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Identifying and exploiting the synergies between customer marketing and sales

Implementation and evaluation of changes to the internal communication process

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Abstract

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<p>This thesis will research team synergies and develop an internal communication process to increase two functions' cross-functionality. The thesis will develop a cross-functional meeting channel between the customer marketing and sales team to decrease the communication gap. This thesis will research synergy benefits, how cross-functional teams can be better managed, and what benefits combined functions may achieve.</p> <p>Overall, the thesis will research the importance and advantages of cross-functionality between sales and marketing teams. The research is in two parts, case study and survey- and interview-based research. The initial represents the starting phase, and the end represents the affection the cross-functional meetings will achieve.</p> <p>Keywords: Cross-functional teams, synergy, sales, marketing</p>	

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Glossary

M&A Mergers and Acquisitions

R&D Research and Development

SASMA SASMA is a combination of Sales and marketing in this study.

SMI Sales and marketing interface

1 Introduction

Cross-functional teams have become more critical for company success as combined units create more and better innovations helping the company stay ahead of others (Tabrizi 2015). Combined teams can bring considerable benefits to the company for example they can motivate employees and thrive on better achievements (Jansson & Persson 2020, Guido 2018, Burned & Cooke 2012). Team synergies have previously already received wide attention, but cross-functional sales and marketing teams have only recently become familiar in the business field (Malshe, Al-Khatib, Al-Habib, & Ezzi 2011).

This study will identify the synergies that cross-functional teams can achieve and how the deeper collaboration can exploit the combined teams. The focus will be on new ways to improve the internal communication within the teams.

At the beginning of this thesis research, a lack of communication between the teams was observed. Throughout the case study, more effective ways to develop better collaboration between the teams was researched.

To achieve this, internal bi-weekly meetings were implemented to strengthen the communication and synergies between the customer marketing and sales teams. As both teams are a big part of the company, their collaboration could greatly contribute to the company's future success.

This study is presented in three individual parts. The first part will present, analyse, and discuss previous studies to deepen the knowledge of potential cross-functional advantages and obstacles that may hinder the synergy benefits. The second part presents the methods for data collection and analysis of the gathered data. Lastly, further development ideas and

recommendations on additional synergy possibilities within the company will be discussed.

2 Literature review

The literature review combines relevant articles, books, and previous studies on marketing and sales team synergies and collaboration. It will also present the advantages and disadvantages of cross-functional teams in general.

2.1 Previous studies

Studies show that sales and marketing are inevitable for a company to succeed, especially the collaboration between the two teams is essential.

Innovation, motivation, and the importance of meaningful work are fundamental aspects for many employees nowadays. These are not only words to attract employees in start-up companies, but they are also the words employees value, and these are desired in the job application process. Additionally, these also push companies forward and make them grow.

Multiple studies have researched the importance of sales and marketing and the benefits of these functions. Nevertheless, these two functions have previously been seen as separate individual teams (Homburg, Jensen & Krohmer 2008). Hence, the full potential of the teams' knowledge, ideas, and synergy might go unused (Le Meunier-Fitzhugh & Massey 2019, Malshe 2009, Malshe et al. 2011, Oram 2021).

By developing these factors, companies can adapt better to rapidly changing markets and changing customer needs. Moreover, cross-functional team studies have shown positive and outstanding results in the previously researched companies. Moreover, a previous study has stated that customer experiences can strengthen and provide better and stronger customer relationships between customer and the company (Le Meunier-Fitzhugh & Massey 2019). The seamless collaboration between these two teams, the service expectations and impressions can be captured and succeeded, and collaboration will also help to build effective campaigns and serve the customers better. Moreover, strong customer relationships and campaigns that bring more value to customers with collaboration will make it easier to sell new products or campaigns since trust has already been built (Schawager & Meyer 2007).

