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Wolf-Dieter Hiemeyer

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Design of an Integrated Marketing and Sales Approach for the B2B Industry – Using an Integration Model

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Abbreviations

AMA	American Marketing Association
B2B	Business-to-Business
B2B2C	Business-to-Business-to-Consumer
B2C	Business-to-Consumer
CEO	Chief Executive Officer
CMO	Chief Marketing Officer
COO	Chief Operating Officer
CRM	Customer Relationship Management
e.g.	For example
HRM	Human Resource Management
H1 – H8	Hypotheses one to eight
IM	Integration Mechanism
IMF3	Integration Mechanism B2B Firm 3
IMP	International Marketing and Purchasing
IMSA	Integrated Marketing and Sales Approach
IF	Integration Factor
IFF3	Integration Factor B2B Firm 3
IT	Information Technology
KAM	Key Account Management
MBO	Management by Objectives
Mgt.	Management
M&S	Marketing and Sales
n	Number (e.g. B2B firms, respondents)
n.a.	Not available
P&L	Profit and Loss
PM	Product Manager
R&D	Research and Development
ROA	Return on Assets

ROI	Return on Investment
SAM	Strategic Account Management
SBU	Strategic Business Unit
SIC	Standard Industry Code
SME	Small and Medium sized Enterprises
vs.	Versus
USP	Unique Selling Proposition
4P-model	Product, promotion, price, place – model

Statistics Abbreviations

AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
CR	Composite Reliability
CSA	Covariance Structured Analysis
IR	Indicator Reliability
LISREL	Linear Structural Relationships
GESCA	General Electronic Structured Component Analysis
GSCA	General Structured Component Analysis
LVPS	Latent Variables Path Analysis
M	Arithmetic Mean
PC	Path Coefficient
PLS	Partial Least Squares
R ²	Coefficient of Determination
Q	Questions, Statements, Items, Indicators
Q ²	Construct Crossvalidated Commuality
SD	Standard Deviation
SEM	Structural Equation Modeling
V	Variance
VIF	Variance Inflation Factor

Abstract

Due to increased competitive pressures, shortening product life cycles, and heightened customer demands, business organizations are increasing their ability to effectively adapt and build competitive advantage by flattening their organizations, breaking down barriers and stimulating teamwork between functional units (Rouziès et al., 2005). As the body of knowledge on the collaboration between Marketing and Sales (M&S) expands, there is a greater need to explore specific collaborative factors in B2B firms (Biemans et al., 2010). Thus, the aim of the present study is to investigate the collaboration between Marketing and Sales and to address the following research gaps. First, the ultimate level of M&S collaboration will be determined by this study as Marketing-Sales integration. Second, a set of mechanisms and factors will be identified in order to facilitate an 'Integrated Marketing and Sales Approach'. Third, an instrument will be developed which can be used to measure and visualize the level of M&S collaboration and to improve Marketing-Sales integration. Forth, as most prior research has conducted surveys with only Managers, this study will investigate the perspective of both the M&S Managers and the Employees.

The present study explored the collaboration between the Marketing and Sales units in B2B firms in Germany, using a quantitative approach. Based on the findings of prior research (e.g. Rouziès et al., 2005; Le Meunier FitzHugh and Piercy, 2007a), this study derived and investigated a set of Integration Mechanisms and Integration Factors, using causal and descriptive analysis, to determine the impact of these mechanisms and factors on an 'Integrated Marketing and Sales Approach'. An empirical survey was used to test a conceptualized Integration Model to improve the Marketing-Sales interface along a continuum.

This study provided findings which contribute to the theory of this field of research and to professional practice. First, the selected Integration Mechanisms and Integration Factors have a significant and positive impact on an 'Integrated Marketing and Sales Approach'. Second, the Integration Model is an appropriate instrument for measurement and visualization of the level of M&S collaboration, and for improving the Marketing-Sales interface through a conceptualized

implementation. Third, respondents from Marketing perceived the cross-functional relationship more positively than their colleagues from Sales, however, the M&S Managers and their Employees evaluated the Marketing-Sales interface on an equal level. These findings could be considered by B2B companies planning to facilitate an 'Integrated Marketing and Sales Approach'.