

## Functional Conflicts in the Relationship Between Manufacturer and Distributor

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**Abstract:** The marketing channels are of great importance to organizations, by contributing to the increase in sales of its products and by facilitating their access to consumers, in addition to making the purchase more convenient and practical. Because of this closeness in the relationship between members of distribution channels, such as manufacturers and intermediaries, have been considered a key activity contributing to the manufacturer in developing their capacities for cooperation. Thus, this study aims to identify how the relationship occurs between a manufacturer and distributor of industrial Serra Gaucha. Thus, from a theoretical model, which took into account constructs such as opportunistic behavior, trust and exchange of information, a search was conducted, along with a manufacturer of air springs and its three major distributors in the state of Rio Grande do South For data collection, we used a semi-structured interview that was applied to the managers of the three distribution companies and the manager of the manufacturing company. The results showed that there is a lack of coordination between the channels of distribution and manufacturing company, there is competition between the factory and its distributors, which lacks a clearly defined policy that is guiding the sales process to the distribution channel, a fact that leads the understanding that this causes failures in communication with distributors, including in relation to the bond they have with the manufacturer. It was shown that there is opportunistic behavior in relationships, especially between the manufacturer and the distributor B, with reports of strong conflicts and dissatisfactions large. These situations lead to conflicts of opportunism, which hinder the negotiations, causing loss of confidence between the parties and hindering the continuity of the relationship and negotiations. Conflicts generate a situation of lack of cooperation, hurting sales and an increase in the share of the product in the market.

**Key words:** Relationship, distribution channels, conflict.

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### INTRODUCTION

There is no way to disassociate a product from its distribution. One company alone can't, in most cases, to distribute their products to their target markets. In this sense, are extremely important marketing channels, because as Nickels and Wood (1999), sell more products when consumers can buy them conveniently. Considering the importance of marketing channels have, as well as the importance of relationships to the performance of members of the channel, facilitating the arrival of the product to the customer, this work is to identify how the relationship between manufacturer and distributor of an industry that produces pneumatic springs.

The definitions of distribution channels and their roles, collaboration between manufacturer and distributors is essential to achieve the best results through superior performance of the marketing flows, existing in a network of distribution channels. However, observation of practice and several academic studies have shown the existence of conflicts, from the natural to the conflicts manifested, which reduce the efficiency of the system (Rosenbloom, 1999).

Often, the conflict goes beyond what is considered to be natural, by the very nature of the interdependent relationship between a manufacturer and distributor (Stern; El-Ansari, 1996). The parties in these cases are not satisfied with their relationships.

The additional conflicts exist when companies begin to suspect each other (manufacturer and distributor), in the sense of non-cooperation to achieve positive results for both, the competition for customers (in this case, the fear of direct sales, which means manufacturer sells to the customer, without the intermediary distribution channel, taking thus the customer's resale), among others (Rosembloom, 1999; Coughlan, 2002).

As noted by Day; Brown (1981), the conflict can be seen as a process that progresses from a latent state of incompatibility, to a state of perceived conflict, then to a state of emotional conflict and then to the conflict and expressed its various consequences. In the case discussed in this paper, the share resale's company with air springs the need for efforts to sell the product. The existence of conflicts in the case analyzed in this paper motivates to understand the sources of conflict (what are their precise origins) and how they could be

minimized, according to the applied literature in the specific case and to suggest new forms of relationship between manufacturer and distributor.

***Theoretical Reference:***

***Functional Conflicts:***

The conflict is present in a channel when the behavior of a member is in opposition to other parts of the channel or has goals and targets against (Coughlan, 2002). Channel conflict occurs when a member sees the other as an adversary or opponent (Rosembloom, 1999).

Brown; Day (1981) noted that the conflict can be seen as a process that progresses from the latent state, which is not perceived by the company, however, it exists naturally, for perceived conflict, which is when a company identifies that there are disputes, but understand that is normal because it is part of the business, going towards the conflict, which is when perception begins to stimulate an emotional level, disagreements, causing the participants of the canal companies experience negative feelings such as tension , anger, frustration, hostility, among other feelings of the same nature, and finally expressed the conflict, when the parties begin to act in a negative way with one another.

Companies are fundamentally interdependent of the other connected to the same channel. The members need each other. This interdependence is a fact in distribution channels and is important to generate value for the consumer, generating a value delivery network (Kotler, 2000). When the conflict is for a perceived level and then felt and expressed, can bring harmful consequences for the business.