2.2 Synergy and integration

Much of the research has focused on team synergies and team development. However, previous studies have not researched that the sales-marketing interface much (Malshe et al. 2011). Nevertheless, the previous study stated well that by leveraging the collaboration with the other functions, salespeople may produce better outcomes (Claro & Ramos 2018).

2.2.1 Synergies and integration

Synergies can result when in mergers and acquisitions. When one company acquires another, they merge or by acquisitions when two companies combine their powers by acquisition. (M&A). Team synergy can be seen as the group's combined power, which is greater than the power of separately done individual work (Barone 2021).

Through combined functions, the team's internal information will be available to everyone, and therefore, synergy may arise and be strengthened (Malshe 2009). Additionally, both teams will benefit from the synergy advantages by bringing out each party's knowledge. Moreover, it is essential to consider all parties of the teams to release full potential from both teams (Bucàta & Rizescu 2017).

Moreover, in the study where cross-functional collaboration was researched, Claro stated that salespeople who strategically develop ties with other functions may perform better and become more aware of the bigger picture. In addition, it is crucial to evaluate which functions require specific skills and who is the one to give the time. The study also discusses that salespeople may not always be receptive if the feedback comes directly from their immediate managers. Therefore, the synergy developing within other functions to provide peer-to-peer guidance may help steer the teams (Claro & Ramos 2018).

Integration and synergy are often mentioned in M&A processes. The reason behind M&A is often that the company seeks synergy benefits. Hence, the company seeks the power of combined knowledge and skills that both companies can provide together. Moreover, in integration, two or more people or things communicate or react to each other and therefore achieve better results than they would individually (Ficery, Herd & Pursche 2007).

2.3 Tools and teams

Synergy is an objective tool to combine two teams to collaborate and work towards a common goal. Nevertheless, it will not happen without effective communication and transparency within the teams. Next chapter will discuss the essential tools for successful collaboration.

2.3.1 Job rotation

As mentioned earlier, meaningful work placement has become more critical for employees. A chance to step out from one's own thought world and see the opposite team's tasks may create increased understanding and bring valuable information that positively impacts sales and marketing collaboration. Moreover, by job rotation, the sales team can benefit from knowing how a particular campaign structure has been built or how customer marketing communicates and sees the customer funnels. Vice versa, the sales representatives could directly communicate with the marketing team and share their knowledge from the customers' side? (Le Meunier-Fitzhugh & Massey 2019). Additionally, if the company has already worked towards the job rotation process; the customer marketing team can spend a day with the sales representatives and visit customers to understand their needs better.

2.3.2 Communication

By communication, parties can express their feelings, desires, and acts. The communication can be internal, external, verbal, or nonverbal. This study will consider communication through business communication and the verbal part. Moreover, communication is already the sum of many factors, such as organisational behaviour, relationships, psychology, and sociology (Mayfield & Walker, 2020)

The business field is rapidly changing, and companies need new ways to collaborate within teams. The changing work habits that allow people to work remotely with flexible work hours, will push companies to find new ways to communicate effectively. The trend of this decade is the growing need to make structures of the organisations more flexible and more cross-functional to share information across different functions (Homburg et al. 2008). There is multiple software for remote communication, such as

Microsoft Teams, Slack, Zoom etc. Nevertheless, the companies need clarity for communication structures to provide transparency in cross-functional teams, otherwise, the information will stay within the teams without effective communication and will not cross team boundaries.

Moreover, culturally diverse teams may consist of different working cultures and working habits, leading to different ways to implement tasks. Hence, unclear communication structures may lead to a lack of communication and inefficient teamwork and fail good developing plans (Malshe et al. 2016). Communication is also an important tool for strategic and objective execution (Bucăța & Rizescu 2017). A recent study showed the importance of communication in cross-functional teams' strategy development. In the study, the marketing team claimed that salespeople do not listen to great ideas.

