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## COMPONENTS OF SERVICE-DOMINANT LOGIC IN B2B MARKETING

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**Introduction.** In the dynamic landscape of contemporary business, the traditional marketing concept undergoes critique due to its limitations concerning B2B interactions. The incongruity between theoretical developments and practical market needs has spurred the emergence of supplementary marketing disciplines, such as service marketing, relationship marketing, etc. The fragmentation of marketing theory has necessitated the formulation of a unifying paradigm that encompasses a multitude of aspects and challenges inherent to modern economics.

Scholars S. Vargo and R. Lusch have proposed the concept of service-dominant logic as a unifying paradigm that emphasizes the central role of service, the concept of value, and co-creation as opposed to the mere exchange of products. In our view, within the debate regarding the role of service in marketing, attention should be directed toward the fundamental components of service-dominant logic, the role and influence of customers on value creation and service provision. Crucial questions include the alignment of market participants into networked structures (service ecosystems) and the search for sources of competitive advantage amidst rapid commoditization of almost any offering.

**The hypothesis of the scientific research** consists in substantiating the prevalence of

the service-dominant logic in B2B marketing compared to the traditional marketing concept and the decisive role of the customer experience as a source of competitive advantage.

**The purpose of the study is** to examine the components of the service-dominant logic, to identify key distinctions from the traditional marketing paradigm, and to substantiate the significance of the customer experience in B2B marketing.

**The methodology of scientific research** is general scientific research methods, including: induction and deduction, comparison, expert analysis, classification and description, evaluation grouping, and comparison methods.

**Conclusions and prospects for further research.** Theoretical provisions of the service-dominant logic and its key distinctions from the traditional marketing paradigm were analyzed. The importance of the customer experience in B2B interactions was substantiated. Further research should focus on empirical validation and implementation issues of service logic, customer experience management and the principles of creation and functioning of service network structures.

**Keywords:** service-dominant logic; customer experience; value co-creation; value proposition; resource integration; service ecosystem.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
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## СКЛАДОВІ СЕРВІСНО-ДОМІНАНТНОЇ ЛОГІКИ В В2В МАРКЕТИНГУ

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**Вступ.** У динамічному ландшафті сучасного бізнесу традиційна маркетингова концепція піддається критиці через свою обмеженість по відношенню до В2В взаємодій. Невідповідність теоретичних напрацювань і практичних ринкових потреб стимулювала виникнення маркетингових субдисциплін, як то маркетинг послуг, маркетинг взаємовідносин тощо. Розпорошеність маркетингової теорії створила запит на формування об'єднуючої парадигми, яка би врахувала якомога більше аспектів і викликів сучасної економіки.

Вчені С. Варго і Р. Лаш запропонували концепцію сервісно-домінантної логіки в якості об'єднуючої парадигми, що підкреслює центральну роль сервісу (послуги), концепту цінності і спільного створення на противагу простому обміну. На нашу думку, в межах дискусії навколо ролі сервісу в маркетингу слід звернути увагу на основоположні складові сервісно-домінантної логіки, роль клієнтів у створенні цінності і сервісної пропозиції. Важливими питаннями в сервісній логіці є об'єднання учасників ринку у мережеві структури (сервісні екосистеми), а також пошук джерел конкурентної переваги в умовах швидкої комодитизації майже будь-якої пропозиції.

**Гіпотеза** наукового дослідження полягає в обґрунтуванні переваг застосування сервісної логіки в В2В маркетингу на

противагу концепції маркетингу та визначенні клієнтського досвіду як джерела конкурентної переваги.

**Метою дослідження** є вивчення поняття і складових сервісної домінанти в В2В маркетингу, виявлення ключових відмінностей від традиційної парадигми маркетингу, а також обґрунтування важливості клієнтського досвіду в сервісній логіці.

**Методологією наукового дослідження** є загальнонаукові методи дослідження, зокрема: індукції та дедукції, порівняння, експертного аналізу, класифікації та опису, методи оцінювання, групування та порівняння.

**Висновки та перспективи подальших досліджень.** Проаналізовано теоретичні положення сервісно-домінантної логіки в В2В маркетингу та її ключові відмінності від традиційної маркетингової парадигми. Обґрунтовано важливість клієнтського досвіду в В2В взаємодії. Подальші дослідження мають бути спрямовані на емпіричну перевірку впровадження теоретичних засад сервісної логіки та управління клієнтським досвідом на В2В ринку, а також на вивченні принципів створення та функціонування сервісних мережевих структур.