Most conflict arises, according to Coughlan (2002), Rosembloom (1999), Corey et al. (1989) and Lusch (1976), the differences:

a) Targets of the channel members - targets companies that are participating in the same network of value are, in several places, naturally opposed. Obviously the manufacturers want higher profit margins and, therefore, charge top prices to distributors and higher inventories. On the other hand, the distributor does not want to invest in stocks and want to pay the lowest price possible for the manufacturer in order to more success in their sales.

b) Perceptions of reality - as attributes of the products or services, definition of market segments and competition. By having different business focus, companies in different stages, can't see all of reality, not understanding why the requests of the other;

c) Domain conflicts - conflicts on the responsibilities of the parties in terms of services, responsibility for promoting, among other activities. The disagreement on these points is placed as disagreement domain.

d) Incongruity of Paper - A paper can be loaded as a set of requirements that define how it should be the behavior of a particular marketing channel or manufacturer.

When this role is changed by one party, it creates a conflict situation. These levels of conflict, natural and are called, often functional, end up having a positive effect by pressing the parties to discuss and reach points of agreement, improving the performance of the distribution network as a whole.

Some studies highlight some variables that can be employed in studies of relationships such as trust, commitment, interdependence, power, cooperation, communication, adaptation, social ties and involvement, among others (Dwyer et al. 1987, Wilson, 1995; Kumar, 1996; Spekman et al 1997, Lindgren, 2001). The presence of one or more of these variables shows the possibility of different patterns of arrangement within a continuum relationship, ranging from a relationship based only on opportunism to a fully collaborative relationship.

***Opportunistic Behavior:***

The opportunistic behavior occurs when a party engages or refrains from specific actions for their own benefit. The unilateral behavior is explained by Morgan and Hunt (1994) as part of the design of opportunistic behavior, reading from the analysis of transaction costs. According to them, there is no unilateral conduct by self-interest seeking with dishonesty.

Since the relationship marketing requires long-term relationships, such behavior is not desirable, because the relationship is weakened. Ballantyne (1999) emphasizes that the relationship marketing opportunism rejects unilateral and usually requires a long-term vision.

So, adopting the relationship marketing can be a way to gain new competitive advantages, otherwise, could mean higher costs. Ganesan (1994), quoted by Parvatiyar and Sheth (2000), explains that the long-term orientation is often emphasized, because it is believed that those involved will not have unilateral conduct, if in a long-term relationship, grounded in mutual gains and cooperation.

One can say that there will always be areas of disagreement between partners or conflicting, if not solved amicably, may result in the dissolution of the relationship. On the other hand, authors such as Selnes (1998); Dwyer, Schurr; Oh (1987), emphasize that a relationship where there is absolute suppression of conflict, may lose the vitality or mean that the parties were not fully involved. Then it is believed that conflicts can be functional, in that can generate innovative alternatives to the relationship.

Williams (1998) argues that in a context where they perceive behaviors that emphasize coordinated problem solving, win-win, sharing information, the relaxation, the two-way communication and the desire to find alternative solutions, the conflict becomes useful (functional conflict), and even strengthens the relationship. It is precisely in the study by Dwyer, Schurr; Oh (1987), above, Anderson; Naurus (1990), which Morgan; Hunt (1994) to argue that they are based, be resolved amicably, such disagreements can be seen as functional conflicts, as they prevent stagnation, stimulate interest and curiosity, and can generate solutions to problems and can be viewed as part of the business world.

Urban (2000) emphasizes that trust is essential in building strong networks of relationships, supporting even the divisions of the market segments. For Castro, Neves; Scare (2003), building trust is critical in relationships with distribution channels. Another key issue is the question of the rules. On the one hand, an excess of rules can become "bureaucratic" link, making it cumbersome and showing that the control freak comes unreliable, affect the formation of the partnership.

Moreover, the absence of clear gives rise to the appearance and uncertainties of conflicts which could be easily circumvented. For example, clear rules on the definition of direct sale from the manufacturer of the territorial structure of distribution channels, on the level of inventories, among other things that by sitting vacant, can lead to disputes, damage, also the construction of the relationship and gain mutual.

