

# CLOSING THE GAP BETWEEN SALES AND MARKETING: HOW TO MANAGE THE CONFLICT

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# 1. INTRODUCTION

The sales and marketing department play a key role in companies that aim to achieve competitive advantage and offer a unique value proposition to their customers. Both departments are highly interdependent. However, there are several discrepancies among their teams in regard to specific strategies and targets that are found in any international company, independently of its size and revenue. It is, therefore, noteworthy to mention that the lack of integration between these two areas can lead to interface dysfunctions within a company, such as lack of communication and collaboration, as well as an overlap in the roles of marketing and sales.

According to Le Meunier-Fitzhugh et al., (2011), sales and marketing managerial departments are supposed to work together to deliver higher value to customers. However, they often operate as functional silos with a different culture, objectives and values. For instance, cross-functional relationships are particularly important within the marketing department during new product development, as they can foster the successful development of innovative products (Souder, 1981). For companies, it is crucial to balance the internal relationship between marketing and sales. Literature states that when the sales department performs marketing strategies at an operational level, its effectiveness increases (Strahle et al., 1996).

Conversely, many organisations are still lacking trustworthy cooperation between these two departments, which often causes administrative challenges. Some authors consider aspects such as teamwork, which enhances interaction, and resource exchange between employees from different departments, as beneficial tools in strengthening relationships between sales and marketing (Ruekert & Walker, 1987). Due to its complexity, this specific topic has gained considerable interest among different authors in recent years, which we would like to explore from different perspectives.

Existing literature suggests that the conflict generated by the two departments seems to be independent of the type of business the company is involved in (Le Meunier- FitzHugh, et al., 2011). Factors such as the different company goals and a strongly differentiated group identity in each of the departments can lead to a conflict that negatively affects the collaboration process (Kotler et al., 2006). Furthermore, scholars distinguish three main dysfunctions that sales and marketing personnel experience. These are communication paucity, lack of collaboration, and overt conflict (Beverland et al., 2006; Kotler et al., 2006; Montgomery & Webster, 1997). Additional conflicts can result from incompatible interests, values, beliefs and feelings; all of



which can interfere with effective implementation of the company's goals (March & Simon 1958, Boulding 1962, Deutsch 1973, Rubin & Brown 1975, Grayet al. 2007).

In light with that and following the review of relevant academic literature, the presented study examines the problem from 3 different angles focusing on an international approach: (1) Size of business, (2) Managerial personnel perspective and (3) Cross-cultural differences. The scope of this research includes a general overview of the impact of existing conflict and a review of possible functional solutions, aiming to analyse managerial implications in order to achieve effective collaboration between sales and marketing departments that can be relevant for business performance. Accordingly, the study aims to identify gaps in relevant academic literature and explore possible solutions. The main contribution to the existing academic literature is the correlation made between the insights obtained in Europe and Latin America from the 16 different companies interviewed.

### **1.1 Problem formulation aim and research question**

The study focuses on the causes that affect sales and marketing interfaces and aims to answer the question - *How can we successfully manage the conflict between sales and marketing departments?* In order to do so, the practical side of the matter has to be investigated. Part of this investigation includes the interviews conducted to employees from 16 international companies of diverse industries across 6 countries, with the objective of collecting in-depth data on each company's division.

Furthermore, sales and marketing interfaces at an individual level of working personnel will be explored, especially where the majority of dysfunctions primarily occur. By understanding how employees perceive the interrelationships among these dysfunctions, theoretical insights are going to be generated to finally provide useful guidelines on how these dysfunctions can be efficiently tackled within a company and industry (Malshe & Sohi, 2009).

This research also dwells upon generational and cross-cultural differences among corporate staff, as well as on successful examples of integration between these two departments on a managerial level that can help obtain useful insights on their improvement. The primary focus is given to the investigation and evaluation of the core of the functional conflict between these two departments in various types of companies, from a multinational to a start-up, at an international level. Dysfunctions between the two departments such as lack of communication,

collaboration, or overt conflict are some of the critical aspects related to the experience of corporate staff on an individual level (Malshe et al., 2016).

Communication and collaboration are, therefore, crucial elements that contribute to a better interconnection between functional areas within organisations. In line with this, the current research investigates the effect of communication and collaboration on cross-functional relationships and business performance. Many other factors, including joint marketing and sales customer interaction, job rotation, personnel training, group orientation, structured meetings, company culture and compensations, have been proposed as the aspects that caused the named dysfunctions among these departments (Guenzi & Troilo, 2006; Johnson & Boeing, 2016; Malshe & Sohi, 2009; Paliwoda et al., 2007; Rouziès et al., 2005; Smith et al., 2006).

Finally, this study will deliver useful insights into the nature and potential causes of the identified dysfunctions between sales and marketing departments, providing practical solutions for organisations in order to effectively solve the conflict and achieve their goals.

## 2. THEORETICAL FRAMEWORK

This chapter contains insights retrieved from the academic literature related to our topic of discussion, as well as an overview of the concepts and the theoretical gap this research aims to fill in. The theoretical framework reveals different aspects that generally have a negative impact on corporate relationships within organisations, going through the most frequent causes of dysfunction between marketing and sales departments.

### 2.1 Conflict in organisations

Conflict has a frequent presence in any context where different groups of people are involved. Conflict management is one of the most important functions of managers, mainly for those who lead multi-functional teams and desire to leverage the benefits of their integration. When working together, different roles have the potential to generate high-quality solutions to the most challenging situations, improve the quality of decision-making, and help build a strong, cooperative, and goal-oriented corporate culture (Amason et al., 1995).

Although several factors can lead to conflicts that affect the relationship between different departments within a company, some authors pointed out positive effects of the conflicts. Amason et al. (1995) claim that conflict is essential in order to improve team effectiveness; however, it should be handled carefully to make a positive contribution. The key is to know how to steer the team towards constructive conflict. For instance, task-related management team conflict can strengthen organisational performance and growth through enhanced understanding of various standpoints and creative options (Bourgeois, 1985; Eisenhardt and Schoonhoven, 1990)

The conflict can have two different dimensions, namely, functional and dysfunctional. Functional is defined as a constructive challenge of ideas, beliefs, and assumptions, as well as respect for others' visions even in case of mutual disagreement (Massey, et al., 2006). Dysfunctional conflict is assumed to reduce team performance and member satisfaction due to the associated tension among team members, which can undermine the performance of the employees (De Dreu & Weingart, 2003). Rahim (2010) explained the functional and dysfunctional outcomes of conflict. According to the author, during functional outcomes conflict may stimulate innovation and creativity, organisational decision-making processes may be improved, alternative solutions to a problem may be found, conflict may lead

to mutual solutions in general internal corporate problems, individual and group performance may be enhanced and individual and group roles may be determined more clearly. Dysfunctional Outcomes include elements such as stress and dissatisfaction among employees, reduction in communication processes and job performance, general distrust and disorder that leads to diminished loyalty, as well as corporate relationship damage.

In addition, organisational conflicts impact internal and external performance results. Speaking about cross-functional teams that occur within firms, the interrelationships between sales and marketing have been identified as one of the most important, since these two areas are critical to building successful relationships between organisations and clients. Strong group identity of both departments can cause a conflict that in turn, negatively affects collaboration and cooperation within a company. The main reason, mentioned by the majority of authors, for low integration between marketing and sales departments, is the existence of different perspectives and time frames used in the processes of goal setting, resource allocation and performance evaluation (e.g. Rouziès et al., 2005; Strahle et al., 1996). Strahle et al (1996) found that organisations have difficulties in coordinating sales department goals with the marketing department's objectives. Therefore, for successful conflict resolution, all parties should contribute to the common solution as the lack of contribution from all may result in disagreement in terms of outcomes and, therefore, further performance inefficiency.

## **2.2 Sales and marketing dysfunction**

Some authors argue that when marketing and sales do work together, they do not always get along (Kotler, et al., 2006). Previous studies and academic evidence reveal that the sales-marketing interface is generally problematic (e.g. Guenzi & Troilo, 2006). Webster (1997) also argues that the relationship between sales and marketing functions has persisted as one of the primary sources of organisational conflict. It is essential to state that the impact of this dysfunction on business performance, as a lack of consistency between these two departments, can seriously damage the relationships that companies have with their customers (Rouziès et al., 2005).

This conflict manifests itself in different ways. For example, when marketing personnel does not provide the necessary timely support to the sales department; make promises to support the initiatives of the other party but do not fulfil them; ignore the mutual requests of specific contributions to project development, or discourage the other party from participating in specific

market activity. Such differences lead to conflicting priorities and inconsistent activities. The marketing department mainly adopts a strategic, long-term vision, in contrast, the sales department primarily focuses on tactical, short-term objectives and activities. As a result, value creation for the customer may become very problematic (Cespedes, 1993).

It is very challenging for senior management to achieve a successful integration of the two departments in order to meet the revenue goals set by a company. There is evidence that shows that collaborative sales and marketing functions have benefits to a company in terms of improved business performance (Le Meunier- FitzHugh, et al., 2011). Managers admit that a constructive interaction between marketing and sales can lead to desirable outcomes, such as better strategic planning, better go-to-market strategy and a better understanding of the customer's needs (Malshe & Sohi, 2009). Kotler et al., (2006) recommend establishing a new relationship between marketing and sales, one with the right degree of interconnection to tackle the most urgent business challenges. The role of both departments is complementary, for instance, in order to achieve a successful launch of a product, the sales force plays a pivotal role in formulating and executing marketing strategies (Cross et al., 2001). However, the majority of marketing staff do not understand the role of sales while implementing marketing strategies due to the lack of understanding between the two departments. Thus, the marketing department misses potential opportunities in the commercial sector (Cespedes, 1993). Selling means constant interaction with customers and salespeople accumulate a lot of valuable information on customers' processes and challenges. The seller and the customer often co-create solutions for the customer's problem and sometimes even end up developing an entirely new kind of service. However, most of the insights learned during the sales meeting stay between the salesperson and the customer (Alhonen, et al., 2018).

Some authors state that the differences between these two departments are based on the fact that most sales teams lead sales groups to join closely and often deliberately exclude a personalised communication link with the head office staff, which can lead to communication failure with staff from the marketing department (Le Meunier-FitzHugh and Piercy, 2007). Moreover, poor communication quality and lack of bidirectionality in communication between these two departments can generate dysfunctional conflict, which can impact general business development and customer value (Massey & Dawes, 2007).

When sales and marketing collaborate, companies observe a substantial improvement in their most important indicators. For instance, sales cycles are shorter, market-entry costs decrease, and the cost of sales is lower (Kotler et al., 2006). Another part of the authors argues that sales-

marketing integration is a dynamic process, in which the two functional areas create more value for their companies by working together than they would create by making decisions apart (Rouziès et al., 2005, Zakaria et al, 2004).

### **2.2.1 Senior Management attitudes towards conflict**

Le Meunier-FitzHugh (2009) mentions that senior management play a central role in improving the interface between sales and marketing. It reduces inter-functional conflict by aligning the goals and activities of both departments. Despite this, senior managers often describe the working relationship between sales and marketing as unsatisfactory, as the two departments often lack communication and sufficient level of performance (Kotler et al., 2006). One of the main challenges for managers is the assignment of objectives. Although sales and marketing have a similar business purpose of improving market penetration and increasing sales, it is frequently the case that there are different objectives established for each of them.

Furthermore, setting different objectives by senior management leads to a lack of coordination of activities among staff members (Strahle et al.,1996) In order to improve collaboration, joint departmental goals need to be set by senior management (Kahn, 1996). Unless senior managers are focussed on removing barriers between sales and marketing collaboration, it is unlikely that it will be achieved by itself (Piercy, 2006). Therefore, senior management must focus on improving this interaction by aligning targets and by creating opportunities for collaboration between sales and marketing (Le Meunier-FitzHugh and Piercy, 2007).

Managers also can positively impact the relationship between marketing and sales departments by creating an open culture among staff. Generating shared projects, such as customer visits, and taking on job rotation tasks can enable sales and marketing staff to understand their counterpart role (Kotler et al., 2006). Effective management of both departments has significant results on customers, company profit and enhances business performance.

### **2.2.2 Communication in the organisations**

One of the critical drivers of cross-functional integration is communication. Communication within a company reflects the establishment of dynamics of cooperation, coordination and joint progress towards the achievement of corporate objectives. It greatly benefits the management of an organisation and the integration of different functional areas. Communication and

collaboration emerge as two components of the general organisational system, where trust, motivation, commitment, mutual help, reduced interpersonal conflict and positive organisational climate play an important role in organisational development (Guenzi and Troilo, 2006). This collaboration acts as the central node in the network of concepts representing integration within the company.

Effective communication between marketing and sales departments encounters many positive outcomes, including stimulated confrontation, mutual understanding, collaboration and knowledge sharing (Guenzi and Troilo, 2006). The power of these effects may, however, be undermined by physical separation in cases when the sales staff is field-based and other functions separately from the sales staff. In this regard, Souder (1988) states that frequent meetings with the aim to discuss common goals and share relevant information help healthy and stable collaboration. In cases where sales and marketing departments are not communicating with each other, they may be unable to cooperate due to the lack of proper sharing of ideas, values and information (Le Meunier-Fitzhugh and Piercy, 2009).

In their research, Strahle et al., (1996) claim that the ability to create long-lasting relationships with customers depends on several factors, such as consistency of marketing and sales strategies, established shared objectives, product life cycle, coordination of communication and promotional strategies. This statement proves the communication between these two departments to be one of the significant factors that influence customer's loyalty.

Having a closer look at the communication process, it needs to be considered that communication between sales and marketing can be formal and informal. Examples of formal communications are regularly scheduled meetings and reports, while informal communication represents an unplanned action. The two types of communications have different properties and, therefore, are likely to play different roles in the implementation of the integration process between departments (Rouziès et al., 2005). It is advisable to establish formal communications around the topics, where there are fewer opportunities for misunderstanding (Le Meunier-Fitzhugh and Piercy, 2009).

According to the academic literature, sales staff often complain about the lack of interest from marketing regarding their vision. Working in the field, sales staff captures essential market insights, which, if used by marketers, could substantially benefit the company's strategies (Kotler et al., 2006). However, due to communication failure, sales personnel have no opportunity to share their insights with marketers. Overall, sales staff emphasises the lack of

willingness to receive information from the marketing department side, meaning that they feel undervalued by the organisation (Malshe et al., 2006)

There is a relation between the communication quality and its effect on the conflict resolution. Communication quality has the single strongest positive effect on functional conflict and the second strongest negative effect on dysfunctional conflict. High-quality information helps managers to evaluate all options and to elaborate on innovative ideas and projects (Massey and Dawes, 2005). When communication is deficient in its quality, it may often frustrate peer managers and lead to dysfunctional conflict with those providing that information (Robbins, 1990).

Frequent cross-functional communication is beneficial for a company, as it allows personnel to become engaged in the working process and to understand better the language of their counterparts (Maltz, 1996). Similarly, more frequent communication can reduce the amount of uncertainty associated with professional activities, therefore, improving general performance (Daft and Lengel, 1984, Galbraith, 1977).

### **2.2.3 Collaboration between cross-functional areas**

Collaboration is defined as a cooperative and inter-organisational relationship that benefits an ongoing communicative process in a company and relies on neither market nor organisational hierarchy (Heide, 1994; Lawrence et al., 1999; Milne et al., 1996). The academic literature emphasises that to gain an effective collaboration within organisations is a difficult task (Hardy et al., 2005). In order to succeed in maintaining strong cooperative organisational relationships, it is essential to apply actions such as stopping the inter-organisational conflict since collaboration is based on trust, motivation, commitment and mutual help (Guenzi & Troilo, 2006). Many studies about this topic show that establishing a collaborative environment in cross-functional teams leads to positive business results such as higher customer satisfaction, operational efficiency and business performance (Kohli and Jaworski 1990; Narver and Slater 1990; Morgan and Turnell 2003).

Regarding the collaboration between marketing and sales, there is evidence that collaborative functions between these departments bring benefits to an organisation in terms of improved business performance (Le Meunier-Fitzhugh & Piercy, 2009). Nevertheless, there has been relatively little attention paid to the interdepartmental relationship between sales and marketing as compared to other organisational relationships (Le Meunier-FitzHugh, 2005). Kotler (2006)



states that every company can and should improve the relationship between sales and marketing departments. However, the interrelation between them represents one of the most debatable relationships within organisations (Dewsnap and Jobber, 2000; Dawes and Massey, 2005), and this is the reason of why it gains attention among both, practitioners and academics (e.g. Athens, 2002; Rouziès et al., 2005).

There are different reasons attributed to the lack of collaboration between sales and marketing. Cespedes (1993) highlights that they both are culturally differentiated, the sellers seem to be intuitive, while marketers tend to be more creative. The cultural conflict between sales and marketing is established in many more organisations than the economic conflict is. This is due to the fact that the two functions attract different types of people with different interests, which can eventually lead to poor communications between staff (Anderson, 1996; Strahle et al., 1996). If sales and marketing departments fail to exchange information effectively in order to improve performance, team results can lead to adverse effects, such as poor decisions, lower productivity, member dissatisfaction and heightened frustration. As a result, this lack of alignment ends up hurting general corporate performance (Kotler et al., 2006).

**Figure 1.** Factors affecting collaboration between sales and marketing

<b>Explanation of Factors affecting Collaboration between Sales and Marketing</b>		
<b>Integrators</b>	<b>Management attitudes to coordination</b>	<b>Facilitators</b>
Communication	<i>Collective factors</i>	Rewards
Organisational Learning	<i>Align Goals</i>	Cross-functional Training
Market Intelligence	<i>Foster Mutual</i>	Integration Mechanisms
Conflict of Interests	<i>Understanding</i>	(e.g. job rotation, project groups)
Marketing Planning	<i>Establish Esprit de Corp</i>	
	<i>Share Resources</i>	
	<i>Create a Common Vision</i>	

Source. Le Meunier-FitzHugh (2006)

Le Meunier-Fitzhugh (2006) explained the factors that impact collaboration; the author gathered the topic in 3 variables, integrators, management attitudes to coordination and facilitators (Figure 1). In conclusion, poor collaboration between sales and marketing may have a harmful impact on business performance, while effective collaboration should improve business performance.

#### **2.2.4 Rewards and recognition system**

The purpose of the reward system is to align the goals of an employee with the goals of an organisation (Meunier-FitzHugh et al., 2011). Reward and recognition systems are another mechanism for enhancing the functional integration of marketing and sales departments (Rouziès et al., 2005). There has always been a discrepancy between the types of rewards sales staff got and those offered to marketing personnel. This difference in focus is reinforced by the incentives typically used by organisations. The incentives for the sales staff are generally related to sales of all products made to customers in a territory. In contrast, the reward and recognition for product managers are based on sales and profitability of the specific products, for which they are responsible (Rouziès et al., 2005).

Some authors claim that aligned rewards should enhance greater collaboration between sales and marketing (e.g., Strahle et al., 1996; Dewsnap and Jobber, 2000; Rouziès et al., 2005; Kotler et al., 2006). If the reward system is not similar for both areas, it can result in conflict and a different set of priorities. If this is the case, for example, the sales department might not support new products since it would be more challenging to achieve monthly targets. Generally speaking, the performance of these two staff groups is judged very differently (Kotler, et al., 2006).