**Ключові слова:** сервісно-домінантна логіка; клієнтський досвід; спільне створення цінності; ціннісна пропозиція; інтеграція ресурсів; сервісна екосистема.

**Problem statement.** With the evolution of markets and technologies, marketing concepts have changed. In the B2B context, personal attention to each customer, the development of mutually beneficial relationships, and avoiding direct confrontation with competitors have become the key condition and principle of successful economic activity. The need for a unifying marketing paradigm and understanding of the relevant sources of strategic advantage has become of paramount importance.

**Analysis of recent research of the problem.** Since the times industrial revolution gained momentum, economic, and later, marketing scholars and practitioners have engaged in extensive academic discussions in search of a marketing paradigm that would help to overcome the so-called marketing myopia when businesses focus excessively on their products or services and to correspond to the current stage of economic development (Kotler et al., 2017; Laburtseva, 2007).

There have been several attempts to integrate several dimensions of marketing. One of the examples is the concept of holistic marketing, which combines such disciplines as relationship marketing, integrated marketing, and socially responsible marketing, to create a more comprehensive approach to marketing management (Kotler and Armstrong, 2014). Integrated marketing communications is another contender for a unifying marketing paradigm. It emphasizes the importance of coordinating all communication efforts across various media channels to deliver a consistent and compelling brand message (Duncan and Caywood, 1996). Yet another approach represents a shift from transaction-focused marketing to relationship marketing, where long-term, mutually beneficial relationships between companies and customers are emphasized (Håkansson and Snehota, 1995).

Despite a rich plethora of concepts and paradigms, most of them can be characterized as either oriented on one-off transactions or one-sided marketing pressure on end customers or too resource-intensive and neglecting a broader audience due to focus on a subset of loyal customers. Therefore, under the conditions of commoditization, where product differentiations are increasingly challenging to sustain, further research is required on the applicable marketing theory that will allow to breach the divide between producer and consumer.

**The purpose of this study** is to explore the components of the service-dominant logic as a possible unifying marketing paradigm and the essence and role of customer experience in B2B marketing. The article will specify the definition and fundamental premises of the service-dominant logic, as well as its principal differences from the traditional marketing paradigm. This research will contribute to a better understanding of the concept of service and value co-creation in the B2B context. Additionally, the unifying nature of the service logic as a synthesis of customer-centric marketing, service marketing, network

theory, and relationship marketing will be studied. Finally, the article will uncover the importance of the customer experience as a differentiation factor in the competitive market.

**Presentation of the main material.** As it is known, marketing is a science in the process of development. With the evolution of markets and technologies, marketing concepts have changed. During the rapid industrialization of the 19th-20th centuries, concepts of production improvement prevailed, followed by product improvement due to market saturation, and finally, the concept of sales promotion when it became necessary to find sales stimulation tools in the face of increasing competition. The paradigm of traditional marketing, which gained popularity in the 1960s, was based on the interaction between the company and consumers to meet their needs (Laburtseva, 2007). According to it, the company plays a leading role in segmenting buyers into impersonal groups, identifying target segments, and focusing its marketing efforts on them. In the face of competition with competitors, companies often resort to one-sided pressure (media, advertising, promotions) to attract consumers and stimulate purchases, which often leads to a lack of feedback from consumers (Kotler, 1972). The aggressive use of resources and changing attitudes towards workers led to the emergence of the concept of social and ethical marketing, which aligns with the goals of sustainable development, where businesses must develop while preserving natural resources, adopting ethical attitudes towards partners, competitors, consumers, and improving the overall well-being of the society (Kotler and Armstrong, 2014).

The development of information and communication technologies (ICT) stimulated the creation of tools for information storage and rapid exchange, leading to the introduction of new concepts from the 1980s onwards, such as relationship marketing and partnership marketing. Personal attention to each customer, the development of mutually beneficial relationships, and avoiding direct confrontation with competitors became the key condition and principle of successful economic activity (Gummesson, 2008a). We can conclude that the traditional marketing paradigm lost its exclusive relevance after Kotler (2017) compared the vertical relationships between a brand and its customers, arising from traditional marketing, to the relationships between a hunter and his prey during a hunt.