### **Trust:**

Trust is a concept studied in various subjects, and as a result, there are different settings of trust. Trust is seen usually as an expression of security between partners in an exchange or other relationship (Garbarino and Johnson, 1999), as the belief that a trading partner will not exploit or take advantage of the vulnerability of the other (Dwyer, Schurr and Oh, 1987), or, as the inclination to rely on the other party (Moorman, Deshpande and Zaltman, 1993).

In relations distributor / supplier, the trust should be seen as paramount, as Morgan and Hunt (1994). In Grossman (1998), trust comprises three main elements: predictability, reliance and belief. This is corroborated by Moorman, Deshpandé and Zaltman (1993), by Tax, Brown; Chandrashekar (1998); Gronroos (2000), predictability is based on past experiences in a relationship develops over time.

Morgan and Hunt (1994), no trust where one party believes in the integrity and security of the other party. Moorman, Deshpandé and Zaltman (1993), Grönroos (1994); Wetzels, Ruyter; Van Birgelen (1998) explain that the perceived sincerity represents the extent to which the provider is seen as honest and as someone who makes promises with the intention of fulfill them. Doney; Cannon (1997) note that the perceived credibility and benevolence are important aspects of trust. Then we realize that credibility is an objective element, referring to expectations that the word of the other party is trustworthy.

Trust is seen as essential for successful relationships (Moorman, Zaltman; Deshpande, 1993; Morgan; Hunt, 1994; Gabarino; Johnson, 1999). Garbarino; Johnson (1999) found that satisfaction regarding attributes for products and / or services affect both the trust in the commitment. Trust can be treated as a consequence of the antecedent of satisfaction and loyalty. Moorman, Zaltman; Deshpande (1993) argue that trust is willing to believe in an exchange with a partner convinced. They argue that trust is the result of the integrity and intent of those involved in the process of changes.

According to Rousseau *et al.*, (1998), there is an agreement among researchers about the conditions in which trust becomes relevant. One such condition is the presence of risk quest refers to the perceived probability of loss. The uncertainty about whether the other's actions are appropriate or not, are a source of risk. Trust would help reduce uncertainty and risk in transactions. The second necessary condition for the emergence of trust is interdependence, where the interests and objectives of a party can't be achieved without trust in each other.

It is clear, therefore, that the particular characteristics of the process of reselling products, such as intangibility and variability, collaborate in creating a favorable environment for relevant constructs such as trust and loyalty and thus to establish more relationships solids between consumers and businesses. In inter-organizational context, Doney; Cannon (1997) offered evidence that the supplier firm and sales representative represent different facets of trust, from the perspective of the buyer firm. Sirdeshmukh, Singh; Sabol (2002) validated this structure with two dimensions of trust, through high levels of reliability and adjustment of the measurement model and also the asymmetric impact of these facets on consumer loyalty and perceived value.

### **Change of Information:**

Communication is considered one of the goals of relationship marketing. It is through the start and develops relationships with consumers in order to retain them, making them profitable. She is responsible for establishing and developing the relationship, due to the fact that foster trust between the parties and also provide the necessary information and knowledge, so there is cooperation and collaboration between business partners (Parvatiyar; Sheth, 2000). There is no way to establish any kind of relationship, if the parties don't communicate.

Thus, communication is a construct addressed by several authors (Mhor; Nevin, 1990 apud Bhattacharya; Bolton, 2000; Duncan; Moriarty, 1998; Berry, 2000), highlighting, among other things, that the statement in a relational context should be a two-way process, i.e., beyond the aspect of providing information, it is for companies to establish communication channels with customers, listening to its customers, getting their feedback about their products and services.

Still, companies are at risk of failing to develop their relationships. Gronroos (2000) notes that the company can create processes of interaction and communication, facilitating a relationship, but it is the client and not the company, who determines whether or not a relationship will be developed. Duncan; Moriarty (1998) suggest that the new generation of marketing, which includes relationship marketing, is best applied, understood and followed, from a model based on communication for relationship marketing.

When there is a relationship between company and consumer, there are many opportunities to use communication as a way to increase consumer trust, the use of public relations strategies, strategies to facilitate two-way, seeking, in addition to informing, listening consumers.

According to clarify Doney; Cannon (1997), as the credibility and trust requires benevolence, it is necessary that the parties involved, conversely, have information about past behavior and promises kept.

Between partners in an exchange relationship, the communication process acts as a lever for the determination of rules to be followed, styles of interaction between the parties and how the transaction will actually be agreed between the institutions. For the communication process is efficient, it is necessary to establish rules and that from them, evaluations are made, raising as much as the interaction between the parties, is being met and beneficial or profitable.