In order to analyse the impact of the reward system in commercial teams, first, an attractive incentive plan is needed as it is a critical driver to achieve any goals. A complete compensation plan for sales staff includes elements as variable monetary compensation based on sales performance, as well as additional rewards on effort. The possibility of earning more margin is an essential driver in sales and business performance. Compensation should motivate sales staff towards activities that are consistent with the general goals of the sales department but also with marketing objectives (Kotler and Armstrong, 2010).

Based on the principles that drive sales teams to achieve their goals, rewards and incentives in marketing teams could also contribute to deeper commitment and support to the sales staff as long as there are clear, understandable and fair objectives assigned to each of them. In order to successfully enhance interaction between these two departments, the overall compensation policy should be reviewed adequately by managers (Kotler, et al., 2006).

#### **2.2.4 Job rotation importance**

Job rotations are lateral transfers of employees between jobs in an organisation (Campion & Cheraskin 1994). The movements between employees have often been advocated to achieve better cross-functional integration (e.g., Griffin and Hauser 1996). Different authors claim that through the experience in different functional areas, managers can develop a better understanding of their counterparts' culture, activities, constraints, and objectives. (Rouziès, et al., 2013) Being able to have the point of view of the counterparts is one of the objectives of job rotation between sales and marketing (Kotler et al., 2006); some large firms, promote the job rotation between all their commercial departments as part of career development. According to this view, rotation gives managers exposure to a variety of experiences and may, in this way, contribute to their professional development. Others argue that job rotation increases motivation. Rotation is viewed as a mechanism to reduce the employees' boredom and to keep them interested in their job (Ortega 2001).

Not all companies allow job rotation among their employees; however, it is possible to generate spaces, projects, or processes where staff can understand in-depth the role of their counterpart. Organisational learning displays the weakest relationship with collaboration between sales and marketing. Nevertheless, some studies indicate that finding areas of common ground to facilitate sharing knowledge and skills, not only promotes collaboration but also improves communication within the departments (Khan, 1996). According to the same author, increased collaboration between departments may be facilitated through a range of training methods, including cross-functional training. Besides, Cohen (1993) states that training could help staff to form ties and integrate their activities across boundaries. Organisational learning embraces the concepts of working together, sharing ideas, developing good practices, and integrating knowledge for the benefit of the organisation. This construct captures attributes such as sharing information and aligning paradigms by management (Le Meunier-FitzHugh & Piercy 2013).

#### **2.2.5 Generation and educational boundaries**

Focusing on generational cohorts has been suggested to be important in both marketing (Kritz and Arsenault, 2006) and sales management (Walker, 2003). A living generation is defined as an identifiable group that shares birth years, age location, and significant life events at critical developmental stages, divided by five-seven years into the first wave, core group, and last wave

(Kupperschmidt, 2000). This author also suggests that understanding these generational differences may be a tool that managers can use to create more employee productivity, innovation and corporate citizenship (Smola, K., & Sutton, C. 2002).

Differences between generations as well as the training, experience and education of managers in different departments, tend to differ in their work history and performance. Research shows that these differences can pose problems in forging effective cross functional relationships (Weinrauch and Anderson, 1982). Cespedes (1993) found that because marketing and sales personnel had very different training and work experiences, there was often little understanding of how the other operated, and resentment on both sides. Marketers have more formal education than salespeople; they are highly analytical, data-oriented, and project-focused. Their vision is long term, and they are very strict with the result mainly that which is not achieved (Kotler et al., 2006).

Marketers commonly complain that salespeople are too busy to share their experiences, ideas and insights. For their part, the sales team, judges the marketing work because everything they do seems to happen behind a desk while they are the ones who must face the customers in the field. Salespeople spend their time talking to existing and potential customers, are skilled relationship builders (Kotler et al., 2006); they not only know the willingness of customers to buy, but they are also in tune with the characteristics of the products that will be successful, and which will not. They are more dynamic and face the monthly pressure of their sales quota. Generational research also suggests that there are distinct components of recognition that appeal to each of these two generations. Boomers who have competed for their whole careers tend to see promotions, titles and more money closely tied with recognition as proof that they are successfully performing their job (Crumpacker and Crumpacker, 2007).

Another relevant difference is preferences in the workplace; the Millennial generation tends to have different preferences from their older counterparts. It seems that Boomers prefer the status quo of the sales environment more than Millennials. The concern exists because these differences are not in favour of the generation of sales that are the workers of the future. (Schultz et al., 2012)

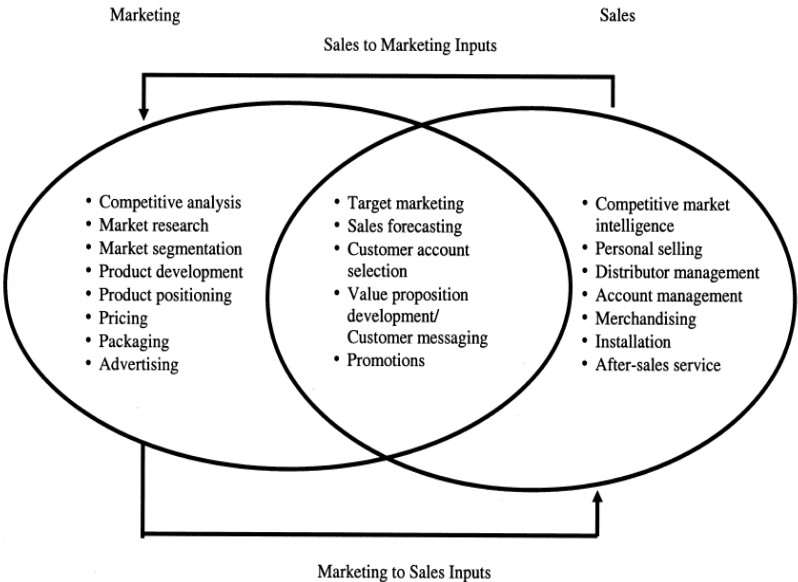
### **2.3 Sales Approach**

The importance of the sales team lies in the role it has in acquiring, maintaining and retaining customers while building profitable relationships in the long term. Krohmer, et al., (2002) demonstrated that the sales department has more influence than marketing itself on many so-called “marketing” decisions. In the companies where the departments are independent, the sales

department is focused on clients, negotiations, trade marketing and channels management; on the other hand, marketing is focused on customer insights, brand management and marketing research. Because of their close, personal relationship with customers, salespeople became an important resource for the organisation. However, one of the main complaints is that most of the time marketing staff do not take into account the salesforce client’s knowledge and impact on the customer value.

Customers have very high expectations when it comes to sales executives’ support and solutions. Thus, marketing staff must provide all the necessary tools on time to satisfy customer requirements. This is a cause of disagreement of the sales team when launching a new product or advertising campaign. A salesperson’s performance can be impacted by the coordination of sales-specific inputs that they receive from their co-workers (Marshall et al., 1999; Rackham & DeVincentis,1999; Weitz & Bradford, 1999). Customers do not pay for just a common good or a service, they pay for a solution that adds value to the answer to their needs (Dixon & Adamson, 2013). To fulfil customers’ demand, an expert marketing team must support the commitment of the sales team; this is yet another example of the contribution of marketing–sales integration to the development of market sensing capabilities. When sales and marketing work together, they will generate more value for their companies than what they would have created by working independently. The integration of the areas is achieved in so far as the activities carried out are mutually supportive. (Figure 2)

**Figure 2.** Sales and marketing tasks integration



Source: Zoltners (2004).

### 2.3.1 The sales process

The sales process is a series of ordered and value-added steps toward a predetermined goal. As suggested by Kotler and Armstrong (2010), there are seven stages in a sales process. These seven stages are:



The first step in the selling process is prospecting, which means identifying qualified potential customers. Pre-approach is the second step in the selling process; it happens before contacting a prospect; the salesperson must learn as much as possible about the organisation and its buyers. The objective of the step approach is to get the relationship off to a good start. During the approach, it is important to ask key questions about the customer's needs or otherwise attract the buyer's attention. The sales presentation must also be carefully planned. In today's information-overloaded environment customers demand richer presentation experiences (Kotler & Armstrong 2012). At the end the salesperson tries to close the sale. For some salespersons, this might prove difficult as they might lack the confidence, feel guilty about asking for the order, or fail to recognise the right moment to close the sale. The salesperson can also offer special reasons to close, such as lower prices or extra quantities if the order is done right away (Kotler & Armstrong 2012). The final step in the process is follow-up which is necessary if the salesperson wants to ensure customer satisfaction and continuity of the business relation. (Kotler & Armstrong 2012).

### 2.3.2 Trade Marketing

The cooperation between manufacturers and distribution channels has promoted the development of the trade marketing department, mainly in those companies with high dependence on retailers. Trade marketing is defined as a methodical procedure carried out jointly by suppliers and retailers, whose objective is to serve customers' needs better and expectations (Figure 3), increase profitability and competitive position while taking into account each other's constraints and specificity (Dupuis, et al., 1996). In this highly competitive context, manufacturing companies must cooperate effectively with large distributors to achieve their objectives, achieving efficient

collaboration in which the manufacturer treats each distributor as a real customer. Fornari (1986) define Trade marketing as a series of actions, the purpose of which is to identify, plan and manage more effectively in order to optimise the use of the company’s resources and to obtain a lasting competitive advantage.

Trade marketing is considered strategic in the sense that it constitutes the direct way to achieve channel efficiency and to differentiate the distributor’s portfolio as the manufacturer’s offer to generate value for the final consumer. Trade marketing aims to increase profitability on a mid- to long-term basis turnover, and increased market share is no longer considered as performance criteria but rather as ways in which to achieve this objective. While the marketing department is in charge of generating the demand, trade marketing ensures the availability and visibility of the products in the points of sale and of generating long-term commercial relations with the clients, becoming a support for the sales area.

In order to achieve sales, the application of various aggressive promotion strategies that stimulate the purchase by consumers is essential. Among other functions, Trade marketing is in charge of merchandising and business development in the broad distribution structure and collaborates in customer initiatives (e.g. supply agreements, category management). The functional area must anticipate the rapid evolution of the channels and adapt the products to the needs of the consumer.

**Figure 3.** Triple approach of trade marketing



Source: Dupuis & Tissier (1996)

The growth of retailer negotiation power in food retailing stems from increasing levels of concentration and increased centralisation of purchasing. The supplier-retailer relationship should eliminate conflict as a business practice. On the contrary, each partner should develop its capacities to listen to and understand the other. Castillo (2000) in this sense argues that the organisational

dilemma raised in many manufacturers of whether the Trade marketing department should depend on sales or marketing, it seems that it is being resolved in the most recent practice in favour of the sales unit, for reasons operational agility, quick response and ease of coordination between departments for better dealer service.

## **2.4 Digitalisation in B2B**

Business-to-business marketing is generally identified with customer communication, branding, advertising, websites, digital marketing and point of sale materials; while sales, in a business-to-business context, is associated with account management and solution development (Geiger et al., 2009). According to the academic literature, sales used to be about selling services and products, and the business to business salesman was a specialist in taking orders. However, driven by the digital transformation, customers became more well-informed about sales techniques. Therefore, they expect salespeople to communicate the relevant content of their offerings through different channels in a more professional way.

In the last few decades, sales has become a strategic activity that aims to establish and maintain long-term relationships with customers (Alhonem et al., 2017). Salespeople are more often involved in value-based selling processes, where they engage with customers in order to solve problems and through this, to create meaningful customer experience (Storbacka et al., 2009). Technology also has changed the general way customers and suppliers interact with each other.

Growing numbers of customers are technologically advanced users, who prefer to use technological devices and techniques in order to create service outcomes instead of interacting with a firm representative. Nowadays, customers also have an opportunity to relate to companies and their communication channels through several digital contact points (Li 2017; Straker, Wrigley & Rosemann 2015; Lemon & Verhoef 2016). Companies are using digital channels and social media as well in order to attract new clients, to interact with suppliers, to build relationships, to increase awareness and to communicate their brand online receiving immediate feedback (Michaelidou et al., 2011).

With the ongoing technological progress, the role of sales and marketing staff has also undergone changes. Product information that was previously kept by salespeople, has now become available for customers through various online channels administered by the marketing department or customer service (Storbacka et al., 2009). By creating relevant content for different channels, the



marketing department helps customers to identify their problems and to be more interested in a company's offerings enriching their customer journey.

Marketing often gets the first contacts from potential customers searching for information online, who are then sent forward to salespeople, who in their turn, start building a long-lasting relationship with them (Storbacka et al., 2016). Conducting business in the digital age calls for a new model of marketing strategy and practice. Companies are forced to retain most of the skills and practices that have worked in the past and to apply new major competencies and practices in order to grow and prosper in the future (Kotler et al., 2005)

Sales discussions are also being transformed from traditional transactions selling events to dialogues, where salespeople listen to customers more closely and co-create applied solutions with them. The so-called value-based sale is based on a deep understanding of the client's situation, where the aim is to create added value for the customer's business (Alhonen et al., 2017). The digital era is breaking down the gap between marketing, sales and product development. In addition, it increases the competence requirements of sales and marketing professionals. A company should have a clear digital strategy that outlines a usage of digital channels in sales and marketing. The mix between digital and traditional channels should be based on understanding of the needs of the company's own clients.

## **2.4 Literature Gaps**

Through the years, some companies have succeeded in understanding the importance of the relationship between sales and marketing departments and their impact on revenues, more than the others. However, pointing out which specific factors are involved in the different department's behaviour is a complicated process. Sales and marketing integration literature highlights a dysfunctional relationship shared by sales and marketing personnel that is characterised by lack of general communication and collaboration (Malshe & Biemans, 2014; Rouziès et al., 2005). Furthermore, despite the existence of numerous scholarly insights that revealed that marketing and sales staff experience different dysfunctions for their integration (Guenzi & Troilo, 2006; Dewsnap & Jobber, 2002; Le Meunier-FitzHugh et al., 2011; Massey & Dawes, 2007), how this problem may be tackled, continues to be difficult to implement (Malshe et al., 2016).

Cespedes (1993), emphasised the need for better coordination between marketing and sales activities, conceptually identified a set of factors and discussed several organisational changes aimed at improving that coordination. Contrary to this positive approach, the experience of the

scholars and the scarce literature on interaction Marketing-Sales shows a totally different image (Carpenter, 1992; Shocker et al., 1994; Anderson, 1996; Strahle et al., 1996; Rouziès et al., 2005) interaction is problematic, misalignment and conflict are predominant. Given that this conflict has been present for many decades among a large number of companies; we find it is essential to conduct further academic research on the topic by identifying and assessing underlying factors and reasons, so that functional solutions can be provided to companies, where this problem is still present.

### **3. METHODOLOGY**

This chapter concentrates on the type of conducted research as well as the research design. At the end of the chapter an overview of the respondent's profile, based on the examined in-depth data collected during the interviews, is presented.

#### **3.1 Qualitative research assessment**

Qualitative research in its nature implies a flexible and data-driven research design. It uses rather unstructured data in order to reveal the subjective side of the research process, to dwell upon problems in detail and to apply verbal forms of analysis over statistical ones (Hammersley, 2012). It also regards the problem from the managerial perspective by collecting the individual data of each participant (Creswell, 2007). Many authors agree on the opinion of problematic nature of qualitative research (Birch and Miller, 2000; Campbell, 2002; Etherington, 1996; Ferguson, 2003). In this study, we use a discovery-oriented practical approach due to the lack of information on individual perception of existing conflicts between sales and marketing departments from the point of view of corporate staff (e.g. Challagalla, Murtha, & Jaworski, 2014; Zaltman, LeMasters, & Heffring, 1982.) In this case, the practical side of the approach allows us to propose useful solutions to professionals in order for them to efficiently customise their actions and to increase the efficient functioning of both departments simultaneously. To do so, 17 managers from 16 different international companies were interviewed as part of the investigation in order to benefit our research with essential insights from real-life experiences and to propose practical solutions.

##### **3.1.1 Research design**

This chapter outlines the research design of the study. First, we examine the nature of the research design in order to determine the methodological approach afterwards. This will be followed by the analysis of data collection and the report of final results. As previously mentioned, in order to answer our research question, it is essential to identify sales and marketing activities at first, so that the obstacles to their integration can be identified, and to be able to propose relevant and practical solutions. To achieve this, we will further examine relevant concepts including communication, collaboration, generational differences and reward

systems as a motivation driver. For the purpose of this study, the job rotation and senior management as a principal function are also considered to be key factors in the effective integration process.

This chapter additionally provides information about the study sample, the type of the data collected and the techniques used for the qualitative analysis implementation carried out during the interviews. Under the term 'interview' we imply face-to-face verbal exchanges in which one person, the interviewer, attempts to obtain information from, and to achieve an understanding of the interviewed person (Rowley, J., 2012). The academic literature suggests in-depth, qualitative interviews for effective planning and extension programs evaluation as they imply open-ended and discovery-oriented methods which allow the interviewer to better explore the interviewee's vision from different angles (Guion et al., 2001). However, there are some disadvantages of semi-structured interviews such as intensive labour, time-consuming and the fact that it requires special interviewer skills. Besides, the reliability of the result might be questioned due to the lack of standardisation in semi-structured interviews.

In addition to that, the differences in cultures of interviewers and interviewees may affect the reliability of the research. It may influence the way interviewers receive and analyse the information. Based on the abovementioned pros and cons and in order to generate practical insights from the conducted semi-structured interviews, a questionnaire to be used to conduct the interviews was designed appropriately.

The study will be divided in several sections and is going to be organised in the following manner: In section two, an extended literature review is conducted in order to understand the nature of conflict and the main dysfunctions occurring between sales and marketing departments. More specifically, the conceptual framework with regards to specific cases presented in the literature, such as conflict, communication in the organisations and lack of collaboration. In section four, the results of the interviews are analysed and discussed. This will be followed by the discussion, conclusions, and limitations to the proposed solutions.

### **3.2 Data collection**

The data collection includes the theoretical part in the form of literature analysis, as well as the practical part in a form of conducted semi-structured interviews. All the data was collected in an 8-week period and is presented in a form of general overview that will benefit our practical conclusions further on (see Appendix 1). It is noteworthy to mention that qualitative interviews

are the primary technique for data collection in this study as they provide deep-level information. This gives practical insights on the nature of the examined conflict from different angles, such as, managerial perspective. For this study, 17 participants were interviewed on 5 different topics in order to get an understanding of the existing real-life challenges between sales and marketing departments that occur in companies of different sizes, industry and the country of origin. The questionnaire for the interview contained open-type questions that allowed the interviewees to explain their viewpoints and to justify their answers in a free and creative manner.

### 3.3 Participant Profile and Requirements

The findings of your research depend critically upon your selection of interviewees (Rowley,2012) The selected participants have titles such as sales directors, brand managers, account managers and sales managers. The chosen companies were mainly based in Latin America and Europe. However, as previously mentioned, we should emphasise that the final solution proposition will be made independently on size and/or the industry a company is in. The majority of interviewed companies have their primary focus on the consumer goods industry and banking. A total of 40 executives were contacted, which resulted in 17 respondents from 16 companies that agreed to participate (Table 1). In order to improve the quality of the conducted interviews, the study participants were chosen to have diverse financial backgrounds, titles and nationalities.