In such conditions, the market formed conditions for the development of new marketing concepts, such as collaborative marketing, where the main goal is to retain consumers and partners through the joint creation of value and the establishment of effective feedback among all partnership participants (Shulhina and Savchenko, 2017).

Another approach that has emerged as a contrast to the traditional exchange logic is service-dominant logic (SDL), proposed by scholars S. Vargo and

R. Lusch in their collaborative work. In this concept, the foundation of marketing theory is service and the active engagement of customers in the value creation process. According to the authors, products are facilitators of service delivery, which is characterized as the application of resources, such as knowledge and skills, for the benefit of itself or another party, rather than an intangible outcome of labor (Vargo and Lusch, 2004). A service can be provided directly, like when a dentist extracts a tooth, indirectly through a product (pain relief through a pill) or through money, that is the right to future servicing (Lusch and Vargo, 2018).

SDL emerged in response to the shortcomings and limitations of the goods-dominant logic (GDL), which originated during the time of Adam Smith and was further developed by theorists of the neoclassical economic theory. In this logic, a clear separation is made between the roles of producers and consumers because, according to Adam Smith, “the sole purpose of production is consumption” (Smith, 1776/2002). This neoclassical model, based on the equilibrium of supply and demand through price, significantly influenced the emergence of academic marketing in the early 20th century (Vargo and Morgan, 2005). The focus on the characteristics and properties of goods, rather than on the outcomes, experiences, and relationships associated with their use, as well as the emphasis on one-time transactions involving the transfer of ownership rights to goods (transactional nature), are limiting factors of the SDL (Vargo and Lusch, 2004). Among its shortcomings, one can also add the failure to account for the fact that many goods are accompanied by services that enhance their value (customer support, after-sales service, customization options), and the disregard for intangible factors such as reputation, brand image, and trust, which also significantly influence how customers perceive value (Grönroos, 2008).

SDL in marketing is a theoretical framework that authors have gradually expanded through discussions in academic circles since 2004. It is based on eight (later expanded to eleven) foundational premises, which were then grouped by the authors into five axioms. Table 1 presents the five axioms of SDL.

Axiom 1 emphasizes the central role of services in all economic exchanges. It shifts the focus from products as the primary drivers of exchange to the provision of services that satisfy individual customer needs and preferences. By highlighting the importance of the customer experience during service delivery, service logic recognizes the dynamic nature of interactions with customers and underscores the significance of customization and personalization in modern marketing (Vargo and Lusch, 2016).

Axiom 2 characterizes the creation of value as always being a multi-sided process, albeit with an end beneficiary at the center who plays a crucial integrative (and evaluative) role in all cases. Examples include people participating in an online brand community or assembling furniture at home from a set of purchased components (such as IKEA furniture). However, it is

important to note that the customer doesn't always actively participate in creating value. Further it implies that the exchange of knowledge and skills for money and subsequent spending on necessary services obscures the true nature of economic activity, which primarily involves the direct exchange of applied knowledge and skills for needed services (Vargo and Lusch, 2016). As Kotler pointed out, "importance of physical products lies not so much in owning them as in obtaining the services they render." (Kotler, 1977). This perspective is complemented by the view of Prahalad and Ramaswamy, who consider products as "artifacts around which customers co-create experiences" (Prahalad and Ramaswamy, 2000).

Table 1

**Axioms of the service-dominant logic**

Premise		Explanation
Axiom 1	Service is the fundamental basis of exchange	The application of operant resources (e.g., knowledge and skills), "service" is the basis for all exchange. Service is exchanged for service
Axiom 2	Value is always cocreated by multiple actors, including the beneficiary	Implies value creation is interactional and combinatorial
Axiom 3	All economic and social actors are resource integrators	Implies the context of value creation is networks of networks (resource integrators)
Axiom 4	Value is always uniquely and phenomenological determined by the beneficiary	Value is idiosyncratic, experiential, contextual, and meaning laden
Axiom 5	Value co-creation is coordinated through actor generated institutions and institutional arrangements	Institutions provide the glue for value cocreation through service-for service exchange

Source: generated by the author based on (Vargo and Lusch, 2004; Vargo and Lusch, 2008; Vargo and Lusch, 2016).