### ***Methodology:***

The research method employed is considered exploratory, using literature review and interviews (Gil, 1995). Malhotra (2001) the literature review helps to define the research problem and identify key issues on the subject.

Data analysis was made to resolve the objective of the study, from theoretical concepts of trust, opportunistic behavior and information exchange proposed by various authors, which are considered essential concepts for understanding the relationship between companies in both partnerships and negotiations conducted by manufacturers and their distributors.

In this sense, the literature review served as a basis for understanding the behaviors adopted by the companies surveyed and the actions shown, from the relationships they maintain. The reports of the actions and behaviors were then analyzed, making the study and helped to build recommendations for improving the relationship between those involved.

With these results, we could understand the business relationships between companies, it helps in defining actions and steps to be followed, so there is an improvement of the relationship between the companies surveyed.

### ***Sample Characterization:***

The sample is non-probabilistic, established for convenience (Malhotra, 2001). The study, a manufacturer of air springs and three companies that distribute their products. Data collection was conducted through interviews with managers and directors of the utilities and also the manager of the manufacturing industry, and these interviews were based on a form of eleven open-ended questions.

### ***Distributors:***

Company "A" operates in the marketing of parts and accessories for trucks of all makes, specializing in Scania, Volvo and Mercedes and Alfa as a distributor, selling the equivalent of 15.18% per year for the states of Rio Grande do Sul, Santa Catarina and Parana. Vendors have built, they do sell "the counter" and outside vendors, which capture applications. This distributor does not sell products exclusively Alpha.

Company "B" sells parts and accessories for trucks and buses and has sales of 25.94% per year for the State of Rio Grande do Sul and also to other states in Brazil and abroad.

Its sales are made by the company's own board, which captures and negotiates large orders; sales of less volume are also carried by domestic sellers. The distribution is not made exclusively.

Company "C", with three offices in two cities of Rio Grande do Sul, is a company that specializes in selling parts and accessories for trucks Scania, Volvo, Mercedes, Volkswagen and Ford, with over 40 years in the market, meets all the southern region of Brazil. Established today, with two stores in Caxias do Sul and one in Canoas, has over 60 employees. Accounts for 11.59% per year in sales of air springs for the market of the South.

***The Instrument For Data Collection And Conducting The Interviews:***

For a better understanding of the relationship of manufacturers with their distributors, as well as to serve as a subsidy to the descriptive phase, was made an exploratory, qualitative, through in-depth interviews (from a semi-structured), from the company manufacturer of air springs and three of its major distributors, located in the city of Caxias do Sul, Rio Grande do Sul.

The script of questions below, included issues relating to the relationship between manufacturer and distributor, with respect to aspects of opportunistic behavior, trust in the relationship and communication to exchange information. Also allowed an analysis of the current situation, identifying weaknesses in the relationship, enabling the identification of practices that need to be reviewed and policies to be adopted to achieve the desired level of relationship between the parties.

There were two interviews with the manufacturer. The first, held before the interview with distributors, lasted approximately 60 minutes and the second, after being interviewed distributors, lasted 45 minutes. Distribution companies were interviewed for 45 minutes, individually, with the presence of their directors and business managers. All the interviews were recorded and later transcribed for analysis.

Then comes the script prepared by the authors through literature review, which was used for interviews with distributors and management of Alfa:

1. What is the link that your company has with the brand Alfa now?
2. How is your company's relationship with Alfa, currently?
3. Your business relies on the Alfa?
4. There is a conflict between your company and supplier Alfa?
5. As your company's relationship with Alfa?
6. His company is satisfied with the supplier Alfa?
7. If you are satisfied, what are the reasons?
8. If you are not satisfied, what are the reasons?
9. You want to keep buying the Alfa or intend to buy another company?
10. You see the possibility of expanding its sales and is an exclusive distributor of Alfa?

***Analysis And Interpretation Of Results:***

Regarding the questions used, some comments are relevant. The first question helped in the identification and understanding about the real link between manufacturer and distributor. The third question seeks to give greater consistency to data collection, identifying manufacturer and distributor to maintain a relationship of trust, which according to Svensson (2001), contributes to the strengthening of interpersonal relationships, intra- and inter-organizational, it is a source potential to obtain competitive advantage, because this has a positive impact on cooperation between exchange partners.