**Table 1.** Descriptive information of respondents

Respondent	Job Position	Company	Department	Country
1	Sr. Sales Coordinator	Team Foods	Sales	Colombia
2	International Brand Marketing Manager	Roche	Marketing	Germany
3	Account Manager	Unilever	Sales	The Netherlands
4	Business Marketing Analytics	Johnson&Johnson	Marketing	Colombia
5	Customer Success Manager	Jan De Rijk Logistics	Sales	The Netherlands
6	Sales Director	Rappyd	Sales	The Netherlands
7	Demand Planning Director	Kelloggs	Marketing	Colombia
8	Key Account Manager	Mondelez International	Sales	Colombia
9	Regional Manager	Mondelez International	Sales	Colombia
10	Sales Director	Bayer	Sales	Colombia
11	Marketing, Communication advisor	Rabobank	Marketing	The Netherlands
12	Sales Consultant	Taencu S.A:	Sales	Ecuador
13	Marketing analyst	Smilers	Marketing	Colombia
14	International Account Manager	WordIPay	Sales	The Netherlands
15	Sales Key Account Manager	Pfizer	Sales	Colombia
16	Senior Digital Marketeer	PauwR Digital Marketing	Marketing	The Netherlands
17	Senior Client Brand Manager	Nielsen-Mars	Marketing	U.K.

To further explore variations in the amount of conflict found between sales and marketing departments, the perception of conflict among respondents working in different continents, types of companies and ages, was examined. This comparison is shown in table 2. Respondents were classified as per their geographic location, company’s size they work for, company’s revenue and living generation the respondents belong to.

**Table 2** Descriptive information on respondents regarding the 3 dimensions of analysis.

<b>DEPARTMENT</b>	<b>GEOGRAPHY</b>	<b>COMPANY SIZE</b>	<b>GENERATION</b>
Marketing	Europe	Large company	Generation x
Marketing	Europe	Large company	Generation x
Marketing	Europe	Large company	Millennial
Marketing	Europe	Small company	Millennial
Marketing	Europe	Startup	Millennial
Marketing	Latin-America	Large company	Generation x
Marketing	Latin-America	Large company	Millennial
Marketing	Latin-America	Medium company	Millennial
Marketing	Latin-America	Startup	Millennial
Sales	Europe	Medium company	Generation x
Sales	Europe	Medium company	Millennial
Sales	Europe	Startup	Generation x
Sales	Latin-America	Large company	Boomers
Sales	Latin-America	Large company	Generation x
Sales	Latin-America	Large company	Generation x
Sales	Latin-America	Large company	Millennial
Sales	Latin-America	Medium company	Generation x

### 3.4 Data analysis

This chapter outlines the analysis of the empirical data and the one emerged from the interview analysis.

The steps taken to analyse the information gathered from the interviews were the following: After finishing the interviews the corresponding transcriptions were made as well as the translations from Spanish to English that were needed for some of them. Consequently, the transcriptions were reviewed, organised and codified by using the Software Nvivo 12. Nvivo Computer-assisted qualitative data analysis software has been viewed as aiding the search for an accurate overview of the data as well as a transparent audit of the data analysis process – a process which can be absent in qualitative research accounts (Welsh 2002; Bazeley & Jackson ed. 2013). Rowley (2012) states that it is necessary to code the themes first, whether they are emergent from the data or pre-figured (based on the interview questions and/or prior theory) need to be crystallised and finalised;

these topics are the main areas in which knowledge has been generated, and will become the basis of the description in the findings and conclusions.

The 17 individual interviews took a total of 9 hours of audio recording. The average length of each interview was 30 minutes; a total of 32 nodes were subsequently converted to 8 topics. The interviews were done with executives of both: sales and marketing departments, and the topics to be researched were analysed from both points of view accordingly. When using the Nvivo software, codes were organised hierarchically into “coding trees’ to categorise and sub-categorise the emergent concepts according to their relationship to one another.

With aims to procure a more detailed result and to be able to make comparisons between the 3 different variables (Communication, collaboration and conflict), data with regards to the company size, its geographical position and the living generation the interviewed belong to, were also classified in the model. Because firm size has been shown to affect organisational dimensions (Pugh et al., 1968), a comparison between the three most relevant topics of study was exclusively done for this specific variable (Table 3). This was done also in accordance with Rowley’s (2012) recommendation, that on occasions it is useful to indicate the importance of a given sub-theme by indicating how many of the respondents agreed with a particular point.

<b>COMPANY SIZE</b>			
<b>Variables</b>	<b>Large Company(Global)</b>	<b>Medium Company( Regional)</b>	<b>Startup</b>
<b>Communication</b>	Joint frequently at Senior management level. Trade marketing acts like a bridge. Weekly meetings with sales.	No regular sales and marketing meetings. Lack of communication between the areas.	Frequently communication, both areas acts like one team.
<b>Collaboration</b>	Problems to join projects together. Independent areas priorities.	Each area work in their own priorities. Little evidence of integration.	All the projects are together.
<b>Conflict</b>	Does not exist, some executives call it "Tension". Differences on the way of achieving goals.	Does not exist at Senior level. It does exist between Sales field staff and marketing. Trade Marketing is a mediator.	Does not exist, the areas complement each other.

In the analysis, we found a direct relationship between the type of interconnection that the departments have within company size. However, the most relevant finding is that the majority of interviewees does not recognise a conflict between the cross functional areas. Instead, they consider there is a lack of alignment, lack of communication and tension. Historically there has

been tension between sales and marketing, bred by physical and philosophical separation and by poor communication. According to Le Meunier-FitzHugh & Piercy (2006), this tension in the relationship has created the need to ensure that sales and marketing are able to collaborate to the benefit of the organisation. The findings will be explained in the next chapter.



## 4. DISCUSSION AND CONCLUSION

This chapter discusses the findings of the study in a broader context, subsequently, the contribution to knowledge, practical implications, limitations and suggestions for further research are being addressed accordingly.

### 4.1 Summary of findings

Overall, based on our qualitative research, the study reveals that there is a surprisingly low level of conflict between marketing and sales departments. There were no differences found across Europe and Latin America regarding this specific subject. However, sales and marketing staff reported higher levels of conflict than top managers reported. These levels of conflict will be further described in the discussion section.

The analysis also shows that the perception from personnel of each area regarding the relationship between sales and marketing is different. This perception also differs depending on other variables such as the level of the respondent's position within the organisation. An analysis among the hierarchy levels of the organisation showed significant differences across dimensions; the effect of the respondent's job position on their perspective about the interaction of the two areas was remarkable. In addition, this study reveals that large companies are more affected with the dysfunction between the departments than start-ups. This finding is in line with what several authors state with regards to companies with relatively few new products being likely to be less affected by the lack of integration. It should be noticed, that while the integration of sales and marketing is important for companies either with many or few products or services, it is expected to be more important for companies that rely heavily on the introduction of a stream of new products or services (Rouziès, et al.,2013).

Kotler (2005) defined 4 types of relationships between sales and marketing (Figure 4) those being: undefined, defined, aligned and integrated. We used these concepts, which are based on how interconnected the companies are and how the teams work. the findings of this study show that the type of relationship also varies according to the country where the company is located. It is noteworthy to mention that in Latin America, a strong dependence on trade marketing was found, as a bridge between the two areas, while in Europe, this department performs other functions. Finally, a perfect integrated relationship (Figure 4) between the areas was found in the start-up's

companies. According to Kotler (2006) when sales and marketing are fully integrated, boundaries become blurred. Marketing and sales begin to focus on strategy, a “rise or fall together” culture develops

**Figure 4.** Types of Sales and Marketing relationships

WHAT'S THE CURRENT RELATIONSHIP?	
THE RELATIONSHIP IS...	IF SALES AND MARKETING...
Undefined	<ul style="list-style-type: none"> <li>• Focus on their own tasks and agendas unless conflict arises between them.</li> <li>• Have developed independently.</li> <li>• Devote meetings between them to conflict resolution, not proactive collaboration.</li> </ul>
Defined	<ul style="list-style-type: none"> <li>• Have rules for preventing disputes.</li> <li>• Share a language for potentially contentious areas (e.g., defining a "lead").</li> <li>• Use meetings to clarify mutual expectations.</li> </ul>
Aligned	<ul style="list-style-type: none"> <li>• Have clear but flexible boundaries: salespeople use marketing terminology; marketers participate in transactional sales.</li> <li>• Engage in joint planning and training.</li> </ul>
Integrated	<ul style="list-style-type: none"> <li>• Share systems, performance metrics, and rewards.</li> <li>• Behave as if they'll "rise or fall together."</li> </ul>

Source: Kotler et al., (2006)

In the following section, the analysis of the topics relating to the research question will be presented. In addition, the comparison between sales and marketing will be mentioned throughout the findings whenever necessary.

#### **4.1.1 Challenges**

##### **4.1.1.1 Sales perspective**

First, the sales staff interviewed report that disagreement arises for a variety of factors. The most frequent challenges reported are: lack of knowledge in the sales field, lack of clarity in the strategies applied to the local market, delay in the delivery of materials and tools for customers, differences in the way the results are measured within each department and the lack of interest in the opinion of the sales staff. There are many reasons cited about the lack of cooperation between sales and marketing, including the fact that they have very different philosophies and that staff often have different backgrounds, e.g. education and experience (Ruekert and Walker, 1987; Cespedes, 1994; Griffin and Hauser, 1996; Lorge, 1999; Kotler et al., 2006). Rouziès et al. (2005)

confirm that a major impediment to Marketing–Sales integration is created by the different mindsets of employees of the two units.

A regional sales manager in Latin America does not agree with the fact that the company she works for continues to launch new products without researching the local market. She claims she is never involved in defining the objectives that the new products will have, and when products are introduced in the market, she struggles with over- or under-allocated stock for their clients.

*“Since marketing does not know the field, they generate a strategy thinking about the ideal world and not the reality of the local market and how to communicate locally with the consumer.”*

*Mónica (43), Regional Sales manager- Latin America*

These issues are similar to the ones that have been studied in previous research about the interaction between departments. When marketers help setting the other P, the product being launched, salespeople often complain that it lacks the features, style, or quality their customers want. That is because the needs of its individual customers shape the sales group’s worldview (Kotler et al., 2006).

Lack of marketing support was not only a significant discouragement, but it also made salespeople believe that marketers cared about their functional interests more than customer interests. In other words, they felt that marketers were obsessively self-oriented rather than customer-oriented (Slater & Narver, 1994). The current sales director of a financial start-up highlights his dissatisfaction with his former employer when the sales team had to make presentations of new campaigns due to marketing’s non-compliance with delivery times:

*“(One challenge was) lack of time to meet deadlines to deliver the necessary items to our clients, my main challenge was not having the right tools on time for clients. We, as a sales team, had to improvise all the time. It was not easy to focus all the effort in our primary purpose of the sales goal. Besides, the team motivation was involved under the lack of collaboration and cooperation of the marketing department*

*Pablo, Sales Director Medium size Financial industry- Europe*

In the consumer goods industry, it was found a relevant pattern associated with trade marketing interaction. The purpose of this department is to make compatible and to synergise the

manufacturer's brand strategy with the distributor business; it is associated with the relationship with the distribution channels. Its primary role is undervalued when marketing delegates the contact with customers and the field sales team, which generates a loss of credibility among the sales staff and reinforces the belief that all decisions are made behind a desk (Kotler et al., 2006). This behaviour is evident in the quotes below obtained from the key account executive of a multinational pharmaceutical industry and from an Account manager from the food industry.

*“The problem is that marketing relies on trade marketing; they do not go into the field; they do not visit the clients. They must live daily basis situations in the market. If marketing does not have the experience in the field, it does not matter that sales explain the situation, they will not understand the reality of the clients and the markets.”*

*Helia (56), Key Account manager from the pharmaceutical industry Latin America*

*“The issue of working in the field would help marketing see not only the side of the company but also market and competition.”*

*Laura (38) Account manager from the food industry Latin America*

#### **4.1.1.2 Marketing perspective**

From a marketing point of view, the challenges are different. Marketers complain about the lack of support from the sales staff regarding their projects. The field sales team tends to weigh in on short-term goals and focus on products that have a higher turnover, leaving out new products or services. Marketers think that salespeople are not committed to the long-term goals of companies.

There is often poor coordination between sales and marketing, particularly in planning and goal setting (Weitz and Bradford, 1999; Olson et al., 2001; Rouziès et al., 2005; Piercy, 2006; Kotler et al., 2006). Such differences obviously lead to conflicting priorities and inconsistent activities, because marketing mainly adopts a strategic, long term perspective, while Sales primarily focuses on tactical, short term objectives and activities (Guenzi & Troilo 2006). Demand planning manager from a Latin America company describes the negative attitude of the sales team when they start a new project. On occasions from the point of view of the national manager himself.

*“Mainly with the sales staff, who always want to have low goals and start projects in a pessimistic way. If the departments do not agree on time, the deadlines can be affected and we*

*do not meet the customer's needs. On the other hand, it is very difficult to forecast new products due to the fear of compromising the volumes to be sold”*

*Javier (41), Demand Planning Manager, food industry- Latin-America*

In many companies, marketers came up with initial strategic ideas. They were responsible for championing those ideas so that the salesforce would buy-in to the strategic initiatives and partnerships in its implementation (Malshe & Sohi, 2009). In the following quote, a marketing communication manager from the banking industry confirms the necessity of this integrated way of working.

*“There must be a support base for marketing actions. They only will succeed when colleagues are active and willing to practice the actions. That works better when the sales colleagues are concerned from the beginning of plan-making.”*

*Evelyn (44), Marketing communication & cooperation manager, the banking industry- Europe*

#### **4.1.2 Communication**

The lack of sales force cooperation and integration are common challenges marketers mentioned when working with sales staff, but the main concern almost all respondents expressed is the lack of effective communication. According to the academic literature, communication—both openly and frequently is at the heart of establishing social and formal coordination (Lai, Lam, & Lam, 2013) and assists sustainable business practices (Ortiz-de- Mandojana & Bansal, 2016). For marketing respondents, the main challenge while working with sales is the lack of communication. Kotler (2006) states that when it comes to improving relations between any two functions, the first step inevitably involves improving communication. However, most of the informants mention that communication with sales can be difficult and equally there is rejection of feedback even if it is positive. Messages are misinterpreted and sometimes communication is completely absent. Authors describe the relationship between sales and marketing as exhibiting a lack of understanding, distrust, poor cooperation and being in conflict (Rouziès et al., 2005; Kotler et al., 2006).

The Business analytics manager of a consumer products company indicates that since his job is to provide relevant data and insights to the sales team for decision making, communication must be frequent and effective. However, the sales team does not trust the information provided and challenges the indicators they deliver.

*“Many times, marketing delivers a message to the sales team and considers that the communication has been clear, however this is not always the case and this affects the achievement of the objectives. The difficulty we have is that the messages are delivered to the trade marketing department and not directly to the sales team”*

*Diego (39), Business Analytics manager FMCG industry Latin-America.*

*“I think the big challenge is communication that it is not smooth.”*

*Ana Maria (39), Senior Client manager - Food industry- Europe.*

*“The challenge we face here is that the people who focus on sales do not have enough in-depth knowledge of our services. They know Amazon advertising exists, but they do not know what requirements there are even to get started, and they do not show interest in contacting us to understand it. There is something a marketing specialist does know, and they can leverage our knowledge”.*

*Thomas (30), Senior Digital Marketer for a Start-up- Europe*

A review of the literature and respondents confirm that communications play a crucial role in aligning sales and marketing activities. For sales staff, communication is not a conflict, as in general they are open to any contact that marketing personnel may want to have. However, since salespeople are in the field, they expect the contact to come from marketing. This perception contrasts with the one marketing has, concerning Sales lack of interest. How marketers experienced communication paucity differed substantially from their sales counterparts. Specially, marketers' perceptions were shaped by the fact that they had to reach out to sales personnel multiple times before they could initiate any communication with them. (Malshe, et al., 2016). Corporate relationship managers' quote below illustrates how sales personnel see this point.

*“If communication was improved, adjustments could be made before the information landed on the hands of our customers. A better approach would save us difficult conversations with customers about what something that was offered can't be delivered”*

*Paola (42), Corporate relationship manager- Payment company- Europe*

It is noteworthy to mention that the perspective of the frequency of communication differs depending on the hierarchical level in the organisation. Senior managers and sales directors

consider that there is adequate communication with marketing, while account managers and sales executives believe otherwise. This criterion is higher in Latin America, where, as mentioned above, Trade Marketing has direct contact with salespeople. This intermediate department between the two areas makes contact even more distant. Working in the field, salespeople would capture essential market insights, which, if used by marketers, could substantially benefit the company's strategies (Malshe et al., 2016).

Nevertheless, due to the communication paucity, the sales staff do not have the opportunity to share their knowledge with the marketers. An account manager expressed her frustration; she feels the company she works for does not take into account the relevant information she obtains while working with clients and customers.

*“My communication with marketing is not good, they don't hear the sales team's opinion, only at a managerial level. To improve the situation, we have a monthly meeting with trade marketing and an informal contact frequently. The frequency is enough for me. But I would like to have the opportunity to work directly with marketing. It will help the company to achieve the objectives.”*

*Helia (56), Key Account manager from the pharmaceutical industry-Latin America*

The same perception was shared by two sales personnel regarding the indirect contact they have through Trade Marketing. Although this department converse relevant, they considered marketing's utter lack of communication was a signal that they did not think much of sales and they do not leverage the high contribution sales staff can provide:

*“Unfortunately, I do not have communication with marketing. From my position, all information is done through Trade marketing”*

*Laura (38) Account manager food industry -Latin America*

*“We have continuous contact with trade marketing area. I consider that the frequency of communication with marketing is low, at least there should be a monthly interaction with the heads of the core brands to understand what is happening with the categories, the market and in the field.*

*Mónica (43), Regional sales manager food industry - Latin America*

On the other hand, the national consumer goods sales coordinator for Europe and the demand planning manager for Latin-America explained that communication is excellent and quite frequent, while they have regular meetings with their marketing counterparts. As advocated by Kotler et al., (2006), disciplined communication and regular meetings between sales and marketing (at least quarterly, perhaps bi-monthly or monthly) will improve cooperation between the areas. It means that regular meetings and a high level of involvement is done probably with the personnel who are at the office.

*“I interact with the sales department daily, the marketing side I do have good connections and like to discuss ongoing matters as in my role as a buyer I am involved with certain purchases for campaigns”.*

*Erwin (32), National sales coordinator - Europe*

*“Communication is appropriate and frequent, about 4 times a month to analyse the data, statistics and the Nielsen results together. Informal contact is very often and adequate since it allows the team to take measures on what is not working, so that they do not need to wait until the end of the month. Marketing supports goals that are not on track”.*

*Javier (41), Demand Planning Manager, food industry, Latin America*

As extensively documented in the literature, effective communication improves the relationship between the two departments, helps to achieve the objectives and increases the business performance (Menon et al., 1996, Kotler et al 2006, Malshe, et al., 2016). Our findings point to an enhanced need to improve communication. To successfully achieve effective communication, representatives from the different business levels should be involved in the process. The sales team is more likely to be motivated to apply and to support all the new strategies and initiatives, if they feel they have been part of the project that developed such strategies. According to Piercy (2002) an inclusive marketing planning allows staff to own the plan and therefore facilitates effective implementation.