Axiom 3 resolves the conceptual problem of contrasting the notion of the "producer" as the creator of value against the notion of the "consumer" as the destroyer of value. Businesses should utilize their unique competencies in collaboration with other market participants, including customers, to effectively meet their demands. This way, all social and economic market participants (enterprises, individual customers, households, etc.) become resource integrators and service providers (Wieland et al., 2017). Such integration generates new resources, ultimately leading to technological development and market growth (Bettencourt et al., 2014). Consequently, specialized knowledge and skills (operant resources) become sources of strategic benefit. The focus on strategic benefit, combined with the "service for service" approach within the SDL, shifts business thinking from seeking competitive advantage to serving oneself through mutually beneficial service to others (Brodie et al., 2011).

According to Axiom 4, value signifies the level of well-being and sustainability of a system. Despite the fact that value is always co-created, meaning one market actor (e.g., a firm) cannot create and deliver value to another (e.g., a customer), the experience in each exchange occurs within a unique context. Therefore, each time the perception of the value of a service will vary depending on the recipient. The focus on experience entails a more holistic assessment in which the received resource is merely a contribution to something more comprehensive (Vargo and Lusch, 2016). Consequently, value propositions essentially promise potential benefit. These dynamic multi-sided (networked) narratives are continually changing and evolving over time due to actors (market participants) who modify or contextually reinterpret events before, during, and after the exchange (Bettencourt et al., 2014; North, 1991; Vargo and Lusch, 2016).

With Axiom 5, the authors establish that the co-creation of value is coordinated through institutions and institutional mechanisms created by actors. Institutions are rules, norms, beliefs, etc., created by humans that enable and constrain actions, making social life predictable and meaningful (Simon, 1957; Scott, 2008). In addition to promoting cooperation and coordination, institutions save cognitive resources, which is crucial since economic and social actors do not possess individual rational capabilities as idealized by neoclassical economic thought (“bounded rationality”, as first coined by H. Simon (1957)). In SDL, institutions provide the building blocks “for increasingly complex and interconnected activities involving resource integration and service exchange in service ecosystems organized around shared purposes” (Ostrom, 2005; Vargo and Lusch, 2016). In this context, the concept of an “ecosystem” is borrowed from organizational ecology, evolved in 1940s, where the existence of various organizational forms (populations) results from “natural selection” in market conditions. Each population occupies its niche in the market, consisting of resources of various levels (social, economic, and political), in which a specific set of organizations can reproduce itself due to its competitive advantages over other populations (see, for example, Hannan and Freeman, 1977).

Building upon the foundational work of S. Vargo and R. Lusch, other scholars continued to develop and expand the conceptual framework of SDL. Grönroos (2008) contributed to the evolution of SDL by revisiting the concept of the service logic. His work emphasized the role of customers as active participants in the value creation process. According to this logic, a brand is the result of value co-creation with the involvement of all stakeholders and the firm, and marketing practices should shift from one-sided attempts to convince customers to engaging them as value co-creators along with suppliers, customer communities, and even prospect customers (Merz et al., 2009).

It's worth noting that researchers in B2B marketing have made a significant contribution to the gradual reconstruction of the traditional marketing

framework. In B2B context, the focus is on exchanging value, not just goods (Lindgreen and Wynstra, 2005; Ulaga, 2003), relationships and network organizations are seen as sources of value creation (Kothandaraman and Wilson, 2001; Moller and Torronen, 2003; Tuli et al. 2007), the phenomenon of exchange is viewed through the lens of building long-term relationships rather than one-off transactions (Berry, 1983), and quality is assessed based on customer satisfaction levels rather than prescribed standards (Grönroos, 1983). It is because all participants in economic exchange (producers, customers, consumers) are integrators of resources and service providers with the goal of (collaboratively) creating value, that the task of academic B2B marketing becomes less about defining differences from B2C marketing (derived demand, category management, B2B clients, etc.). Instead, according to Vargo and Lusch, the concept of A2A (actor-to-actor) marketing becomes more relevant (Vargo and Lusch, 2011). This perspective is shared by representatives of the Scandinavian marketing school such as scholars from the Industrial Marketing and Purchasing (IMP) Group (Håkansson and Snehota, 1995), as well as Håkansson, and Prencert (2004), and Gummesson (2006).