With regard to question 4, it was important to identify any conflict between the parties, which showed the opportunistic behavior by the manufacturer, who is breaking the partnership with its distributors, gradually, without communicating the fact clearly these, and, therefore, adopted a second behavior that Hibbard, Kumar; Stern, 2001, is a destructive act.

Question 5 showed the problems between manufacturer and distributor with regard to reporting, which enables the exchange of information essential for the partners to adopt a cooperative attitude and foster the collaboration and commitment between the parties.

***Interpretation Of The Results For The Distributor A:***

The air spring is sold exclusively by this distributor. During the interview, it was found that the distributor not commercially feels satisfactorily answered. The main complaint is regarding unilateral conduct, adopted by the company Alfa, which inhibits the work of the distributor sales. The director of the company interviewed claimed that the company adopts an alpha speech, which he said is inconsistent with the practice of their actions.

Alfa had pledged not to serve small end customers, but direct them to the distributor to make the sale, a fact that is not occurring. According to distributor to manufacturer's declaration indicates the distributor only if the sale does not interest him, which denotes an opportunistic behavior by the manufacturer. This behavior leads to the advantage of obtaining a part over the other and contributes to the weakening of the relationship.

Another fact noticed, as the sales policy. The distributor claims that there is an explicit policy, clearly, as to sales, which many times leaves you in doubt about whether or not an Alfa dealer. In many instances, the manufacturer, claiming lack of parts or machinery breakdown, did not respond to a request to purchase from the distributor, causing the customer does not end and consequent migration to the competition.

The positives were listed in the interview with the service and product quality, which the distributor, the manufacturer becomes very competitive market in which it operates. Despite the difficulties described by the distributor, it sees the Alfa as a partner and is interested in being its exclusive distributor.

***Interpretation Of Results For The Distributor B:***

This distributor does not sell exclusively the product of Alfa, also works with competitive brands. The Alfa is not the most in demand, because it competes with strong brands in the market, internationally recognized and priced slightly above those charged by the manufacturer, which makes it more difficult to competitiveness.

Although not the most in demand, the product of Alfa has great reception in the market, including external, which is being sold by the dealer with good acceptance. For the distributor, there is the possibility of gradually making a replacement of competitive products and sell only gas spring Alfa.

The commercial relationship is perceived poorly, with a lack of sales policies, which causes constant changes in pricing and negotiating different every purchase made. There is delay in the delivery of applications and often are delivered with missing parts. A weakness reported, is that Alfa will only distributor of this, when requested, does not maintain a regularity of visits to detect and solve problems and consequent strengthening of the business. Overall, this trust the brand Alfa dealer and see the possibility of gradually and over time, provided that adopted policies and incentive sales, marketing and expand to become exclusive distributor.

***Interpretation Of Results For The Distributor C:***

The insights gained from the interview with this distributor, were lacking a defined sales policy. For the distributor, Alfa should not adopt distributors for marketing their products unless they completely abandon direct sales to end consumers.

He believes that for the Alpha, it would be advantageous to have you as distributor for its wide recognition in the market structure and distribution. He also believes that it would be possible to pass only to resell air springs Alfa, if an agreement was made interesting with respect to price and also that the action was set to direct sales by the manufacturer.

Regarding the care provided by Alpha, the distributor reported that their requests for products the company are met satisfactorily. Believed that Alfa has good growth potential and its products are quality. He also added that it is too early to trust the company Alfa, because the relationship is new, the ratio is narrowing. However, I would like to receive more attention from management or board of directors, as yet, contact is made through a company representative. This fact, in view of this distributor, does not allow establishing a trust in the company.

***Interpretation Of Results For The Manufacturing Industry:***

It was deemed important to listen to the placement of the manufacturing company, in order to confront opinions and get a clearer analysis of the real situation, which permeates the relationship. In order to understand the difficulties and propose actions that contribute to the strengthening of the relationship, and maybe in the future, the establishment of a partnership.

As to the respondent, the Alfa company has as its distributor, but realizes that it has no direction and focus on your sales. For Alfa, this distributor is a good partner, although it makes many claims of prices charged by it and not look for new alternatives to leverage your sales and achieve the expected percentage.