In addition, marketing can gain better insights into the market from the field sales team. Sales representatives get first-hand information from their customers and their consumers' needs and expectations. They're skilled relationship builders; they're not only savvy about customers' willingness to buy but also attuned to which product features will fly and which will die (Kotler et al., 2016). In addition, Souder (1988) noted that frequent meetings to discuss joint involvements



and to increase the sharing of information aided in the establishment of collaboration. That said, it is critical to schedule frequent meetings between the two departments. According to our interviewees, a weekly meeting is the preferred frequency to guarantee an excellent alignment of ideas, and to timely anticipate a reaction to the market that would help with achieving the company's goals. As mentioned by Kotler et al., (2006) while in a meeting focus the discussion on action items that will resolve problems, and perhaps even create opportunities, by the next meeting.

### **4.1.3 Collaboration**

The overall outcome of improving collaboration between sales and marketing should be improved business performance, customer satisfaction and profits. (Le Meunier-Fitzhugh & Piercy 2009). Both interviewees, from the sales and marketing departments, agree with scholars about the importance of working collaboratively to boost company performance. Top-level management is aware of the importance of working closely to be able to achieve the company goals. However, this is not always possible and, as previously mentioned, there is a bigger level of collaboration perceived among higher hierarchical levels. The sales director from a pharmaceutical industry, states below his view on collaboration between marketing and sales:

*"Definitely! we work on most of the projects together. It is a source of success in our company."*

*Nicolas (41), Sales Director from a pharmaceutical industry Latin America*

In contrast to it, the sales department mentioned that there is still an opportunity to work closely with their peers in marketing, and that they do not always feel as supported by that department when they need it. Their biggest dissatisfaction is with regards to the delay in the delivery of the tools their customers require. This is in line with what researchers have found concerning with salespeople feeling that they are simultaneously serving multiple constituents including customers, themselves, and their employer. When marketing fails to support their customer-oriented initiatives, salespeople do not feel motivated to strike it out on their own, even when they believe that their proposed initiatives are likely to benefit their customers (Malshe et al., 2016).

The following, is an example of how a regional sales manager perceives the collaboration with the marketing team among the different hierarchical levels within the company:

*“Yes, there are projects that are done together but the top management are more involved than the regional management, when the project comes to us decisions have already been made.”*

*Mónica (43), Regional Sales manager food industry- Latin America*

Four additional respondents from the sales department agreed with the fact that there is no joint work and that they do not collaborate with the other department. They confirmed that this level of integration is performed by Top- level (country) managers.

*“No, we never work together, at least not at my level”;*

*“I have limited influence of how marketing budget is spent during the year”;*

*“Not yet, maybe in the future we will work together”;*

*” No, I do not collaborate with marketing, they work with my boss”*

The lack of integration between the two departments has a negative impact on the company's results. A number of writers (e.g. Kohli and Jaworski, 1990; Narver and Slater, 1990; Krohmer et al., 2002; Morgan and Turnell, 2003) have identified a positive link between internal collaboration and improved business performance. Part of these benefits can be attributed to the company's ability to effectively align the business activities from both teams; directing the focus towards the customer and the market's needs ahead of any internal dysfunctions.

#### **4.1.3.1 The Start-up effect**

For a start-up, the most significant value to be able to grow is the marketing aspect. As a start-up, building credibility is significant to grow. Being able to prove their expertise is one of the benefits that closing one big deal brings (Toofany, 2019). The need that start-ups have with regards to quickly position themselves in the market has generated an integrated model of collaborative work between two cross-functional departments. Extant literature has documented a dysfunctional relationship characterized by sub-optimal communication, collaboration and overt conflict, among others (Malshe & Biemans, 2014; Rouziès et al., 2005). Furthermore, the companies that have just started getting into the market usually have a small marketing department; which can include a one single person who supports the sales team with some of their tasks such as qualifying leads. Both Sales and Marketing see the marketing group as an adjunct to the sales force at this stage,

and the relationship between the functions is usually positive (Kotler et al., 2016). This complexity is clear in the following statement made by a sales director of start-up of payments:

*"in a start-up, marketing and sales are part of the same commercial team. In a new company, marketing helps to establish the brand and makes the first option to turn to when in need of a specific product. Once the company found a way into the customer's consciousness, the chances of being able to sell the products increases. In these cases, marketing is responsible also for sales results".*

*Pablo (44), Sales Director from a Payment Start-up- Europe*

The above quote shows that in small companies, it is easier to achieve integration between the two areas. Nevertheless, our study shows this interaction is not accomplished by the size of the company. Start-ups have a different mindset working all together to win in the market quickly. This philosophy transforms these companies into customer-centric organisations. All of the areas work devotedly to support sales, allowing the sales team to have all the tools they need to capitalise on their opportunities and achieve their goals. As Kotler (2016) states, both sales and marketing see the marketing group as an adjunct to the sales force at this stage, and the relationship between the functions is usually positive.

As mentioned by the start-up sales director, the marketing department is also responsible for sale's objectives. Consistently, a marketer of a start-up in Latin-America reported the same perception. At the company she works for, the sales and marketing team is one. Led by a single manager, all staff work towards the same goal, their contact is frequent and their communication is constant and smooth:

*"We work all the projects together, we are a single area, we have the same boss and we work aligned, we have the same goals and meetings. We are in a small office, and our communication is frequent".*

*Sara (29), Marketing analyst from a Start-up- Latin America*

There is some evidence that a strong relationship between the collaboration of functional areas leads to higher customer satisfaction, the efficiency and improved business performance (Le Meunier-FitzHugh & Piercy 2006). Based on this analysis and the literature review, a first premise emerges regarding the direct relationship between the collaboration among the areas and the result in the business performance. As Morgan and others (2003) found there is a positive relationship

between increased customer satisfaction and business performance that we can associate with our results in start-ups.

When business results are not obtained, the measurements of business performance cannot be attributed solely to sales and marketing collaboration and poor execution. Nevertheless, respondents' opinion points to a positive correlation between business performance and the functioning of the collaboration between sales and marketing.

#### **4.1.4 Conflict**

As found in the literature review, there are several reasons for conflict in cross-functional areas. The study considered the primary variables that previous research had identified in the development of this organizational dysfunction. Nevertheless, our study discovered two new insights; first, the level of conflict perceived by most respondents is low, and second, only individuals working in the field sales expressed the existence of conflict while working with their marketing partners. On the other side, when asked about the occurrence of conflict, marketing perspective focused on specific situations and, as discussed in the previous chapter, centred on the need for more efficient communication.

Marketing also believes that the following aspects can be improved: attitude towards sales message's reception, increase of communication's frequency and avoiding misinterpretation of messages. A marketing communications manager explained that at the bank she works for, all marketing actions are set up to obtain profit from sales. For example, one part of a marketing plan could be an action to convene a group of customers to buy financial products, or when customers are browsing the website, data is collected and used for marketing actions such as personal and targeted mailings. At the end, she also pointed out the relevance of involving the salespeople right at the beginning of planning a project and not later on.

*“It is very important that there is a support base for marketing actions. They will only be successful when the colleagues (sales) are active and willing to execute the actions. This works best when the sales colleagues are involved from the beginning of the planning”.*

*Evelyn (44), Marketing communication & cooperation manager, the banking industry Europe*

Another example of the opinion of marketing staff regarding the existence of conflict when working with sales is expressed by the senior client manager from a food company located in Europe. In her experience, during several years working in marketing for different multinational companies, she has come across teams working towards the same goals. Additionally, she considers that the work done by the sales team is respected and valued, mainly due to the fact that they have to deal with very challenging sales targets month after month. She expressed her opinion as follows:

*“I would not put it (the relationship between marketing and sales) as a conflict. At the end both areas are working to succeed in the company; (in my opinion) there is a gap to fill. Sometimes, we from marketing plan goals for the field sales team that are difficult to achieve. For example, the country is going to be in a recession due to the pandemic, however, the company wants to continue growing and will not decrease the annual target”*

*Ana Maria (39), Senior Client manager - Food industry Europe*

Conversely, for the sales force who has direct contact with customers, the conflict does exist. For some respondents, this dissatisfaction is linked to the frustration that salespeople feel about selling products that they know in advance will not be successful. This occurs because salesforce opinion was never requested before the product was launched. As a result, salespeople convey to their customers this same rejection. Marketing, in turn, perceives this behaviour as a challenge trying to undermine their proposals. Kotler et al., (2006) states that this usually happens because the sales group’s worldview is shaped by the needs of its individual customers. The marketing team, however, is more focused on releasing products or services which would serve a broader audience and have a broad appeal.

On the other hand, the regional sales manager pointed out the fact that both departments have different goals. At the same time, marketing is measured under the market’s KPIs such as share of market, share of voice or brand’s distribution while sales must achieve a value and volume monthly goal. She explained that due to the difference in the targets, the conflict between the areas arises. Sales focus on what their customers need to accomplish the results. Salespeople may push products with lower margins that satisfy quota goals, while marketing wants them to sell products with higher profit margins and more promising futures. Broadly speaking, the two groups’ performance is judged very differently (Kotler et al., 2006).

*“It (conflict) does exist because there are points of view that are not shared by both areas and at the end the two areas have different objectives. If they do not align it (goals), it is difficult for both areas to work together to achieve the objectives. “*

*Mónica (43), Regional Sales Manager from food industry-Latin America*

Finally, consistent with what previous research suggests, salespeople often feel that there is a social distinction between marketers and themselves. Usually, Marketers occupy a high position in the social hierarchy, and salespeople reside at the bottom-most level in the organization (Malshe, 2010; Malshe & Sohi, 2009). A key account manager complained about how noticeable the social status differences between both teams are. However, she also remarked that while working together with marketing, they had achieved excellent results. Mattyssens et al., (2006) mentioned that communication paucity might underlie the salespeople’s feeling that they are “second-class citizens” in the organization.

*“Yes, I always feel that marketing has the highest level in the company and I think that they do not allow sales to get closer. Indeed, in meetings and workshops, both departments are easy to identify. I think senior management influences the style of relationship. I think we had achieved better results when we worked together with the brand's managers. But, now we work with trade marketing and it is not the same contact as we had before.”*

*Helia (56), Key Account manager from the pharmaceutical industry-Latin-America*

Our findings contradict previous research on high-level conflict. In our study, only 4 people recognized the existence of a conflict; surprisingly, all of the respondents work on sales field positions. When considered collectively, our findings show how divergent one’s perceptions of the conflict of individuals are, that can trigger a series of attributions and constructions of meaning on the other (Weick, 1995). These differences may be generating a lack of integration between the two departments and putting at risk the implementation of the initiatives and strategies that the marketing team is developing.

It is the responsibility of the senior management and line managers to determine the sense of belonging that the sales team has within the company; as well as to create opportunities between the two departments that allow salespeople to feel a fundamental pillar within the organization. A good start will always include having regular meetings between the teams not only at managerial level but mainly with the sales staff in order to let them know the relevance of their opinion.

Following Kotler et al., (2006), this action will leverage the personnel's experiences. Salespeople should get involved with developing alternate solutions for customers, early in the sales process. And they should also sit in on important account-planning sessions. Salespeople, in turn, should help to develop marketing plans and should sit in on product-planning reviews.

#### **4.1.5 Generation differences**

Today there are four different generations at the same workplace. This confluence creates a big strategic challenge for management. Cross- functional teams in companies could be composed by Traditionalist, "Baby" Boomers, Generation X or Generation Y (Millennials). Generation Y have devoted curiosity among academics for being the first 100% digital generation (e.g. Martin & Tulgan 2004. Allen, 2004). In addition, previous research shows that approximately 60% of human resource departments report conflict between their young and older employees (Eisner, 2005). Millennials do not expect to stay in a position for a long time, or to receive recognition or awards, but rather, they negotiate each new work seeking the best overall working environment including opportunities for training and work-life balance (Connelly, 2003; Tulgan 2004).

Our findings reinforce the fact that generational differences affect the workplace and the way in which cross-functional teams interact while working together. However, respondents have different perspectives on this matter. In this quotation, for example the customer success manager, who belongs to the millennial generation, explains that young people are more creative and able to generate new ideas very easily:

*"I have to say that in my company there are no generational matters, the team is the same age. But I do not think it (generational differences) will carry an issue. The new generation is more creative, and it is mostly the reason they are working in marketing".*

*Johana (31), Customer Success Manager from the logistics industry- Europe*

In a similar way in a start-up most of the staff is young, and it leverages the agile purpose of the new company. A digital marketer explains the generational balance in the company he works for, where all the staff is millennial both marketing and the sales team. For him, it means they share common beliefs.

*"We have a really young team. Most of the employees are between 25 and 35 years old. The same goes for the marketing team and the sales team. So, I don't think this will lead to any conflict. We all agree about the way we work".*

*Thomas (30), Senior Digital Marketer for a Start-up- Europe*

Conversely, the global strategy manager belonging to Generation X believes that there is a generational barrier where those who resist the most are older people. Boomers and Generation X defend the knowledge acquired through many years of experience. She also pointed out differences in education level as a generational barrier aligned with Kotler et al., (2006) who states that marketers, who until recently had more formal education than salespeople, are highly analytical, data oriented, and project focused. She states this in the following quote:

*"Yes. It could be because older people are not open to change or try new ways to do stuff. They have the mind of if I have been doing this for 20 years and it works so why do I have to change? They commonly say to marketers "you are younger than I am", you do not know everything about the job and you do not have my same experience. But also, there is another factor that leads to conflict which is education level. Mostly more highly educated work in marketing versus the people in sales".*

*Sandra (41), Global strategic marketing manager from a Pharmaceutical industry- Europe*

In accordance with the literature insights, our analysis indicates the importance of generational distinctions between cross functional areas. Managers must apply alternative sources of work and different perspectives in the workplace as drivers of change, using communications to bridge the age gap between different generations. Dysfunctions do not follow a specific pattern between the departments, but it is remarkably more noticeable for older workers.

For example, generation X still prefers more physical contact, collaborative meetings, visible management and systematic checking with their counterparts, senior management will have to develop personnel strategies that incorporate these tactics, for example, using more coaching. However, to satisfy and retain Millennials, management may need to explore training techniques and meeting times (e.g. by creating a minimal agenda and interaction time), with specific pre-communicated objectives (Schultz & Schwepker 2012). Finally, in order to improve the relationship between sales and marketing the key is to enhance the agility and fast learning of young ages and mix it with the experienced opinion of older staff.



#### 4.1.6 Integrated Goals and Reward system

Research literature shows that goals aligned and incentive-based reward systems have a positive effect on the integration of marketing with other functions (Rouziès 2005, Menon et al., 1997). Integrated goals have been found to have a positive effect on several dimensions of marketing's integration with other functions such as engineering, R&D, and manufacturing (Fisher et al., 1997). However, the study shows that companies do not have yet the same metrics for both departments; sales continue to be measured by performance of product's values and volumes, while marketing by variables inherent to brands such as level of awareness and share of market. As Kotler et al., (2006) mentioned, if the organization does not carefully align objectives and incentives, the two groups also encounter conflicts over seemingly simple things, for example, which products to focus on selling. Respondents agreed that without aligned goals the integration becomes dysfunctional, and the collaboration becomes more complex.

Business analytics managers explained that it is relevant that both areas have the same economic incentive in order to increase cooperation between them. In the consumer goods company, the whole commercial team has the same annual bonus in order to achieve the yearly contract (a series of different goals for organizational success):

*“We have separated sales objectives and marketing objectives, and they have a different type of compensation. But we have the same annual bonus if all the companies achieve sales goals. I think it is important that the whole team have the same kind of motivation. It will increase cooperation”.*

*Diego (39), Business Analytics manager FMCG industry - Latin-America.*

Our analysis reflects that salespeople's and marketers' perception of the current company's reward system is clear. Most respondents agree with the fact that, due to the nature of their function, sales staff regularly receive commissions and incentives, while marketing positions are mostly rewarded with annual bonuses. Surprisingly, one sales manager believes that incentives should not be necessary to achieve objectives. He argues that the achievement of objectives should be part of the responsibilities of the staff hired for a commercial position. However, he leans more towards a general culture of motivation where employees act as owners:

*“The incentive system applies only to sales, as the marketing and administration staff have an annual bonus for meeting the financial goals of the company. In my opinion, incentives should not be necessary to achieve objectives, the company must develop a work culture to keep all staff motivated to offer superior commitment”.*

*Nicolas (43), Sales director from the pharmaceutical industry- Latin America*

Contrastingly, respondents from the marketing department consider their functions are different and they agree each group must be rewarded appropriately. A customer’s success manager pointed out that in sales, there are more tangibles metrics, while marketing has a series of intangible KPIs:

*“Sales staff have bonuses based on deals close, conversion ratio, but marketing does not have rewards. I think it is ok that marketing does not have it since it is not easy to measure. Marketing KPIs are different”.*

*Johana (31), Customer Success manager from the logistics industry- Europe*

Our findings show that in many organizations, sales and marketing are being pulled in two different directions by their reward systems (Alldredge et al.,1999). However, establishing a single metric for both departments is not possible due to the role and objectives that each area performs independently; their performance must be evaluated accordingly. If a sales goal’s incentive plan is designed for the marketing team, it must also include the variables of the brands to the sales staff. Concerning the annual bonus, it is recommended to make a periodic follow-up so that the employees are more aware of their accumulated compliance and make a push if necessary, for the achievement of organizational goals.

#### **4.1.7 Job Rotation**

Malshe et al., (2016), indicate that companies must recognize that preventing dysfunctions in sales and marketing could be easier than fixing them, as the multiple issues it causes, directly affect business performance. Behind this premise, there are alternatives for raising the consciousness of peers through human resource policies or by creating a culture of openness and developing opportunities among staff in both areas. Managers have found that job rotation allows staff to put themselves in each other's shoes and see their counterpart's point of view. Other authors also support integration mechanisms as a conflict’s solver (Jaworski and Kohli, 1993).

However, the study found large differences across the variables regarding this topic. For example, European companies demonstrated little evidence of this occurring, none of the respondents had been in both departments. They all remained in the same area across the years. It is noteworthy to mention that in Europe, to work in sales it usually “provides” a higher status than in marketing while in Latin-America it is the opposite.