Therefore, as recognized by Vargo and Lusch, SDL represents their attempt to push marketing thought from fragmentation towards a more unified theoretical concept and structure. It can be noted that the SDL framework within the marketing system is seen as a synthesis of customer-centric marketing, service marketing, network theory, and relationship marketing.

Interaction between a firm and a customer was initially the subject of research in services marketing (Berry and Parasuraman, 1993). It later evolved into relationship marketing, which was formed based on services marketing and B2B marketing (Berry, 1983; Gummesson, 1994; Johns et al., 2009), as well as literature on self-service (Meuter et al. 2000). According to Grönroos (1994), the task of relationship marketing is “to identify and establish, maintain and enhance, and when necessary, terminate relationships with customers and other stakeholders, so that the objectives of all parties involved are met; and this is done by mutual exchange and fulfillment of promises”. After the relevant literature review, Harker (1999) identified seven conceptual categories of relationship marketing: orientation towards creating, developing, and sustaining relationships, longevity, interactivity (exchange, mutuality, cooperation), emotionality (trust, promises, commitments), performance and effectiveness (profitability, goal achievement). Thus, relationships can evolve into alliances (network organizations) rather than just supplier-customer relationships. Such interaction is successful when both parties gain a competitive advantage through shared resources (Hunt et al., 2002). Therefore, relationship marketing as a fundamental element of B2B marketing is not just about managing relationships to build loyalty and retain customers over the long term based on trust. Instead,

it focuses on the alignment of customer value for the firm and the firm's value proposition for the customer (Möller and Aino, 2000; Piven and Tkachenko, 2016). The customer focus is achieved by creating a promise (value proposition) and meeting the customer's expectations generated by that promise through value co-creation (Grönroos, 2009).

It can be observed from the literature that there is a close connection between SDL and services marketing, which can be explained by the necessity for direct contact between businesses and customers (Bitner, 1995; Grönroos, 2004), as well as the interactive nature of both concepts (Harker, 1999). In fact, services marketing is a discipline that first introduced the concept of relationship marketing in the 1970s after debates about the insufficiency of the traditional 4Ps marketing mix for services promotion (Möller and Halinen, 2000). In services, customers are active participants in the service provision and consumption that increases the importance of trust and commitment (Kelley and Davis, 1994). Therefore, we can note that both of these concepts are centered around the role of services in facilitating exchange. That is why within SDL, the customer is a prosumer, who co-creates value. What is more, according to the network theory, supplier-customer relations can be visualized and understood through dynamic networked structures and interactions among them (Gummesson, 2008b; Solntsev and Zhygalkevich, 2017). In the context of SDL, the creation of value occurs within service ecosystems and is a key factor in their emergence and evolution. A service ecosystem is a networked structure of mostly independent socio-economic entities that interact through institutions and ICT to collaboratively create service propositions and provide services to one another. The evolution and productivity of the system are stimulated through modern technologies and innovations (Gummesson, 2006).

As we can see, there are key commonalities between aforementioned marketing sub-disciplines and SDL. The concepts of value, co-creation, and effective collaboration, the use of operant resources, the formalization of interaction processes through service systems, and the application of IT tools such as CRM systems are intended to improve relationships and, ultimately, gain a competitive advantage.

As previously mentioned, a positive experience throughout the entire interaction cycle between the producer and the customer (before, during, and after the purchase) is a factor in the competitive advantage of the value proposition. However, in the scientific literature dedicated to SDL, although the importance of the customer experience is acknowledged, there is insufficient attention paid to the phenomenon of "experience." This is partly due to the limiting confusion especially in the context of entertainment events (Caroline and Sally, 2009; Vargo and Lusch, 2008). This inconsistency can be explained by the fact that the terms "customer experience" and "customer experience

management” (CEM) are often associated with sectors of the economy such as tourism, sports, retail, hospitality, and entertainment.

In the B2B market, customer experience can be generally characterized as the subjective feedback from the customer regarding direct and indirect interactions with the firm, including the phases of search, purchase, consumption, and after-sales service. Expectations for such collaboration revolve around the service, product, company, and brand. The supplier must understand and meet these needs while actively managing the interaction experience (Sytnyk, 2021). All physical actions, perceptual, and cognitive processes (such as perception, exploration, usage, memorization, comparison, and comprehension) contribute to the experience (Desmet and Hekkert, 2007; Tynan and McKechnie, 2009).

