

# Marketing knowledge and competencies in co-creation relationships

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**MARKETING KNOWLEDGE AND COMPETENCIES  
IN CO-CREATION RELATIONSHIPS**

Corine Noordhoff

1. Co-creation relations with customers mark a shift in marketing from learning *from* to learning *with* customers to innovate (*this dissertation, chapter 2*).
2. Firm knowledge is most likely to be fruitful for new competence development when firms select vertical partners that hold knowledge related to their own (*this dissertation, chapter 3*).
3. Knowledge in firms is socially constructed and therefore potentially dependent on the relational context in which it gets developed (*this dissertation, chapter 4*).
4. Relational embeddedness between firms is a double-edged sword (*this dissertation, chapter 4*).
5. Business has only two functions: marketing and innovation.
6. The dark side of finishing a dissertation is having people around saying this is only the beginning.
7. The best way to boost creativity is to have a cappuccino (with a colleague).
8. It takes two to tango.