The following quotes summarize personnel working at European’s companies and their opinions and experiences with job rotation:

*“On a local level job rotation is not popular. I think on a global level there are more chances to rotate to another area. Personal development is stimulated in our organization. I can positively influence the collaboration between the two departments due to more understanding.”*

*“Not, people are hired with previous experience in the field. Sometimes people from marketing go to sales. In this company, it will be a promotion. People from sales think they have a better status. The salary is higher than in marketing”.*

*“We have seen this in our company. But only one-sided, from marketing to sales. Which led to a lot more sales of the services than when the person was responsible as a marketer. This situation happened maybe twice. Overall, it has a positive effect because the marketing team feels like there is ‘one of their own’ whom they can talk to now.”*

On the other hand, Latin American’s respondents strongly believe in the benefits of Job rotation to integrate both departments. This theory is supported by Guenzi and Troilo (2006) who claim that job rotation impacts mutual understanding (a component of collaboration), whereas training and organizational structure impact mutual understanding and communication albeit differently. Consumer goods manufacturers encouraged job rotation among their employees and in some circumstances, it is mandatory as part of succession planning for senior management positions. Ecuador's sales consultant explained the advantages of being able to rotate between positions while working in different companies within the goods industry

*"Definitely, it is the best practice I learned and lived at Kimberly Clark. I agree with the benefits of this practice, but not all people are willing to get the rotation. I also think that when people have changed between sales and marketing they feel very "enhanced" because they can "live" the situation and to know first-hand what happened in the market. They know all the limitations that the marketing department has at the same time because they have to*

*coordinate with other company's departments such as supply chain, purchasing, production, finance and so on."*

*Vanessa (35), Sales consultant from the consumer goods industry - Latin-America*

In such cases, while having experienced the opportunity to be in both departments, the Business Analytics manager highlighted how he can understand his counterpart from sales. Nevertheless, he considers this even more valuable than to be able to explain to his marketing colleagues the position of the sales team, which in many cases has avoided conflict. This is in line with what Krohmer et al. (2002) states with regards to the fact that job rotation of employees could aid the spread of information and good practice across the organisation

*"The company does not want people to always remain in a specific role. Specifically, one procedure is to rotate staff: it is good because it helps people to have a more comprehensive way of thinking. For example, I do have experience in both departments, and I think I have a better view of the whole company and understand better the other department's decisions. For example, if someone from sales comes to marketing and marketing to sales that person can contribute to the area with their former experience. Due to my personal experience, I consider job rotation helps the alignment between areas."*

*Diego (39), Business Analytics manager FMCG industry Latin-America*

## **4.2 Discussion**

This research shows that the level of conflict experienced by marketing and sales staff when working together is low. Contrary to previous studies where the authors have documented multiple aspects that reveals a dysfunction between the areas (Kotler 2006, Malshe & Biemans, 2014; Rouziès et al., 2005), the study illustrates how individual informants recognize impairments as gaps that need to be improved or as normal tension between teams working together. Nevertheless, we found that factors such as lack of communication, collaboration, generational barriers and lack of understanding of counterpart's roles have detrimental effects on a successful cross-functional relationship. Surprisingly, this perception is higher within the sales team who works on the field, e.g. regional managers, account managers and sales executives. Staff in these positions consider that their opinion and experience working with clients is not sufficiently valued when defining strategies.

The study examined two aspects in depth, firstly each of the four factors mentioned above, and secondly the use of mechanisms of integration including job rotation, aligned reward system and senior management attitude. The analysis of the topics was done from the perspective of each department. The results confirm that the same issue has significantly different perceptions about how well they (sales and marketing) work together (Kotler et al., 2006). Furthermore, the perspective of different authors regarding the type of relationship that marketing and sales departments should establish was analysed. Rouziès et al., (2005) argued in favour of interdepartmental integration and defines integration as "the extent to which the activities undertaken by the two functions are mutually supportive". On the other hand, Meunier-FitzHugh (2006) states that sales and marketing should collaborate rather than integrate. According to Oxford University Press (1993) collaboration is defined as working together and indicates the need to build bridges between two culturally different entities in order to create opportunities for the benefit of business performance. However, the combination of sales and marketing functions may not be desirable for companies, as they necessarily have different activities carried out by different people (Shapiro, 2002).

Kotler et al. (2006) recommended the development of a new relationship between the areas, one with the correct degree of interconnection either aligned or integrated. Guenzi and Troilo (2006) also stated that integration is a complex and multi-faceted construction; in their research they found some managers who claimed that sharing decisions does not mean accepting them. The authors also stated that communication and collaboration emerge as two components of relationship construction; while confidence, motivation, commitment and mutual support result in a better relationship. In our study we are interested in marketing and sales collaboration. Our findings show that this interaction - obtained through effective integrated mechanisms such as communication, teamwork, aligned reward system and job rotation results in successful collaboration, so that its role could be relevant in the resolution of conflicts.

### **4.3 Theoretical contributions**

The present study is one of the few that analyse the relationship between sales and marketing from 3 different dimensions, cross cultural (Latin America and European respondents), company size and different generations. When addressing our research question: *How can we successfully manage the conflict between sales and marketing departments?* and to be able to answer it, the study provides a number of practical solutions to manage the conflict that could be applied to the 3 different dimensions. Present literature only provides theoretical and broad contributions. Our

first contribution is to better understand the conflict level and how it affects mostly sales personnel. Our findings may be used to develop better mechanisms to involve salespeople in strategic decisions. An additional implication regarding the size of the company shows how small companies, mainly start-ups, have achieved a successful relationship due to the alignment in objectives and a better understanding of their counterparts' roles.

Our results reinforce the fact that effective communication between sales and marketing departments provide many positive outcomes including mutual understanding, collaboration and knowledge of the counterpart's specific functions as well as their contribution to the business. However, it should be mentioned that the fact that individuals from both areas have a different mindset to achieve these outcomes, does not make the process an easy one. We suggest frequent meetings to involve both teams, however these meetings, as claimed by the marketing staff, must be efficient. The focus should be on improving communication and not only increasing communication. As meetings are costly, they need to be efficient and effective. Sales managers and marketers need to identify and agree on when the meetings need to take place and who should participate, given that involving the entire sales and marketing team cannot be as effective.

In accordance with the literature, establishing integration mechanisms can improve collaboration and reduce conflict (Jaworski and Kohli, 1993, Kotler et al., 2006). Our findings indicate that job rotation and an aligned goal setting reduce the conflict and improve marketing and sales collaboration. The need for standard metrics becomes critical as marketing becomes more embedded in the sales process, and as sales plays a more active role in marketing (Kotler et al., 2006). We also analysed the impact of aligned incentives. However, it did not show a critical impact to enhance the connection between the areas since both, the sales and marketing staff, understand and accept the fact that there is a difference in their rewards (Le Meunier-Fitzhugh et al., 2006).

Finally, our results confirm what scholars state about creating long-lasting relationships with customers. In order to provide a unique value proposition to their customers, companies depend on the consistency of marketing and sales strategies and the coordination of communication and promotional investments/strategies (Strahle et al., Cespedes, 1993). All informants agree that collaboration between sales and marketing has a positive impact on business performance, and that collaboration is not just based on close working relationships but must be supported by integrative processes and aligned goals.

#### **4.4 Managerial implications**

Once an organization creates the right relationship between its marketing and sales staff, senior managers should ensure a stronger collaboration between the two departments. Collaboration, on the other hand, requires that the two functions are willing to work together and share the same vision, goal and resources. Following Le Meunier-Fitzhugh (2006) managers must be capable of facilitating cross-functional learning and joint contribution across borders to assist sales and marketing staff in understanding each other's roles and priorities. Effective teams make the fullest possible use of all their members and are conscious of the need to include and get the best from all them to further reduce interdepartmental conflict (Amason et al., 1995)

As sales and marketing roles align, it is of great importance to create opportunities for specialists in each department to work together. The shared projects will allow a better understanding of the ways of thinking and acting of others. Carrying out an activity that officially belongs to the other area is beneficial, for example, visiting a customer to present a new product. In effect, both departments must work hand in hand in developing solutions for customers. For their part, the sales team will feel more motivated towards a new product if it is involved since its creation. Salespeople have a deep understanding of customers and can provide valuable insights.

In order to solve the conflict and to improve the relationship between sales and marketing, senior managers need to create effective communication. As pointed out for some authors teams that can manage conflict can keep the lines of communication open. Besides, managers must promote organisational learning through shared projects or job rotation, see the marketing group as an adjunct to the sales force and undertake sales joint marketing planning (Kotler et al., (2006). The overall result of enhanced collaboration between sales and marketing must boost customer satisfaction and company profits.

Another contribution from start-up's staff is the creation of cultural ambassadors. This new role at the workplace collaborates with business leaders to create, develop and embed the culture and integration within the teams. They are enablers of change, using communications to bridge the gap between for example, different generations and different perspectives in the workplace.

#### **4.5 Limitations and directions for the future research**

The limitations of this research are that the findings from the qualitative data could not be verified from a quantitative perspective. Besides, the study only considers one side of the companies evaluated, either sales or marketing and not both. It must be recommended to evaluate dyad respondents in order to compare both perspectives. Furthermore, with the results obtained from the factors that may produce the conflict between sales and marketing, a large-scale quantitative survey should be undertaken to test the conceptual framework. Finally, In order to get a better understanding of the conflict, it is essential to consider for future studies the inclusion of samples from the different hierarchical levels within the companies and different generation ages.

#### **4.6 Conclusions**

Our study found that the perception of conflict differs from department to department. Based on the analysis of the collected empirical data and literature review it was concluded that the way that sales and marketing staff, at an individual level, can perceive and respond to the same dysfunction is notably different. This behaviour could be attributed to different factors affecting their worldviews, their mindset and academic backgrounds. However, managers are found to be able to help solve the conflict by focusing on addressing critical and fundamental team issues rather than focusing on individual ones.

It can be concluded that the integration of marketing and sales requires for managers the ability to implement appropriate integration mechanisms at different levels. The joint contribution of both areas will leverage the other department results and the whole company business performance. Our research supports some orientation for managers who need to improve cross-functional collaboration within the organization.

With regards to all aspects that were analysed in this study, two significant cross-cultural differences were found between Europe and Latin America. The first one is the importance of the Trade Marketing department acting as an intermediary between sales and marketing. In Latin America, it was found that a direct collaboration between marketing and field sales staff does not exist. This situation generates what is called an *undefined* relationship between the two teams (Kotler et al., 2006), in which each of them develop independently without proactive collaboration, increasing the chance of conflict to arise. It was also observed that the joint projects between the departments were done at superior hierarchical levels between the sales managers and brand's



managers. The second difference was the common ground found with regards to the social distinction and perceived status the sales teams consider they have within the organisations. Working in the marketing department is seen as an aspirational goal. Therefore, when the rotation between positions is promoted, this results in a greater number of salespeople interested in marketing positions than the other way around. However, this dysfunction has brought benefits to companies which have found a direct relationship between job rotation among personnel from the two areas and the increased collaboration between them.

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## 6. APPENDIX

### Appendix 1.1 Qualitative Methodology

#### Appendix 1.1.2 Interview Questions

Demographic Information/ Objective	
Size of company	Name
Department	Company
Generation	Department
Academic level	Date of Birth
Personal	Education Level
Personal	Years of experience in the field
Geography	Years of experience in total
	Country
Objective	Interview question
RoI in the company	What is your job position in the company?
Relationship/ personal understanding of the topic	From your point of view, could you explain <b>what</b> is the relationship between marketing and sales in your company?
Dysfunctions/ Issues/ Gaps	What specific challenges do you find when working or Interacting with the marketing or sales department?
Impact of the dysfunction	a. How does [the challenge] affect your work?
Situation's control	a. How do you deal with [the challenge]?
Solutions	a. In your opinion how could this matter be solved?
Collaboration	Do you ever collaborate on share work or projects together?
Conflict	Does conflict exist between sales and marketing in your company? If so, what type?
Role clarity	Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?
Communication	How and how often do you communicate with the other department? Has this frequency worked for you?
Goals	. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affect the relationship between the departments and why?
Reward System	How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affect the relationship and why?
Generation differences	Is there any Generation difference between both departments? Do you think it can lead to conflict?
Job rotation	Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?
Senior management	Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?
Integration	What do you think are the benefits of integration ( Team working) between the sales and marketing departments?
Solutions to integration	What (if anything) could be done to improve the relationship between sales and marketing in your company?
Recommendations	What other recommendations would you believe would improve the relationship between both departments?

## Appendix 1.2. Interview's transcripts

Name	: Evelyn
Company	: Banking - Large Size
Department	: Marketing, Communication & Cooperation
Date of Birth	: 45 years Generation X
Education Level	: HBO
Years of experience in the field	: 22
Years of experience in total	: 22
Ciudad/ Country	: The Netherlands
Continent	: Europe

### 1. What is your job position in the company?

Marketing, Communication & Cooperation advisor. We are controlled by the managing director.

### 2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)

Marketing actions are set up to realize sales profits.

Example 1: A part of a marketing plan could be an action to call a group of customers to purchase financial products.

Example 2: the use of big data. When customers are surfing on our website, de data are collected and used for marketing actions like personal, targeted emailing.

### 3. What specific challenges do you find when Working or Interacting with the marketing or sales department?

It is very important that there is a support base for marketing actions. They only will succeed when colleagues are active and willing to practice the actions. That works better when the sales colleagues are concerned from the beginning of plan-making.

*For each of the specific challenges noted by the informant:*

#### a. How does [the challenge] affect your work?

In case of the preparation phase it is important to timely concern the colleagues you need to succeed the action.

#### b. How do you deal with [the challenge]?

Organise meetings/brainstorms at the beginning of the project / sales action en let colleagues deliver their input.

#### c. In your opinion how could this matter be solved?

Look at my answers above. When colleagues refuse to collaborate, we start a conversation with the manager.

### 4. Do you ever collaborate on share work or projects together?

Almost always, so you can read above.

*The following question is optional if the informant does not mention anything about Conflict.*

5. Does conflict exist between sales and marketing in your company? If so, what type? NO

### 6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?

Yes it's clear. Marketing is responsible for setting up the marketing plans in consultation with sales department. Sales is responsible for the correct performance of the action, contact with customers and aftersales. The evaluation/report of commercial results can sometimes overlap.

**7. How and how often do you communicate with the other department? Has this frequency worked for you?**

We have frequently contact with the business, by bilateral consultation with manager, and participation team sessions.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affect the relationship between the departments and why?**

At the beginning of the year the sales goals (KPI's) are defined by the organization and shared with management and colleagues, so everyone knows them. The positive effect of this is that everyone works on the same goals, it creates focus and no misunderstanding

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

Stay connected, inform each other, share successes, give feedback en make each other better by sharing knowledge,

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affect the relationship and why?**

To the extent that I know we don't direct link sales goals (for example the number of financial products you sell) anymore to individual rewards, more department goals. On individual level the goals are more on competences and number of appointments.

The departments are in some way depended, so it can affect the relationship when people do not work together at the right way.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

Not specific between the two departments, I think. In case of age of colleagues (young and old) there can be a generation gap on the level of innovation, speed of change, etc.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

On Local level is not specific. I think on global level there are more chances to rotate. Personal development is stimulated in our organization. I can positively influence the collaboration between the two department, because of more understanding.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

No. It requires good coordination and consultation.

**14. What do you think are the benefits of integration (Team working) between the sales and marketing departments?**

Clarity about goals

Better results of sales actions

More understanding

**15. What other recommendations would you believe would improve the relationship between both departments?**

I already mentioned



Name:	Erwin
Company:	Consumer Goods – Large size
Department:	Commercial Department
Date of Birth:	1988- Millennial
Education Level:	HBO
Years of experience in the field:	6 years
Years of experience in total:	12 years
Ciudad/ Country:	The Netherlands
Continent:	Europe

**1. What is your job position in the company?**

I'm part of our international buying team as well as coordinator of our Benelux sales. My previous position was at Unilever as Account Manager

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

For us the most important connection is the brand image that the Comari name has created through the years brings us continuous business and new leads in the sales field. On the other hand, we use our sales advisors as a marketing tool with their appearance, knowhow and skills to advise our clients and potential customers in what items to use considering industrial norms for our country (for instance NEN8012). There is a continuous relationship between the two departments as your marketing people can create a beautifully <marketing> campaign but your sales department must carry it out into the world and in sight of your customer. In past employment at multinational level I saw incredibly large gaps between sales and marketing, effectively losing the power of the campaign and the sales forthcoming.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

We rely on our commercial department to correctly translate any forthcoming tasks and strategic activities between the two.

*For each of the specific challenges noted by the informant:*

**d. How does [the challenge] affect your work?**

In my position I interact as an intermediary to fully understand the new campaign and support/coach the commercial (sales) department in their task and reaching their commercial targets.

**e. How do you deal with [the challenge]?**

As a former sales representative I understand the challenge and process of translating a campaign into the sales field from both the marketing and sales sides point of view. Sometimes this does put me in the position between two sides striving for their own department. But we do need the “magic mix” and work together to get the results we want, and need from a business point of view.

**f. In your opinion how could this matter be solved?**

Increase communication between both departments would decipher bottlenecks between the two departments and their point of view in how to reach our results. Roughly said there are yearly returning campaigns that are quite expensive but don't have the power they had when first introduced. Such

thinks should be spoken about and acted upon. We do have to respect the skills of the marketing department and sales department on their own, we can't do eachothers jobs, we should work together.

**4. Do you ever collaborate on share work or projects together?**

I have limited influence of how marketing budget is spent during the year. As my main focus is on buying and Benelux sales I do think some type of campaigns are less interesting for sales (think about certain information campaigns like industrial norms or requirements).

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

As pointed out at 3c there does exist some disagreement but in the end the board does have to approve each campaign before it goes to market.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

They are and with my best intentions I interact as an intermediary between the two departments.

**7. How ad how often do you communicate with the other department? Has this frequency worked for you?**

I interact with the sales department daily, the marketing side I do have good connections and like to discuss ongoing matters as in my role as a buyer I'm involved with certain purchases for campaigns.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affect the relationship between the departments and why?**

The goals are independent, but the final target is the same as that is the financial result at the end of the year. It does depend on the campaign whether how much senior management is involved. It mostly effects both departments in the end of the year as the last campaign is focused on reflecting the past year and thanking all costumers for their loyalty and at the same time looking forward to the business of next year.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

Further improve communication standards by organizing meetings between the two departments to analyze ongoing issues and improve the general process.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affect the relationship and why?**

Incentives on the internal side are a matter of individual contractual agreements between the employee and employer. Incentives on the commercial side are partly merged in the end of the years marketing campaign and in the commercial agreement between our company and the client.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

There is a small generation difference, but I currently don't see this as a problem. It is a healthy mix of experience and fresh ideas on how to influence the market.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

Our spinoff company does effectively use a rotation system but at Comari it is not practiced. On one hand the board does not desire it from the employees neither does one of my co-workers talk about it (at least, not to me!).

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

These departments have separate heads but they eventually all report to the same board. It does help if they get along but that does seem to be the case.

**14. What do you think are the benefits of integration (Team working) between the sales and marketing departments?**

I think there would be general chances to integrate the two departments but with a clear division of roles between the employees. However, that would not change any ongoing conflict when the process is not in the right order or communication is below standard.

**15. What other recommendations would you believe would improve the relationship between both departments?**

In addition to a more structured communications protocol/process I think it would benefit the company if the departments would be placed in the same building. Currently the sales department resides in an office next to one of our external warehouses due to lack of space in the main building.