In contrast, salespeople did not implement the customers' ideas since they were not aware of the more comprehensive strategy that marketers wanted to achieve (Malshe et al. 2016). In this case, clear communication would increase collaboration and result in excellent outcomes instead of role conflicts. Furthermore, the study of the sales-marketing interface, (SMI) made the same findings. The information that the sales team received from customers was not communicated forward to the marketing team as effectively as possible because they felt excluded (Hughes, Le Bon, & Malshe 2012). Without a detailed communication plan, a major party may not receive the information, leading to one of the parties in a cross-functional team feeling left outside and consequently not able to implement the ideas (Malshe et al. 2016).

2.3.3 Cross-functional teams

What a well-organised and managed team combination can achieve can be examined. According to a recent study where cross-functionally combined sales and marketing teams conducted marketing campaigns and sales together, the results were very positive. The study stated that cross-functional teams collaborated better, and open communication improved by leading both teams to better results (Biemans, Makovec Brencic & Malshe, 2008). The same results were found by Jansson and Persson (2020), when they measured the motivation in cross-functional teams. 95,8% of the major attendees said they felt motivated and engaged in cross-functional teams. Motivation increases the employee's working efficiency towards a better result. Therefore, the employee's high motivation will be valuable to the company. Moreover, meaningful work is an increasing trend, and cross-functional projects can bring the desired diversity to daily tasks and strengthen the employees' motivation (Jansson & Persson 2020).

As mentioned earlier, the synergy between functions is necessary. Whereas the marketing team may know how to develop a specific campaign, they might lack sales skills. However, without the relevance of the marketing campaign, the income is not definite, and the campaign will not resonate with the consumer. Additionally, the cross-functional teams can also provide a more comprehensive picture of the business and how to develop more efficient campaigns and perform better than the competitors leading to sustainable competitive advantage. The sales team often has the current information from the end customers, which helps the marketers in the planning process (Pratt 2018, Malshe et al. 2016).

The above have discussed the advantages of cross-functionality and the good results achieved by combining teams. Nevertheless, as in any team, synergy and integration are greatly important, but there are also obstacles to consider.

Cross-functional teams may face a lack of synergy that might separate the combined team. Without proper communication there will be a lack of trust, and the teams might not make their full effort. The teams might have different backgrounds or have graduated from different schools which might create boundaries between the teams. Moreover, they will have a different perspective for the task; nevertheless, combining these perspectives, they can develop a better outcome (Ruekert et al. 1987).

The team synergy might also result in failure besides the lack of collaboration due to different company cultures. The cross-functional teams can come from two companies, or two departments which have different working cultures. The teams can also be international; hence, different cultures might see the upcoming task differently and this might lead to conflicts and different ways of seeing the task. Nevertheless, good management and transparency within the teams can tackle the cultural, philosophical, and educational differences (Ruekert et al. 1987). Moreover, to provide enough information for existing and new members, Puustinen (2021) discusses the advantage of having an internal information package. The new member can quickly adapt to the work culture and tasks with compiled instructions.

Furthermore, different goals might also break the combined teams and unsuccessful collaboration. Whereas marketing desires long-term goals, sales may focus more on short-term wins and incentives (Guenzi & Troilo 2006). Therefore, transparency in the cross-functional team is unavoidable. Transparency will break the functional boundaries and provide better communication. According to Guenzi and Troilo (2006), the cross-functional team should align the incentive system to provide transparency. Sales and marketing share the same agenda overall, to increase the revenue for the company. Without aligned goals and rewards, competition may happen inside the teams instead of collaboration and the common goal to develop the company (Madhani 2016).

A critical part of developing synergy is in the meetings between the teams. Cross-functional meetings may be between many functions, such as sales, marketing, R&D, and others. The main idea of these meetings is to work equally, share information and achieve a commonly set target. The meetings will provide a more comprehensive picture of the issue or objective from many perspectives and will share the information within the different teams in the same meeting (Jansson & Persson. 2020).