The discipline that establishes a set of approaches and tools for creating and sustaining an engaging, interactive, and, if necessary, entertaining experience is called experience marketing. It is designed to manage the processes during market interactions, from stimuli provided by the business (influence of the marketing mix, context, environment) to changes in customer behavior, their knowledge, or their attitude towards the proposition and the brand as a whole (Schmitt, 1999). According to Schmitt (2010), the key concepts of experience marketing include: 1) experience value; 2) types of experience; 3) the distinction between ordinary and extraordinary experiences; 4) experience touchpoints.

According to the consumer culture theory, individuals assign meaning to everything they encounter. Therefore, experience represents a significant connection between a person's perceptual activity and the life situation and holds special importance for them (Same and Larimo, 2012). An experience can lead to changes in a customer's attitude or behavior. Attitude consists of three components: cognitive (mental images, understanding, interpretations), affective (feelings, emotions), and conative (intentions, actions, behavior). When an attitude forms, the most common sequence that occurs one after another is cognitive-affective-conative processes. This sequence can shape a meaningful and relevant experience. A meaningful experience consists of feelings, knowledge, and beliefs (Leppiman and Same, 2011). Thus, a meaningful experience is broader than a particular one, which is primarily associated with emotions and feelings (i.e., impressions).

In B2B, prerequisites for a meaningful customer experience include ease of doing business (contracting, information exchange, interaction with staff through various communication channels), flexibility (the ability to personalize and customize propositions), continuous monitoring of customer opinions about the collaboration, and proactive correction of any unsatisfactory experiences. Such an approach should be based on mutual trust and strengthened by the

provider's openness and accessibility across all communication channels, as well as parties' team interdependence (Hollyoake, 2009). In practice, businesses receive feedback through customer satisfaction surveys, focus groups, and in-depth interviews. However, since feedback tools are not perfect or may not be used at all, it sometimes happens that only a portion of dissatisfied customers express their complaints. The result of undisclosed dissatisfaction is a decrease in customer retention levels. Network interaction in the B2B market can be effective within the supplier value chain but can be negative within the customer value chain (Gummesson, 2008b). The infrastructure, management and communication processes that emerge in many industries facilitate interaction between businesses and customers. This system allows consumers to express their expectations and pay for the desired experience (Prahalad and Ramaswamy, 2004), so customers, as prosumers, are co-creators of their own service experience (Schembri, 2006).

Shifting the focus from value-in-exchange to value-in-use with a service logic perspective requires consideration of the temporal aspect of experience: interaction with the customer can expand over time, encompass a large number of touchpoints, and involve interactions with multiple parties in the network and brand community, making it complex and costly to manage. A successful (meaningful) experience should have personal significance for the customer, be novel, contain an element of surprise, provide new knowledge and learning, and engage the customer (Poullsson and Kale, 2004). To turn a meaningful experience into the competitive advantage, service logic should include stages such as planning the desired experience, informing, structuring, and immersing the customer in it (Leppiman and Same, 2011). The development of ICT significantly facilitates the realization of these tasks.

In summary, we can state that the fundamental principles of SDL and the application of the open science approach by the authors, involving contributors from various marketing disciplines, have a synergistic effect on the development of B2B marketing. The incorporation of insights from experience marketing into the SDL paradigm will expand both theoretical and practical approaches to value proposition formation and co-creation of value within networked market relationships.

**Research Findings and Prospects.** Ongoing discussions surrounding new marketing concepts emphasize the need for continuous dialogue, empirical research, and the refinement of theory. Critical observations and alternative viewpoints that have arisen since the service-dominant logic paradigm was offered by the authors contribute to the evolution of marketing theory and practice. The integration with other theoretical foundations, such as customer experience management, relationship marketing, and behavioral economics, enhances our understanding of how organizations compete and create value

through service logic. Integration and application of resources within service ecosystems, creating a customer experience that stimulates changes in the behavior of service recipients and co-creators, form the basis for service provision and strategic advantage.

**ABBREVIATIONS:**

B2B is business-to-business.  
B2C is business-to-consumer.  
CEM is customer experience management.  
CRM is customer relationship management.  
GDL is goods-dominant logic.  
ICT is information and communication technologies.  
IMP is Industrial Marketing and Purchasing Group.  
IT is information technologies.  
SDL is service-dominant logic.

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