Name:	Diego
Company:	Consumer Goods – Large size
Department:	Marketing
Date of Birth:	40 years Millennial
Education Level:	University
Years of experience in the field:	5
Years of experience in total:	15
Ciudad/ Country:	Colombia
Continent:	Latin American

**1. What is your job position in the company?**

Business Analytics Manager.

**2. From *your* point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

In my position since I am like uncharged of how the consumers behave and the consumer trends, acting regarding to commercial plan. My relation with sales is especially with all the support regarding to the commercial trends. So, for example, regarding to a specific product if they want to create a campaign or for example for distribution or to see how is the behavior sales asked me. How is the shopper currently searching the products? We have an expansion of Eureka, which is discounters going to believe that currently in 10 years that it sure is about 20%. So, all this type of information I **support** them giving like insights of what is happening in the consumption of the consumers.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

The main challenge is the objective is to reach the numbers, can be searching by the new products strategy but it is not easy to align sales since they only focus in one product, the best sold. in many times marketing has one message and assumes that the sales team understands that message and that's the problem with the **communication**. Difficulty with sales mostly is with trademarking, we don't work directly with the sales team

Is trade marketing at your company part of marketing or it is part of cells? It is part of sales.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

Many times, is difficult because we want to deliver a message of sales and they have their point of view. They don't trust the information we provided them

You mention our work in means many times It's difficult because if I did we want to talk about marketing if we want to deliver a message to sales it is difficult because they have like the perspective of sales so many times as much. They want to give a message but if sales don't capture that message. So that is the problem and the complete message cannot be delivered to all the companies.

**How do you deal with [the challenge]?**

Having **meetings** when I can explain to them the reasons behind the strategy and the data results.

**In your opinion how could this matter be solved?**

That's why we have to make like many meetings to be aligned with them with the different areas and also many several times happens that because the message has not been cleared the actions in sales Go different. So that I can say that the main thing we have to do is like to **communicate and have alignment meetings**

**4. Do you ever collaborate on share work or projects together?**

Yes, that that is the idea. The objective is to try to work like **collaborative** not only with sales but also the objective the company has is like to work together with different areas not only myself but individual so for example Finance, Logistics, Customer services Gather all the areas in one place.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

More than conflict is more that everyone is focused on its own area and sometimes you cannot provide information or solutions as soon as they would like to.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

What I know about sales is because of my experience with other companies. Actually, yes, but if you ask me, for example, how did the ritual they have with the sales team how they visit the distributor's how the distributor contact the customer is not clear for me.

Overlapping does exist, sometimes a function is done by marketing, but it's a sales responsibility or then in the other way around. Yes, because Independent marketing objective is to position the brand at the end of the people is the other position, but sales not delivered to the company marketing starts to overlap functions from other areas and also from other areas to market in So at the end that's where you can see the several times in different areas are working at the same time. That's and working the same one delivers one opinion the other re-order opinion. So that's cause conflict because first there are working with the same issue at the same time. Overlapping resource. At the end of each area has like an opinion so the end nobody goes to a specific answer because if everybody is working at the same issue overlap being resources. It's difficult like to have an alignment, right?

**7. How and how often do you communicate with the other department? Has this frequency worked for you?**

The communication with the sales team **is not frequently**, with **trade marketing** is weekly, more communication, a lot of things to do together. We have at least two meetings per month. I think with trade marketing is enough, the problem is that no always the meetings are well planned and carried out. It is important to have an effective meeting. Due to our busy agendas, it is no easy to create extra time to meet again to talk about the same subject. In my opinion is not related to the time is more about the quality of communication.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

Yes, we have a sales report who is shared with all the areas of the company. The goals are aligned and it helps the company to achieve better and faster the results. Marketing is involved with the brand's sales results and supports the sales team when they are under timing.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

I think it's good to do to be capable to see through different eyes. The issue is that if we have more information it slows the movement of the company. In my opinion, I think it's based on trust. for example, if sales had a subjective rol them to reach the objective because if we have the subjective and for example way there is no we are tracking the sales and they are not reaching the sales. that's why it starts doing meetings when it was also known which intermediate objective results. If you ask me the idea, what would be that if shows has an objectives trust them that they are going to reach that objective and delivers like the responsibility but that don't happen. So every time the objective is, for example, determine starts and the first week we are 80 percent under the objective. So that's what they start doing now we have to do meetings we have to do action plans. And so they chose can say no just is the first week give us time. We're going to reach but since all have goals the people have information.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

We have sales objectives and marketing objectives, but they have a different type of compensation. But we have the same **annually bonus** if all the companies achieve sales goals. I think is important that the whole team have the same motivation.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

Yes, indeed, People from marketing is often younger that people from sales. And Yes, conflict because everyone has to adapt to it, but the new generations indeed have liked a different way of thinking. We will always make jokes about Millennials because it's True. However, it's something I'll have to insist that they act fast, that is good. They are more practical, like faster in the way they work. However, the thinking of them is different they don't they like in long-term like for example the way we think. I think it's for I have to save to buy my life. I am not going to travel a lot because I have to save more money. The new generation wants to grow fast in the companies, and the easiest way is to change from positions in different companies, not like the previous generations that to stay longer in the same company was something to be proud of.

**12. Does your company promote the job rotation between the sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

The company wants all people not to be like in a specific role. Sspecifically, one procedure to rotate is good because that helps the people to have a wider way of thinking. For example, I do have experience in both departments, and I think I have a better view of the whole company and understand better the other department's decisions. For example, if someone from sales comes to marketing and marketing to sales that person can contribute to the area with the experience in sales. So that happens a lot of time for example when someone from sales comes to marketing and usually expresses things like now, I understand. In this company we good very good solutions to matters due to the former experience of one person in other areas so I consider this type of rotation helps all this type of that the alignment between both areas.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

No, I think it's good because at the end it is one company, but here marketing has its own director and sales also. There is also a head of all the company so it's good.

**14. What do you think are the benefits of integration (Team working) between the sales and marketing departments?**

IT is good because the objective to deliver is one. it's good to work together between both areas.

**15. What other recommendations would you believe would improve the relationship between both departments?**

The culture of the company plays a crucial role, if people are more engage with the company, they are more open to build good teams

Name:	Helia
Company:	Pharmaceutical -Large size
Department:	Sales
Date of Birth:	55 years- Generation X
Education Level:	Master
Years of experience in the field:	33
Years of experience in total:	33
Ciudad/ Country:	Colombia
Continent:	Latin-American

**1. What is your job position in the company?**

Key Account Manager, I develop a client, in my case is Olimpica, I am uncharged in the growing all this client in a national level.

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

In my company, sales is the bridge towards the clients and customers. Marketing expect the brands development end in sales hands. We are the one and two steps.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

The problem is that marketing relay on **Trade marketing**, they don't go into the field, they don't visit the clients. It is important that the live the daily basics situations in the market. Marketing staff believe they have a higher status vs sales staff.

They don't accomplish the time tables and sometimes we cannot achieve the projects with the client and also it is not possible to achieve the monthly goal.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

Yes, if marketing doesn't have the experience in the field, it does not matter that sales explain the situation, they won't understand the reality of the clients and the markets. They are pretty theoretical and just follow the same global strategies that not always applied for all countries. If affect my relationship with my customer, if we don't have a good product and support for the products they buy. Also, it represents to spend the budget in no relevant activities

**How do you deal with [the challenge]?**

For example, it happened with a new product launch, since the beginning we sales knew this product was not going to be successful. We sales did all the execution in POB and achieved the distribution objectives and after all, we knew the product was not successful. Summarizing we do everything we have to do and it is the way to show them they were wrong.

**In your opinion how could this matter be solved?**

In my opinion, work in the field, secondly, to research the market, not only in the country level but also in regional. Develop local marketing strategies. Another thing they can do is research by cluster and understand better the competitors, analyze and follow best practices.



I also make reports to show the results of the marketing strategies monthly. It supports the good and bad results.

**4. Do you ever collaborate on share work or projects together?**

No, we never work together, at least not at my level.

And in another managerial level? No, we just received the information.

**The collaboration between the departments is not strong**, we do meetings to evaluate situations and objectives, to look for solutions but I don't really feel it is enough. Sometimes they heard the suggestions from sales personnel.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

Yes, I always feel that marketing has the highest level in the company and I think that they don't allow sales to get closer. Indeed, in meetings and workshops, both departments are easy to see. I think the senior management influence the style of relationship.

I think we had achieved better results when we work together with the brands. But Now we work with trade marketing and it is not the same contact.

**6. Are the role, functions, and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

Yes of course. And also, there is an overlapping between some responsibilities. During a lot of years, the departments did not have a clear role, thanks to a good **managerial** change we could achieve a change. It is crucial to have a good senior management direction. **The clarity in the role is also a source of success.**

**7. How and how often do you communicate with the other department? ¿Has this frequency worked for you?**

Direct communication is through the **Trade marketing department**, they bring the strategies to sales and assure that marketing plans are executed. Also, they develop and control all the merchandising teams and manage the budget for the client's activities.

My communication with trade marketing was not good, they don't hear the sales team's opinion, only in a managerial level.

To improve the situation, we have a monthly meeting with trade marketing but anyway we had an informal contact frequently. The frequency is enough for me.

I would like to have the opportunity to work directly with marketing it will help the company to achieve the objectives.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

The goals are aligned in terms of sales, but also Marketing is measure for SOM. But Really don't know the goals of them. But I think that if all have the same objectives, we all work stronger together to achieve the results. I will include trade marketing in this alienation. Example some people from sales don't know what a numeric distribution and ponderada distribution.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

**Communication** is still an opportunity, and it may be another thing to have more field work the both areas together, when it achieves positive things happen in both areas, sales understands marketing and marketing is sensitized with sales, has the obligation to go to the field.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affect the relationship and why?**

It Is different for each department, but I think It will be benefits for all the company, but in sales, it is high motivation.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

Yes, the Young people work a lot in the analysis, statistics and the theory and the old people talk about the experience, for me, it is a perfect combination. Honestly, young people have better skills than the old ones. The added value will be in the way of communication. But in a company must be both in equilibrium.

**12. Does your company promote the job rotation between the sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

No, in sales you can build a career and exceptional some people have move between the departments. The company doesn't promote the rotation I think one person from sales went to marketing.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

No, there is a director for sales and other director of marketing and they report to the Country manager. I don't think it will help.

**14. What do you think are the benefits of integration (Team working) between the sales and marketing departments?**

The results in sales, and the brand positions, indeed a better profit, since we can do more profitable activities.

**15. What other recommendations would you believe would improve the relationship between both departments?**

Set an incentive plan for all the team based on Sell out, market share etc.  
Field work from marketing department.  
The involment from the 3 areas under the same objective  
The orientation to people is a source of success, have into account that you work with people not with employees.

Name: Javier  
Company: Consumer Goods – Large size  
Department: Planning demand  
Date of Birth: 41 years – Generation X  
Education Level: MBA  
Years of experience in the field: Plane 15 years  
Years of experience in total: 20 years  
Ciudad/ Country: Colombia  
Continent: Latin-America

**1. What is your job position in the company?**

Latin-América Demand Planning Manager.

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

It is a relationship in which there is tension in a positive sense, the marketing is optimistic but the sales staff is more pessimistic. Salespeople are always on track to meet their goals. Processes are triggered by marketing and salespeople must execute them. However, sales always challenge marketing initiatives and ask for realistic solutions for their customers. More people must be aware of the company's projects. I recommend that in this relationship there are always the eyes of Demand Planning, as a neutral entity with mathematical and statistical knowledge that helps and contributes to the construction of sales objectives

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

Mainly with sales, who always want to have low goals and start projects in a pessimistic way. If the departments do not agree on time, delivery times may be affected and we do not meet customers. On the other hand, it is very difficult to project new products due to fear in the commitment of volumes

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

I can not meet delivery times and they are exhausted that impact business results

**How do you deal with [the challenge]?**

Having meetings regularly

**In your opinion how could this matter be solved?**

Marketing must monitor the sales result, in my opinion, whoever generates the sale is marketing and must be aware of the results and support if necessary.

The marketing team and all areas should visit clients, it is the best way to know the reality of the business.

**4. Do you ever collaborate on share work or projects together?**

Yes, mainly in innovation and new projects.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

It is not really a conflict is a tension, but there is an important difference and is the setting of the goals.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

Yes, but there is some examples of activities that overlap, the ownership of the promotions and offers, sometimes is Trade marketing, sometimes marketing

**7. How ad how often do you communicate with the other department? Has this frequency worked for you?**

Communication is very good and frequent, 4 times a month the data, statistics and Nielsen results are seen together. Informal contact is very high and adequate since it allows you to take measures in what is not working and you should not wait until the end of the month. Marketing supports results that are not in time.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

There are cross-cutting goals for another organization and it has an annual compliance bonus. The sales team has monthly incentives. I think the fact that Marketing has an incentive is not necessary.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

To work together in the field. To improve communication.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affect the relationship and why?**

Annual Bonus and monthly incentives for sales staff

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

In my case it's people from the same generation, salespeople who are from different generations are regions and just run. In my case, both areas are from the same generation and I have not seen a conflict.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

Yes, and it really helps, cross-functional training is very good.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

There are two directors and it is the correct structure, it works very well.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

Business performance will improve

**15. What other recommendations would you believe would improve the relationship between both departments?**

Cross-training example Procter and Gamble/Create multifunctional teams to develop projects.

Name:	Laura
Company:	Consumer Goods – Large size
Department:	Sales
Date of Birth:	39 years- Millennial
Education Level:	Bachelor
Years of experience in the field:	11
Years of experience in total:	19
Ciudad/ Country:	Colombia
Continent:	Latin-America

**1. What is your job position in the company?**

Mi position is Key Account Manager Jr. Modern Trade.

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

Marketing design the next equity campaign and establish targets for each country, which will be measure in market share and sales increasing while sales teams have the responsibility of executing all props and materials to communicate the promo according to the availability of media and exhibitions of each customer.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

For me, the biggest challenge of the interaction between marketing and sales teams is that sometimes the campaigns do not take into account the behavior or conditions of the local market but are governed by regional or global strategies. For example, in previous years, we launched Biscuit flavors which in other countries were well received but here in Colombia, from the beginning sales teams knew that we were not going to meet the objectives that marketing expected.

Besides, product coding without the sales force having tried it before. The samples are so limited that when we present it to customers, we don't know what it tastes like or how good it is.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

It affects our work by selling the product to our clients. Not being convinced of the success of the product makes it more difficult to achieve its billing and thus the fulfillment of the objective.

**How do you deal with [the challenge]?**

Preparing well with the Toolkit to understand well the rationale of the novelty and also to be able to transmit it to the client. Once codification is achieved, assure all support behind new product launch and give visibility to Trade Marketing and Marketing of the results at the point of sale, customer comments and opportunities of the product vs. the competition.

**In your opinion how could this matter be solved?**

This matter could be solved involving the input of sales teams, workshops, and a Marketing

Area closer to local commercial dynamics, to jointly create campaigns that have a real impact on sales.

**4. Do you ever collaborate on share work or projects together? No, I don't.**

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

I don't know if there are conflicts between those areas in my company.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

I am clear about my role from my functions and responsibilities only from my position in Sales. I don't know the role, functions and limitations of the marketing department, so I don't know if there any overlap between responsibilities.

**7. How ad how often do you communicate with the other department? Has this frequency worked for you?**

I don't have communication with Marketing. From my position, all information it's through **Trade marketing**.

**8. Are the marketing goals/sales goals independent or are they aligned?\_Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

As far as I understand, in our company, goals marketing are different from sales. Each manager is aligned with these goals. I think it does not know where the marketing strategy point makes it difficult to achieve the biggest goal which is to sell more. Both areas should share some goals such as sell out growths and market share in order to evaluate the impact on the local market.

**9. What (if anything) could be done to improve the relationship between sales and marketing ats your company?**

Could help to create work teams made up of the same number of participants, share relevant information, objectives, and tools with which to create a common, measurable, and tangible objective for both teams. Hold meetings quarterly to start the process and then hold them monthly to do control to the KPI's.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

Incentives are according to compliance with the monthly, quarterly or annual fee, depending on the position. In my case the payment is monthly, according to billing, percentages are paid according to the categories. Currently:

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

No, there isn't a difference most of the people in both departments are the same age.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

I have seen that some of the people who want to move up in marketing must have at least one position in sales to learn from the markets. But I've not noticed that people who work for sale have the possibility of a position in marketing.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

No, at Mondelēz, both departments are leading by different people. There are categories managers, brand managers and sales managers. I think this way of management is fine because each area must have a different focus on the company strategy.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

Just as they have been done with some clients, also making Workshops with sales teams areas could help to improve in the development of new products or even improving in some characteristics, researching to capitalize new ways of reaching the different Trades

**15. What other recommendations would you believe would improve the relationship between both departments?**

Set the teams to achieve complementary goals with rewarding of the shared target.

Name:	Monica
Company:	Consumer Goods – Large size
Department:	Sales
Date of Birth:	43 Years- Generation X
Education Level:	Master
Years of experience in the field:	17
Years of experience in total:	17
Ciudad/ Country:	Colombia
Continent:	Latin-América

**1. What is your job position in the company?**

Regional Sales Manager for the North zone of Colombia.

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

It is a teamwork relationship, seeking that the strategies of the two areas contribute to the growth of the company and the brands. It works when analyzing possible market launches and what may be the acceptance of the launch in channels and consumers. Market trends and market shares are analysed.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

Many times the marketing strategies are in global Mdlz and are not based on the needs of the local consumer and, sometimes, the strategy is not evaluated or tested in the local market, a study of the consumer in the local market is not carried out. Although lately, they have been more flexible in landing communications to the local market, for example, advertising, it has clearer messages.

Lack of studies with the local consumer and I think it is very important that Marketing is closer to the field and not desktop marketing.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

Communications do not have the expected impact for the commercial team to perform better in the sales and rotation of new products. The recall of the brand that is expected with communication does not favour the commercial team, in order to advance in the sale. The retailer itself is expected to order the product and not the sales team having to go to great lengths to list the product.

Since they do not know the field, they generate a strategy thinking about the ideal world and not the reality of the local market and the way in which one communicates locally with the consumer, the issue of working in the field would help marketing not only see the side of the company but also market and competition.

**How do you deal with [the challenge]?**

It is documented with market facts and data or figures or KPIs to show you a marketing strategy that is not efficient enough in the local market or channel. And when you have the opportunity to make a field with them, the opportunity you have for both the consumer and the client is evident.

**In your opinion how could this matter be solved?**

Give a little more autonomy to the people who lead local marketing since it is often directed and global strategies cannot be modified. The other is that the marketing teams are more multi-country, which makes it difficult for them to get closer to the local market and to customize the strategies for each country. The other is that they generate more spaces to interact with the commercial team and clients.



**4. Do you ever collaborate on share work or projects together?**

es, there are projects that are done together but the national managements are more involved than the regional managements, when the project comes to us it is already very advanced, for example the chocolate project, as a new category in Colombia. This project involved all levels, although it was often more informative than making decisions.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

If it exists because there are points of view that are not shared by both areas and in the end the two areas have different objectives that if they do not align it is difficult for the areas to work together to achieve the objectives.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

Not 100%, I assume them because the area should do it, that happens in both ways until a person changes area. I would not believe that there are functions that overlap between areas.

