation through the integration of product and service dimensions in the manufacturing industry.

RESULT AND DISCUSSION

The findings of this conceptual study reveal that value creation in production facility procurement projects is inherently multidimensional and cannot be adequately explained through a single theoretical lens. First, the analysis indicates that product-based value—as emphasized in Goods-Dominant Logic (GDL)—remains a fundamental component in industrial projects. Elements such as technical specifications, system reliability, operational efficiency, and product performance are consistently identified as primary determinants in purchasing decisions. In manufacturing contexts, clients place strong emphasis on the tangible outcomes delivered by machinery, automation systems, and production technologies.

However, the study also finds that service-based value, as conceptualized in Service-Dominant Logic (SDL), plays an equally critical role. Value is co-created through interactions such as consultation, customization, installation support, training, and after-sales services. These service elements enhance the usability and long-term effectiveness of the product, thereby shaping customer perceptions of overall value.

Furthermore, the findings highlight the emergence of value integration capability as a central construct. Rather than treating product and service as separate domains, successful project execution depends on the ability to combine both into a unified solution. This integration produces three key value dimensions: functional value (performance), relational value (trust and collaboration), and experiential value (customer experience throughout the project lifecycle).

Finally, the study identifies that marketers play a pivotal role in this integration process. Their capabilities extend beyond selling to include technical understanding, relationship

management, and value communication. These capabilities enable marketers to align customer needs with organizational offerings, ensuring that both product excellence and service quality are effectively delivered.

The findings reinforce and extend recent studies in B2B and project marketing literature. The coexistence of product-based and service-based value supports the argument that industrial markets are increasingly characterized by hybrid value propositions, where tangible and intangible elements are inseparable. Recent studies (e.g., Sjödin et al., 2020; Kohtamäki et al., 2022) emphasize that manufacturing firms are transitioning toward servitization, integrating services into traditional product offerings to enhance competitiveness. This aligns with the present findings, which demonstrate that value emerges not solely from products but from their integration with services.

The role of marketers as value integrators is also consistent with contemporary research on solution selling and consultative marketing. Studies by Homburg et al. (2020) and Ulaga & Reinartz (2021) highlight that marketers in complex B2B environments must possess both technical and relational capabilities. The current study advances this perspective by explicitly framing these capabilities within the integration of GDL and SDL, showing that marketers act as boundary spanners between technical systems and customer value expectations.

Moreover, the identification of value integration capability as a source of competitive advantage aligns with the dynamic capabilities perspective. Recent literature (e.g., Cenamor et al., 2021; Paiola & Gebauer, 2020) suggests that firms capable of reconfiguring resources across product and service domains achieve superior performance. This study confirms that such integration is not merely an organizational capability but is strongly mediated by individual marketer competencies.

Finally, the findings highlight that value creation extends לאורך the entire project lifecycle, not just at the point of transaction. This supports recent arguments that customer value in industrial settings is longitudinal and relational (Kowalkowski et al., 2022). Marketers, therefore, contribute not only to winning contracts but also to ensuring project success, customer satisfaction, and long-term partnerships.

In sum, this study strengthens the argument that competitive advantage in manufacturing project marketing is increasingly determined by the ability to synthesize product excellence with service innovation, with marketer capabilities serving as the critical enabler of this integration.

CONCLUSION

This study confirms that marketer capabilities play a strategic and multidimensional role in value creation within production facility procurement projects in the manufacturing sector. In

increasingly complex industrial environments, marketers are no longer limited to transactional selling roles but act as value integrators who bridge technical product attributes with service-based solutions. The findings demonstrate that customer value is not derived from a single source but from the integration of Goods-Dominant Logic (product-based value) and Service-Dominant Logic (service-based value), resulting in a more comprehensive and sustainable value proposition. The study identifies key capabilities—technical expertise, relational competence, value communication, and risk management—as critical enablers of this integration. These capabilities allow marketers to align organizational offerings with customer needs across the entire project lifecycle, from pre-sales consultation to post-implementation support. Importantly, the ability to integrate product and service dimensions (value integration capability) emerges as a key differentiator in achieving competitive advantage. From a managerial perspective, manufacturing firms should prioritize the development of integrated marketer capabilities as part of a value-driven business strategy. Strengthening marketers' ability to understand complex customer requirements, foster long-term relationships, and manage project uncertainty will enhance both project success and organizational competitiveness.

Academically, this study contributes by offering a more holistic framework for understanding value creation in project marketing. It also opens avenues for future empirical research to test the relationships between marketer capabilities, value integration, and project performance using quantitative or mixed-method approaches.

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