In the case of the respondent B, Alfa complains of problems occurring in the purchase orders. According to the manufacturer, the distributor makes the request to purchase products and, at the time of delivery, says he is not getting the amount requested. Manufacturers and distributors periodically adopt a policy promotional price discounts, special payments, bonuses, etc. When there is a special condition, that distributor buys products from the competition by submitting a market value lower than that charged by Alfa. This behavior, in view of the manufacturer, is opportunistic.

Respondent C is considered a potential customer, that the principle is included in the sliding scale of prices (the method adopted by the company, from the perception that the distributors were not giving the expected return). By its structure and wide coverage in the market, Alfa has focused on that client, expecting an increase in sales volume and a possible distribution.

Regarding the relationship, the manager of Alfa says is strong with distributors A and B. In addition to the representative who makes the first contact for sales, the company manager will personally deliver the negotiations, in order to check how the market is behaving, since these are the largest buyers of spare air springs manufacturer, in the State Rio Grande do Sul. With the distributor C service is made exclusively by the representative.

Alfa is not satisfied with the sales made by distributors A and B. With the distributor C, has the expectation that there is an increase in sales. She intends to continue selling to these distributors, but with different sales policies. The distributor A, for not focusing on sales, will be placed in the progressive. OB, as it has behaved opportunistically, will receive the same treatment of Alfa, according to his manager. Despite the disagreements, Alfa sees possibility of selling other products to these distributors, provided you have new products being launched.

Alfa closes the account, in relation to distributors A and B, saying that these will gradually be included in the sliding scale of prices (price per quantity table adopted by the company), which is the case currently, the

distributor C. Thus, Alfa did not want to work more closely with these customers and distributors. Say also that you do not trust these distributors as good resellers of its products, for the reasons previously mentioned.

***Final Considerations:***

Although a qualitative analysis and perception of the authors of this study may suggest that the form of coordination of the relationship between these companies is not satisfactory. At the end of the studies, it was realized that there are several points to be improved in the relationship with their Alfa dealers. For example, the Alpha has a clear and defined its distribution channel, lacking even basic rules and this leads to failures in the communication process with distributors, which have several questions, including, in relation to the bond keeping with the manufacturer.

At the same time not developed a policy of distribution and consequently, this channel does not show the expected operation, management of Alfa complains of the conduct of distributors and also reports that it has trust in its products to resell. From this attitude of management, one realizes the difficulty they find in the communication process, leading both parties to be dissatisfaction in relation to that business relationship maintain.

It is evident from the speeches of both the manufacturer and distributors, opportunistic behavior in a relationship, especially between the Alpha and distributor B even riddled with conflicts and great dissatisfaction. This form is incomplete or poorly defined between the manufacturer and distributors, causes conflicts become evident and hinder the negotiations, causing loss of trust between the parties and making it difficult to continue the relationship and negotiations.

It was identified that the main conflicts, as anticipated by the literature, occurred in relation to direct sales and lack of coordination between channels, leading to competition between the plant and its distributors. These are due to lack of sales policies clear, no definition of aspects such as: territorial division, by customer or product line, lack of sales incentives, sales targets, and other technical support.

The conflicts generate a situation of non-cooperation that is presented as fact negative for the parties, where the cooperative work could bring potential gains for all involved in this relationship. It is necessary also to be rethought the way of coordinating the company's relationship with its distributors, because the way it happens today, has many deficiencies and, consequently, gives rise to the disputes among those involved.

It is clear, however, that there are great possibilities that this relationship be improved, especially if the manufacturer set a clear policy for its sales and the resale of their products. But this will only be possible after a restructuring of the policies of the manufacturing company, compared to its main distributors.

Recommended actions to bring about a reduction of these conflicts, involved:

- Improve coordination in the channel and develop the relationship;
- In addition to developing a sales policy that defines rights and duties of both the manufacturer and its distributors;
  - As well as develop a procedures manual for distributors, setting sales goals, the benefits to distributors who meet and / or exceed the targets set;
  - Improving communication between manufacturers and distributors, making it the most frequent and effective;
  - Establish channels for distributors to express their dissatisfaction;
  - Create an information system, improving the exchange of information between the retailer and manufacturer;
  - Creation of an area of sales support and is responsible for managing all relationships with distributors;
  - Making the territorial division for field distributors;
  - Provide further technical support to resellers with integration of the technical department of trade;
  - Conduct training for distributors, events of integration between retailers, to encourage exchange of information between them and reduce differences in perception.

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