**7. How and how often do you communicate with the other department? Has this frequency worked for you?**

With the marketing department, we have a sporadic contact, there is interaction when downloading the activities folder and when we have Nielsen meetings or when there is a specific new product launch. We have continuous contact with the Trade marketing area. I consider that the frequency of communication with marketing is low, at least there should be a monthly interaction with the heads of the core brands to understand what is happening with the categories, the market and in the field. However, this is subject to the investment and flexibility of the Local Marketing team. With the trade marketing team it is enough, it is informal and they look for you in the measures they need and they are reviewing the strategies of trade activation.

**8 Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

The goals of each department are independent, the marketing goals are market penetration, SOM, improve numerical and weighted distribution, sales are focused on ensuring volume and productivity indicators in the team. I do not know the goals of the other department, for example with the launches they are falling short in landing the objectives of market share and distribution. Having the same goals would allow us to advance towards the same objective, these benefits.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

Communication is still an opportunity, and it may be another thing to have more fieldwork together when you succeed, positive things happen in both areas, sales understand marketing and marketing is sensitized with sales, they should have the obligation to go to the field.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

The Incentive System only applies to sales, the marketing area has no incentives and the Annual Bonuses only apply to senior management. That everyone has an incentive for the same goal can be positive.

**11 Is there any Generation difference between both departments? Do you think it can lead to conflict?**

Yes, the salespeople are older than marketing and with more experience, the marketing people are very young and if it generates conflict because the way of working and seeing things is much lighter and easier than older people. The older people look for the possible consequences that a decision or strategy can bring. It can be improved by understanding the parts, documenting the position of the two parts and reaching midpoints where the best of each one is used.

**12 Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

The company does promote it, but it occurs in a higher proportion of sales to marketing than marketing to sales and that the relationship improves is relative, because the person begins to be part of the other area. If senior management makes the change it will likely impact.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

No, each area has an independent manager, in this marketing company reports to the management of the Region and has been somewhat favourable. In general, single management for the two areas would be positive why would the two areas if they find the same way of working.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

The strategies would be much more effective at the time of implementing them in the market, the needs of marketing, sales, consumer, the shopper would be covered and we would be better prepared to face and defend ourselves from the competition.

**15. What other recommendations would you believe would improve the relationship between both departments?**

Have the flexibility to replace the strategy if it doesn't work. Align strategies a little better so resources can be adapted

Name:	Nicolas
Company:	Pharmaceutical company- Large Size
Department:	Sales
Date of Birth:	43 años- Generation X
Education Level:	Master
Years of experience in the field:	17
Years of experience in total:	17
Ciudad/ Country:	Colombia
Continent:	Latin-América

**1. What is your job position in the company?**

National Sales Director

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

Marketing creates and develops everything related to the consumer, generates demand, while sales manages the channels and everything that impacts the shopper. The most important thing is to have clarity of the strategy this is what allows the departments to develop their independent role and work in a way.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

The main challenge while working with Marketing is the lack of the strategy clarity. Sometimes marketing is attending or example trade marketing functions as push activities or POB materials, while they must focus in to increase the product demand, innovation and make people love brands to make more effective the sales department functions.

*For each of the specific challenges noted by the informant:*

**g. How does [the challenge] affect your work?**

Sales need marketing tools to support the approach with clients; if the product does meet the requirements to be successful, sales effort will not worth.

**h. How do you deal with [the challenge]?**

In our company, we started analyzing the strategy. It is crucial to define the role of each area and to focus on what really matters for each one. In your opinion how could this matter be solved? We have two different approaches, to understand the difference between Customer and shopper. Identify the customer journey and in which part each area plays. We develop a strategy named The Total Shopper Journey where Marketing is responsible for making the consumer buy (shopper understanding), Trade marketing to make the products relevant and Sales assure the product availability. Customer centric model, Shoper centric model.

**4. Do you ever collaborate on share work or projects together?**

Definitely, we work s in most of the project together. It is a source of success.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

I do not think is a conflict, sometimes it is a different point of view.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

If when there is no clear understanding of the shopper there is an overlap. Trade Marketing must be under the direction of sales and this allows to align only two areas and not three.7. How and how often do you communicate with the other department? Has this frequency worked for you?

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

We both áreas work for the same company annual goal, however, each area has its own KPIS. As a Director, the goals of both areas are clear and we are working to involve all the others functional areas in the sales goal achievement. We all are sales in my company.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

As I mentioned before the focus must be on the strategy and not in the processes

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

The incentive system applies only to sales, as the marketing and administration staff have an annual bonus for meeting the financial goals of the company. In my opinion, rewards should not be necessary to achieve objectives, the company must develop a work culture to keep all staff motivated to offer superior commitment.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

There is a fact that shows the generational difference between the department's personnel but in my company, it is not an issue.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

Yes, It is mandatory that the most of the people who want to develop a commercial carrer know and have the expericnce in both side. To work on the field provides an added value to marketers.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

No, I do not recommend it, in multinational companies it is necessary that each department have its own leader, what if necessary is that both heads work together.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

In the end, the beneficiary will always be the final consumer. The company will offer superior quality products that respond to the needs of the market, essential for customers and as a result sales targets would be met.

**15. What other recommendations would you believe would improve the relationship between both departments?**

Effective communication, as frequently as possible.

Name:	Pablo
Company:	(Bank Large Size) (Payments (startup )
Department:	Sales
Date of Birth:	44 years - Generation X
Education Level:	HBO
Years of experience in the field:	18
Years of experience in total:	25
Ciudad/ Country:	The Netherlands
Continent:	Europe

**1. What is your job position in the company?**

Sales Director at a payment companyxxxx is the new version of a bank; It is very focused on processing transactions of coming from credit and debits cards. I am just mentioning this because it is a company which is kind of in the future, meaning the online payments. Only I Think that is new more or less doing this in the world and I keep growing but at the same time is a bank.

**2. From your point of view, could you explain what the relationship between marketing and sales in your company is? (Give an example to illustrate you are connected)**

It depends on what kind of industry are you working on and the size revenue. I found Two remarkable differences between working in a large corporation than in a StartUp. Even they both play in the same industry.

The first company is a Bank, and it works as a traditional company does. The marketing department was not relevant; their function was limited to design and develop brochures and flyers with the "products" for the customers. My contact as a Sales director was zero; we never meet or work together in projects, the marketing staff report to the CCO. At that moment, I thought Marketing staff was focused on the big strategy, the only support from their department was regarding the presentations (PPt) to the clients even we had to do ourself most of the time. On the other hand, at a financial Startup, marketing plays a pivotal role, and there is a person that exclusive works in support of the sales department.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

Lack of time to meet deadlines to deliver the necessary items to our clients, my main challenge was not having the right tools on time for clients. We as a sales team had to improvise all the time. It was not easy to focus all the effort in our primary purpose the sales goal. Besides, the team motivation was involved under the lack of collaboration and cooperation of the marketing department.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

We lost the focus of our role in the company as business developers.

**How do you deal with [the challenge]?**

As I mentioned before, the sales team is always proactive and would try to achieve the objectives does not matter the circumstances. We in this case, elaborated our presentations for the clients.

**In your opinion how could this matter be solved?**

Integration is the key; both departments must work together in order to grow business performance. The first step is to determine a clear strategy and how each area supports the results. Secondly, a clear understanding of the counterpart role avoids overlapping and dysfunctions: permanent communication and frequent contact are also needed.

**4. Do you ever collaborate on share work or projects together?**

Yes, we do, in a startup, marketing and sales are part of the same commercial team. In a new company, marketing helps to establish the brand and makes the first option to turn to when in need of a specific product. Once the company found a way into the customer's consciousness, the chances of being able to sell the products increases. In these cases, marketing is responsible also for sales results.

*The following question is optional if the informant does not mention anything about conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

Yes, indeed. In my opinion, the conflict exists at the moment both areas do not support each other, and they work as a silo.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

In a Startup, there is a clear Roadmap. I think it is essential to succeed. We assure each team member understand each other role and the contribution to the business.

**7. How ad how often do you communicate with the other department? Has this frequency worked for you?**

We have weekly meetings to align our projects, perhaps informal communication is smooth, and our office is open doors to let everybody interact as needed. A weekly meeting is a right frequency but more that the frequency is the quality of the shared information. Independently that marketing has a responsibility or not in a project, they know what it is about.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

In the Startups all the areas, mainly small team, work for the same objective, to grow the company as fast as possible an make it attractive to investors however, as a traditional business, sales tam is measured for a monthly goal while marketing for the yearly objective.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

One big difference that incredible motivate teams and increase engagement in the Startup I work is the fact that all the employees have stocks in the company. It can translate that all the employees are owners. I strongly recommend this benefit to strength workforce commitment. It not only applies to improve the relationships between marketing and sales, also for all cross-functional relationship.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

Yes, we all have a yearly bonus. It is relevant that both areas have the same economic incentive in order to increase cooperation.

**11. Is there any Generation difference between both departments?  
Do you think it can lead to conflict?**

Yes, as in the most of companies the marketing team is younger than sales team, in our case it is the right mix of experience, knowledge and fast learning

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

Not yet, in the future, we will do. We consider job rotation will enhance the scope of employees while using the other's shoes.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

Yes, as I mentioned before, it impacts the relationship between both areas positively since they both have the same priorities and management. But I can understand due to my experience that in large companies it is not possible to manage, although with a robust structure.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

1. A better understanding of the company purpose
2. Every staff member contributes to their position to achieve company goals.
3. A better customer value proposition, the clients could feel when the departments have a good or bad relationship.
4. Enhance respect and corporate image.
5. A better work environment for employees, free from conflict or frustration.

**15. What other recommendations would you believe would improve the relationship between both departments?**

To follow the strategy in some startup processes, because they are building billionaire businesses in a short time doing things differently.



Name:	Paola
Company:	Payment company- Medium Size
Department:	Sales
Date of Birthday:	42 years- Generation X
Years of experience in the field:	10
Years of experience in total:	15
Country:	The Netherlands
Continent:	Europe

**1. What is your job function in the company?**

Corporate Relationship Manager

**2. In your point of view, what is the relationship between marketing and sales in your company?**

Marketing department delivers us some of the tools needed to perform our job. Such as market insides, promotion and product materials. It is also significantly involved in promoting and organizing our different events, taking place across the year.

**3. What specific challenges do you find when working with the marketing or sales department?**

We don't work together. Sometimes their perceptions of how things are done within our department are not accurate and there is lack of communication and feedback. For example, when product brochures are made, they base their input on information given by management, without getting feedback from sales department on what is key to be either displayed or not in the brochures. In practice many things work differently, and not as desired. If communication was improved, adjustments could be made before the information landing on hands of our customers. A better approach would save us difficult conversations with customers about what something that was offered can't be delivered.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

Customers want to get what has been published and marketed, when in reality not everything has been as well developed. In addition, products marketed with Live dates sooner than realistic make our customers to lose trust on us.

**How do you deal with [the challenge]?**

I keep a close communication with my portfolio of customers and set expectations accordingly to avoid misunderstandings and disappointment.

**How do you try to work through [the challenge]?**

As described before, talking with the customers. I have tried to speak to marketing department about it before and our whole team has done so, however, as they are led by management directly, they follow what have been agreed with them. Management advised that there is a strategy behind that approach. It is most likely to be able to keep up with competitors in a tight market and to not be left behind on what we can do and offer for our customers.

**In your opinion how this matter could be solved?**

Communicating better and by having the sales department to have a say before certain decisions are made. Our input as being in direct contact with the customers is valuable.

*This question is optional if the informant does not mention anything about Conflict.*

**4. Does conflict exist between sales and marketing in your company? If so, what type?**

I don't think there is conflict. It is just them following orders and kind of excluding our input on the matter.

**5. Is it clear for you the role, functions and limits of the marketing/ sales department?**

The company makes clear what their role and functions are. Their limits are being guessed by us but not really established.

**6. How often do you communicate with the other department? Do you believe it is an effective approach?**

Not very often. Only when something requires their involvement. When organising events or something "special" going on then very often. If not, it could be months without talking.

**7. Are the marketing goals/sales goals independent or are aligned? Do senior management support these goals? Do you know the goals of the other department?**

As a company, we have corporate goals we need to achieve and this means we ALL need to work together to achieve those -like growth %, increase of x amount of total revenue-  
I am not aware of their specific goals. And yes, senior management support the goals as those are the company goals.

**8. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

I don't think it's a matter of more interaction but to get us involved in the decision making process of tasks that will end up in our customers hands. It's actually more management related than Marketing department related as they follow management rules...

**9. Do you ever collaborate on shared work or projects together?**

I did a couple of time when national events were taking place. Also during the creation of some brochures that were done for the Spanish market.

**10. how is the rewards system in your organization? Does it apply to both departments?**

To be honest, I don't know if they are being rewarded. We do, we have a sales target and we get quarterly incentives when we either achieve or exceed them.

The annual increase in salary depends on how the company has done it as a whole. Depending on the growth and revenue increase

**11. Is there any generation difference between both departments? Do you think it can lead to conflict?**

Not at all. A good mix from both sides. Although I don't know all the members of the marketing department....

**12. Is There a significant interchange of people between the Sales and Marketing department? Why?**

Have never seen anyone coming or going to or from each department to the other...

**13. What do you think are the benefits of integration between the sales and marketing departments?**

I don't think there is need for integration. Not good idea. Just improve communication and way of working. In a company as big as this one I don't think there is a value added gained by integrating the departments.

**14. Are the marketing and sales department leading by one head?**

No. different areas, different managers, different VP's

**15. What other recommendations would you believe would improve the relationship between both departments?**

I already mentioned

Name:	Ximena
Company:	Pharmaceutical Large company
Department:	Marketing
Date of Birth:	41 years- Generation X
Education Level:	Master
Years of experience in the field:	15
Years of experience in total:	18
Ciudad/ Country:	Germany
Continent:	Europe

**1. What is your job position in the company?**

International Marketing Manager/ Global Marketing strategy.

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

The sales function is putting the products on the customer's hand and reach the sales objectives.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

The marketing team sometimes focusing a lot on strategies and do not take into consideration the real business on the customer. So maybe more involvement from marketing on the customers will help them to see the reality of the market.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

It could be that they do not have the right materials for the right promotions that the sales team need

**How do you deal with [the challenge]?**

I contact with the marketing team to highlight the issues we may have in the market for example quality issues or price issues

**In your opinion how could this matter be solved?**

Marketing should involve more with the customers and tactical part and involve the sales team at the beginning of the process when sitting up the goals and strategies

**4. Do you ever collaborate on share work or projects together?**

Yes, all the time. The problem sometimes you have different goals that are why in some points the team working on different roads.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

No

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

I would say sometimes there is overlap from marketing when it comes to tactical activities.

**7. How ad how often do you communicate with the other department? Has this frequency worked for you?**

Monthly and weekly face to face meetings.  
Yes.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

No not the same. The marketing team's goals always around the market share, brand equity, brand image and sometimes distribution. The sales team goals is the distribution or just number every month  
Yes, I know it.  
Yes because when you do not have the same goals, you will be in different roads.

**9. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affectsthe relationship and why?**

It's completely different from each team because the sales team has points when achieving a number. In the marketing area you do not have monthly rewards you just have a basic salary. It doesn't matter if the sales are achieved or not. Their bonus more related to market share.  
In a long term yes.

**10. Is there any Generation and educational level difference between both departments? Do you think it can lead to conflict?**

Yes. It could be because old people are not open to change or try new ways to do stuff. They have the mind of if I have been done this for 20 years and it works so why I have to change, you are younger, you do not know everything about the job and you do not have the same experience. but you have another factor that leads to conflict which is education level. Mostly more highly educated in marketing versus the people in sales.

**11. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

Usually, job rotation is not promoted.  
Definitely, it can enhance because you will get experience how is it works between two different roles

**12. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

One head. It will enhance the relationship because the one head manager will align the goals of both departments and will be the responsible

**13. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

You strength the strategic part of the sales team and the tactical part of the marketing.

**14. What other recommendations would you believe would improve the relationship between both departments?**

More communication more integration from the sales in the earliest step of developing the strategies and then integration from marketing in facing contact with the customers.

Name:	Sara
Company:	Smilers
Department:	Marketing
Date of Birth:	29 years_ Millennial
Education Level:	HBO
Years of experience in the field:	3
Years of experience in total	4
Ciudad/ Country:	Colombia
Continent:	Latin-America

**1. What is your job position in the company?**

Marketing Analyst, Smilers is a service qualifier company

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

The two areas are connected because, thanks to the management that marketing makes, sales can be generated, with the resources generated by marketing, the sale can be closed.

**3. What specific challenges do you find when Working or Interacting with the or sales department?**

I am a digital marketer; I am on the charge of digital marketing. My challenge with sales is that if an initiative comes to me through some sales action that was achieved through a marketing action, but they do not close the sale. When sales are supposed to close because they are a high potential customer

Is there any reason? Sometimes they have a hard time closing this sale. In sales, closing is complicated.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

Not closing the sale affects my indicators, if I pass a lead and a sale does not close, the company measure me as if I did nothing.

**How do you deal with [the challenge]?**

I try to offer him all the information about the customer. Para que ellos puedan contactar lo mas rápido posible

**In your opinion how could this matter be solved?**

That sales team make the perfect sale's closing. Many times it takes customers 24 hours to contact them.

**Do you ever collaborate on share work or projects together?**

Yes, we work everything together, we are a single area, we have the same boss, and we work aligned, we have the same goals and meetings.

*The following question is optional if the informant does not mention anything about conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

No, because we are in the same area and work under the same senior management.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

Yes, they are, the role of each area within the company is clear. There is no overlap. We are a team.

**7. How and how often do you communicate with the other department? Has this frequency worked for you?**

We are communicated all the time, we do not have an office, we have a weekly meeting, and it is enough to look at the goals of the week, what problems we have had.

**8. Are the marketing goals/sales goals independent, or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

The goals are the same and aligned so that we are one team

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

I believe that what we do is well done if we are aligned there is no conflict between two departments, being together helps us if we can do something to make the other do better.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

The Incentive System only applies to sales; they have a monthly budget that they must achieve; each one has a different quota. If the sales team do 100% of the goal, they earn the commission; it is a% of the sale. Marketing does have a fixed salary. Besides, if I meet the bounce rate, qualified leads I earn an incentive. We do not need to have the same quota; each one must have their indicators. If we win at the end of the year and it is enough.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

No, in my team there are all generations, there are men of 50 and 60, in this company, there is no issue of generations. There is less competitiveness than other companies.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

No, because in this company everyone has their own profile and is very small

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

Yes, this is beneficial for the company because we all go for the same goal.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

The two fight for the same goals

The conflict between the two departments is avoided

**15. What other recommendations would you believe would improve the relationship between both departments?**

My recommendation would be to integrate the departments, and if you cannot do constant meetings and not see rivalry if not a union.



Name:	Santiago
Company:	Consumer goods- Medium size.
Department:	Sales & Marketing
Date of Birth:	44 years, Generation X
Education Level:	Master
Years of experience in the field:	18
Years of experience in total:	22
Ciudad/ Country :	Colombia
Continent:	Latin-America

**1. What is your job position in the company?**

Sr. Sales Coordinator for the north coast

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

Sales executes de marketing strategy: a brand by region. For example Oro soap, it's best executed in the north coast region

Our Marketing team utilizes their creativity and capability to bring an intense focus on consumer experience and give our brands life. Our Sales team put our marketing plans into action, interface with our customers and grow our footprint.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

a. Resources allocation: There are no procedures for it or strategy

b. Procedures. The procedure it's been placed as it's executed

c. Roles: The marketing team, does not have clear roles or accountability over activities been processed. For example, they don't know if an account could have a promotional activity, and if it did, they don't know when is going to be executed or rewarded

d. Experience: they lack the experience to propose innovative activities, have not a strategic vision, weak activity process management, and poor results oriented

*For each of the specific challenges noted by the informant:*

**a. How does [the challenge] affect your work?**

We miss a lot of business closing opportunities due to it.

**b. How do you deal with [the challenge]?**

Dealings with the distributors, personal relationships

**c. In your opinion how could this matter be solved?**

Fix clear roles for the marketing team, empower the sales team with a budget to close negotiations

**4. Do you ever collaborate on share work or projects together? Not yet**

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does Conflict exist between sales and marketing in your company? If so, what type?**

No, there's no conflict, because there are not different objectives.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

No clear roles are fixed.

**7. How ad how often do you communicate with the other department?**

Has this frequency worked for you? monthly

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals?**

**Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

No

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

Clear roles and more interaction, so we can understand the business needs and how to close the gaps.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

There`s not a reward program.

**11. Is there any Generation difference between both departments? Do you think it can lead to Conflict?**

Yes, it leads to Conflict, due to the speed of the market and the lack of experience and procedures.

**12. Does your company promote the job rotation between the sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why? No.**

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments? Yes.**

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

Objectives, time and importance alignment.

**15. What other recommendations would you believe would improve the relationship between both departments?**

Let senior people lead the procedures, so it can evolve as fast as the market needs.

Name: Ana Maria  
Company: Consumer goods- Large Size  
Department: Marketing  
Date of Birth: 39 años- Millennial  
Education Level: MBA  
Years of experience in the field: 14  
Years of experience in total: 14  
Ciudad/ Country: UK  
Continent: Europe

**1. What is your job position in the company?**

Senior Client manager Mars- Wrigleys.

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

My company is an agency, we focus more in the client-side. Marketing leads all the strategic plans, new products, and consumers. Sales and the Account managers got the directions to take the products to the market.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

I think the big challenge is Communication that is not smooth. Marketing sometimes works hard to launch the project but not always get the same answer for the product. For example, my client launched a new project a new brand. The competitors are far much better but the field sales team they don't think they can do it.

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

Communications do not have the expected impact. For the sales team to have a greater impact on the sales and rotation of new products, the brand recognition that is expected with communication between the areas does not favor the sales team, in order to advance the sale. It is expected that the same retailer will order the product and not that the sales team will have to go to great lengths to list the product.

In the case of Marketing as we don't work in the field, a strategy thinking of the ideal world and not the reality of the local market and the way in which one communicates locally with the consumer, the topic of visiting clients in the field would help marketing not only look at the company side but also market and competition.

**How do you deal with [the challenge]?**

It is documented with market facts and data or figures or KPIS to show you a marketing strategy that is not as efficient in the local market or channel. And when you have the opportunity to make field with them, the opportunity that you have for both the consumer and the client is evident.

**In your opinion how could this matter be solved?**

Giving a little more autonomy to the people who lead local marketing is often directed and global strategies cannot be modified. The other thing is that the marketing teams are more multi-country, which makes it difficult to get closer to the local market and customize the strategies for each country. The other is that they generate more spaces to interact with the commercial team and clients.

**Do you ever collaborate on share work or projects together?**

Yes, an example when we have the launch of new products or some listing prepare kind of package to the clients and we work in collaborations

Category management work with the sales team. The sales team doesn't have the skills to do professional work. Trade Marketing is not crucial in UK. Here is more like activation. In Kelloggs, it depended of the structure.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

I wouldn't put it a conflict because at the end of the day both are working to succeed in the company, there is a GAP to fill. Sometimes we plan goals to the field sales team that are difficult to achieve. For example, the country is going to be to recession de to the pandemic.

**4. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

It is quite clear.

**7. How and how often do you communicate with the other department? Has this frequency worked for you?**

Weekly and it is enough

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affects the relationship between the departments and why?**

The goals of each department are independent, the marketing goals are market penetration, SOM, improve numerical and weighted distribution, sales are focused on ensuring volume and productivity KPI's. I do not know the goals of the other department, for example with the new product launches they are falling short in landing the objectives of market share and distribution. Having the same goals would allow us to advance towards the same objective, this benefits the whole company.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

Communication is still an opportunity, and it may be another thing to have more fieldwork together when you succeed, positive things happen in both areas, sales understand marketing and marketing are sensitized with sales, they should have the obligation to go to the field.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affects the relationship and why?**

People in the UK from Marketing own more money than in sales.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

A lot of Jobs are a lot of turns over. The difference is that young people don't want to stay longer in the same position.

**12. Does your company promote the job rotation between the sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

Yes. More people from sales come to marketing, rarely the other way around.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

No, each area has an independent manager, in this marketing company reports to the management of the Region and has been somewhat favourable. In general, the same management for the two areas would be positive why it would make the two areas work in the same way.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

The much more effective strategies when implementing them in the market, would cover the needs of marketing, sales, consumer, buyer and be better prepared to face and defend ourselves from the competition.

**15. What other recommendations would you believe would improve the relationship between both departments?**

Have the flexibility to replace the strategy if it doesn't work. Align strategies a little better so that resources can be adapted.

Name:	Johana
Company:	Logistics- Medium size
Department:	Sales
Date of Birth:	31 years-Millennial
Education Level_	Bachelor
Years of experience in the field:	5
Years of experience in total:	7
Ciudad/ Country:	The Netherlands
Continent:	Europe

**1. What is your job position in the company?**

Customer and Sales Success Manager

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

In my company the marketing department is quite new we are creating the area and two people recently join the team.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

For a specific example, our competitors announced that their managers were going to be at a trade fair and we did not, that we were going to be. Lack of communication makes these kinds of mistakes. The sales department does not correctly inform marketing about its needs. It is mostly the sales mindset; They don't trust marketing

*For each of the specific challenges noted by the informant:*

**How does [the challenge] affect your work?**

In the logistic is not a big deal. It is basically digital marketing, like web sites, social media.

**How do you deal with [the challenge]?**

In my case I do all the activities by my own

**In your opinion how could this matter be solved?**

Monthly or weekly meetings with the two departments in y opinion Marketing is an extension of sales, the staff must feel they are part of sales. In the logistics there is a big gap between the marketing responsibilities and sales. For example, the client's presentation to customers.

**4. Do you ever collaborate on share work or projects together?**

Not really, as I mentioned is a new department, but in my opinion the two areas complement each other and must work together.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

In this kind of industry, I don't think is a conflict is a kind of mindset that affect the good integration via communication o both departments.

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

Yes, they are clear but Indeed there is a overlapping of functions. For example the presentations of the company must be one by Marketing staff and also they must be involved I the clients appointments.

**7. How ad how often do you communicate with the other department? Has this frequency worked for you?**

We still don't do, but I suggested weekly appointments.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affect the relationship between the departments and why?**

We are seeking the same goal. But we are measured in a different way. I want to have and integrated area and to have the same goals for the proper business performance of the company. I want to join forces for both departments.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

The connection is necessary in order to solved the customers' needs.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affect the relationship and why?**

Sales staff have bonus based on deals close, conversion ratio, but marketing does not have reward. I think it is ok that marketing does not have since is not easy to measure. The marketing kpis are different.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

I have to say that in my company there are not generation matters, the team have the same age. But I don't think it will carry an issue. The new generation is more creative and are mostly why they are in marketing.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

Not, people are hired with previous experience in the field. Sometimes people from marketing go to sales. In this company it will be a promotion. People from sales they think they have a better status. The salary is higher than the marketing.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

In this company as marketing department is small it is under Commercial Director management. I think it is accurate since one are a complement of the other area. But it works in the logistic world.

**14. What do you think are the benefits of integration (Team working) between the sales and marketing departments?**

If you have synergy between the two departments, it impacts directly customer satisfaction and the company image.

**15. What other recommendations would you believe would improve the relationship between both departments?**

I already mention them



Name	Thomas
Company:	Digital Marketing- Startup
Department:	Marketing
Date of Birth	30 years- Millennial
Education Level	HBO
Years of experience in the field	7
Years of experience in total	7
Ciudad/ Country	Tilburg / The Netherlands
Continent	Europe

**1. What is your job position in the company?**

I'm team lead of the Performance Marketing team and Senior Digital Marketeer. This means I'm responsible for the overall quality of our Performance marketing campaigns, as well as making sure my team (of 11 people) spend enough time on innovation and keeping up with the latest developments within their fields of expertise.

**2. From your point of view, could you explain what is the relationship between marketing and sales in your company? (Give an example to illustrate you are connected)**

Sales and marketing have always been intertwined within our company. This means our marketing specialist would also be actively trying to sell his specialization to potential customers. For example, my colleague Tom is our Amazon advertising specialist. When he spots an opportunity for one of our customers to make money if they start advertising on Amazon, then it's his responsibility to point this out and make this clear to our contact person at our client.

**3. What specific challenges do you find when Working or Interacting with the marketing or sales department?**

The situation as presented above has changes in the last year. Do to the fact our company kept growing we now have some people how's main focus really is sales. The challenge we face here is that the people who focus on sales don't have enough in-dept knowledge of our services. They know Amazon advertising exists, but they do not know what requirements there are to even get started. Something a marketing specialist does know.

*For each of the specific challenges noted by the informant:*

How does [the challenge] affect your work?

It has resulted in a mismatch between our client's expectations and results because the sales team made 'promises' or weren't able to paint the full picture.

How do you deal with [the challenge]?

We have weekly 'pitches' during which marketing specialists pitch their services to the sales team. That way they get a much better idea of the services they sell. Furthermore, marketing specialist are more frequently invited along during sales meetings/pitches to give in-dept information.

In your opinion how could this matter be solved?

I don't have the perfect solution yet. I've noticed that the solution as stated above works most of the time for us. But that's because many of de marketing specialists have a commercial mindset. But we also have several Data experts. They provide complex services that are harder to explain to a client. Also, they do not have that same commercial mindset. Which makes it challenging.

**4. Do you ever collaborate on share work or projects together?**

Since many people from the sales team have a marketing background, yes, this happens a lot.

*The following question is optional if the informant does not mention anything about Conflict.*

**5. Does conflict exist between sales and marketing in your company? If so, what type?**

No

**6. Are the role, functions and limitations of the marketing/ sales department clear to you? Is there any overlap between both responsibilities?**

As stated above, there is a lot of overlap. I think this is inevitable in our field of work. The services are to complex to sell without the input of an expert. Plus, that same commercial mindset of the marketing specialist makes him/her more then capable of spotting sales opportunities. It would be a shame if he/she would not pursue such a opportunity.

**7. How ad how often do you communicate with the other department? Has this frequency worked for you?**

Our teams both sit in random places in our building. So one day the person next to me might be in marketing, the other day it's someone of the sales team. This makes is a lot easier to keep communication lines open. Plus sharing knowledge is a key component in our culture. So there are a lot of chances for us to 'catch up'.

**8. Are the marketing goals/sales goals independent or are they aligned? Do senior management support these goals? Do you know the goals of the other department? Do you think it affect the relationship between the departments and why?**

Our team's goals are completely aligned. We work together towards the same goals and even our bonuses are the same. The original goals are set by management and then presented to the team leads. They give feedback and as a result we have goals that are representative for all teams.

**9. What (if anything) could be done to improve the relationship between sales and marketing in your company?**

I think this is a hard question to answer. We have a very open culture which helps. But the main solution is to keep sales and marketing 'in the same room'. As long as they keep talking to each other and share ideas, we should be fine.

**10. How is the rewards (incentive program) system in your organization? Does it apply to both departments? Do you think it affect the relationship and why?**

Like I said before, our rewarding system is the same for both teams. Furthermore, in order to reach these goals they really need each other. So this affects the relationship of these teams in a positive way.

**11. Is there any Generation difference between both departments? Do you think it can lead to conflict?**

We have a really young team. Most employees are between 25 and 35 years of age. This is the same in the marketing and the sales team. So I don't think this would lead to any conflicts.

**12. Does your company promote the job rotation between sales and marketing department (Example specialist becoming a Sales rep?) if so, how common is that? Do you think it can enhance the relationship between both departments? And why?**

We have seen this in our company. But only one-sided, from marketing to sales. Which led to a lot more sales of the services that person was responsible for as a marketer. This happened maybe twice. Overall it has a positive effect because the marketing team feels like there is 'one of their own' who they can talk to now.

**13. Are the marketing and sales department leading by one head? How do you think it affects the relationship between both departments?**

They have different team leads but do have the same 'coach'. This is the person responsible for evaluation on an individual level. This person neither has an origin in marketing or sales. This might help them come across as unbiased.

**14. What do you think are the benefits of integration ( Team working) between the sales and marketing departments?**

I would highly recommend mixing the teams up even more. Sitting in the same office is one thing. But working more closely together on a daily basis is going to make even a greater impact.

**15. What other recommendations would you believe would improve the relationship between both departments?**

No not really. Some of these actions we've only just implemented. Which makes it hard to see their effects just yet. But I think, overall, our company is really trying to narrow the gap between these two teams.

## Appendix 2.0 examples Nvivo Analysis

### 2.1 Cases- Latin America

	A : Age G...	B : Country of Birth	C : GENERATION	D : Occupation	E : SIZE REVENUE
1 : Cases~~Dieg...	38	Latin-America	Millennial	Marketing	Large company
3 : Cases~~Javi...	41	Latin-America	Generation x	Marketing	Large company
5 : Cases~~Moni...	43	Latin-America	Generation x	Sales	Large company
6 : Cases~~Nicol...	41	Latin-America	Generation x	Sales	Large company
13 : Cases~~Qu...	55	Latin-America	Baby Boomers	Sales	Large company
14 : Cases~~Qu...	38	Latin-America	Millennial	Sales	Large company
16 : Cases~~Sa...	44	Latin-America	Generation x	Sales	Medium Company
17 : Cases~~Sar...	30	Latin-America	Millennial	Marketing	Startup
18 : Cases~~The...	31	Latin-America	Millennial	Marketing	Medium Company

### 2.2 Cases -Europa

	A : Age G...	B : Country of Birth	C : GENERATION	D : Occupation	E : SIZE REVENUE
2 : Cases~~Erwi...	31	Europe	Millennial	Sales	Medium Company
4 : Cases~~Joha...	31	Europe	Millennial	Marketing	Small company
7 : Cases~~Pab...	44	Europe	Generation x	Sales	Startup
8 : Cases~~Paol...	41	Europe	Generation x	Sales	Medium Company
9 : Cases~~ques...	44	Europe	Generation x	Marketing	Large company
12 : Cases~~Qu...	38	Europe	Millennial	Marketing	Large company
15 : Cases~~Sa...	41	Europe	Generation x	Marketing	Large company
19 : Cases~~Tho...	30	Europe	Millennial	Marketing	Startup

### 2.3 Code Tree collaboration

sales	communicati	customers	many	together	commer	like	people	solution	thing	actions
	strategies	department	team	also	culture	makes	aligned	field	genera	good
		example	teams	areas	different	meetings	believe	helps	integrat	involve
marketing	better						contact	importa	keep	knowle
	company	make	think	clients	goals	must	country	improv	know	local
										main

## 2.4 Example Code- Challenges

[<Files\\Entrevistas\\questionary Evelyn de Kort>](#) - § 2 references coded [6,70% Coverage]

Reference 1 - 4,66% Coverage

It is very important that there is a support base for marketing actions. They only will succeed when colleagues are active en willing to practice the actions. That works better when the sales colleagues are concerned from the beginning of plan-making.

Reference 2 - 2,04% Coverage

In case of the preparation phase, it is important to timely concern the colleagues you need to succeed in the action

[<Files\\Entrevistas\\Questionary Thomas Pelkmans>](#) - § 2 references coded [8,03% Coverage]

Reference 1 - 5,90% Coverage

The situation as presented above has changed in the last year. Do to the fact our company kept growing we now have some people how's main focus really is sales. The challenge we face here is that the people who focus on sales don't have enough in-dept knowledge of our services. They know Amazon advertising exists but they do not know what requirements there are to even get started. Something a marketing specialist does know.

Reference 2 - 2,13% Coverage

It has resulted in a mismatch between our clients expectations and results because the sales team made 'promises' or weren't able to paint the full picture.

[<Files\\Entrevistas\\Questionary Ana Maria Godoy>](#) - § 2 references coded [15,42% Coverage]

Reference 1 - 4,61% Coverage

I think the big challenge is Communication that is not smooth. Marketing sometimes works hard to launch the project but not always get the same answer for the product. For example, my client launched a new project a new brand. The competitors are far much better but the field sales team they don't think they can do it

Reference 2 - 10,81% Coverage

Communications do not have the expected impact. For the sales team to have a greater impact on the sales and rotation of new products, the brand recognition that is expected with communication between the areas does not favour the sales team, in order to advance the sale. It is expected that the same retailer will order the product and not that the sales team will have to go to great lengths to list the product.

In the case of Marketing as we don't work in the field, a strategy thinking of the ideal world and not the reality of the local market and the way in which one communicates locally with the consumer, the topic of visiting clients in the field would help marketing not only look at the company side but also market and competition.

[<Files\\Entrevistas\\Questionary Diego Tanaka>](#) - § 2 references coded [3,69% Coverage]

Reference 1 - 2,24% Coverage

in many times marketing have one message and assumes that the sales team understands that message and that's the problem with the **communication**. Difficulty with sales mostly is with trademarking, we don't work directly with the sales team

Reference 2 - 1,45% Coverage

Many times, is difficult because we want to deliver a message of sales and they have their point of view. They don't trust the information we provided them

[<Files\\Entrevistas\\Questionary Javier Jimenez>](#) - § 2 references coded [7,09% Coverage]

Reference 1 - 5,56% Coverage

Mainly with sales, who always want to have low goals and start projects in a pessimistic way. If the departments do not agree on time, delivery times may be affected and we do not meet customers. On the other hand, it is very difficult to project new products due to fear in the commitment of volumes

Reference 2 - 1,53% Coverage

I can not meet delivery times and they are exhausted that impact business results

[<Files\\Entrevistas\\Questionary Johana Benitez>](#) - § 2 references coded [8,13% Coverage]

Reference 1 - 6,18% Coverage

For a specific example, our competitors announced that their managers were going to be at a trade fair and we did not, that we were going to be. Lack of communication makes these kinds of mistakes. The sales department does not correctly inform marketing about its needs. It is mostly the sales mindset; They don't trust marketing

Reference 2 - 1,95% Coverage

In the logistic is not a big deal. It is basically digital marketing, like web sites, social media.

[<Files\\Entrevistas\\Questionary Sandra Escobar>](#) - § 2 references coded [6,49% Coverage]