2.4 Advantages and disadvantages

Meaningful work is an increasing trend, and cross-functional projects can bring the desired diversity to daily tasks and strengthen the employees' motivation. According to a recent study, the results were encouraging, where sales and marketing made marketing campaigns and sales together. The study also stated cross-functional teams collaborated better, and open communication improved within the teams (Biemans et al. 2009). The same results came out in the research of Jansson and Persson (2020), where they measured the motivation in cross-functional teams, and a significant 95,8% of participants said they felt motivated and engaged in cross-functional teams. Moreover, motivation increases the employee's working efficiency leading to better results (Jansson & Persson 2020).

Cross-functional teams can also provide a more comprehensive picture of the business and how to develop more efficient campaigns and outperform better than the competitors by leading to sustainable competitive advantage. The sales team often has the most current information from the end customers, which helps the marketers in the planning process (Pratt 2018, Malshe et al. 2016).

On the other hand, Tabrizi (2015) researched 95 teams in 25 leading companies, and nearly 75% of cross-functional teams were dysfunctional.

The teams had a lack of collaboration and intent towards that. Nevertheless, most important were the findings on developing cross-functional teams. On a broader picture, Mr. Tabrizi suggests that decreasing the dysfunctional aspects of teams would be good in establishing a portfolio governance team, where high-level leaders make decisions on mirroring their portfolios. He recommends that every project needs to have clear goals, resources, and deadlines. The teams might also have their own projects, but they should also highly appreciate the shared task and have a strong will to make it succeed (Tabrizi 2015).

Previously have discussed the advantages of cross-functionality and the good results achieved by combining teams. Nevertheless, as in any team, synergy and integration are greatly important, and there are also obstacles to consider.

The cross-functional teams may face a lack of synergy that might break the combined team. Moreover, trust will not happen without communication, and the other team will not make the whole effort. Furthermore, the teams might have different backgrounds or have graduated from different schools. For instance, imagine engineers in the marketing class. They will have a different perspective on the task; nevertheless, they can develop a better outcome by combining these perspectives.

Team synergy might also be a failure besides the lack of collaboration due to the different cultures. The cross-functional teams can come from two companies or departments with different working cultures. The teams might also be international; hence, different cultures will see the upcoming task differently, arguing the proper working habits. Nevertheless, good management and transparency within the teams can tackle the cultural, philosophical, and educational differences (Ruekert et al. 1987).

Whereas marketing desires long-term goals, sales may focus on short-term wins and incentives (Guenzi & Troilo 2006). A critical part of developing synergy is in the meetings between the teams. Cross-functional meetings are where two or more different functions meet and collaborate to reach a common goal. The main idea of these meetings is to work equally, share information and achieve a common target. Moreover, well-managed cross-functional meetings will provide a more comprehensive picture of the issue or objective from many perspectives and share broader information (Jansson & Persson 2020).

2.5 Analysis and conclusion

A cross-functional teams' results can be successful with good integration and equipped with good synergies. By combining their skills and knowledge, the cross-functional teams can effectively fulfil the teams' targets, motivate employees, and make the projects more successful. If the world faces a pandemic or crisis, existing strategies may not work. For instance, Covid19 shocked the world, started a worldwide pandemic, drove many companies to new circumstances, and forced them to innovate new ways to do business. In this case, cross-functionality enables a response to rapidly changing markets and makes faster decisions by bringing grander innovations (Le Meunier-FitzHugh 2007). Nevertheless, it is important to remember, like any other function or team, that cross-functional teams need to be well managed, organised, communicated, and re-evaluated often enough to keep the cross-functional team efficient (Bergström 2019). Moreover, managers need to make sure that building trust within the team will continue and will provide the clear picture how the teams will benefit from cross-functionality (Cometto, Nisar, Palacios, Le Meunier-FitzHugh & Labadie, 2016, Claro & Ramos 2018).

3 Case study

This case study will identify and explore the synergy benefits of sales and marketing and aim to strengthen the cross-functionality benefits between these teams. Moreover, it will be a development study for a company and intends to develop a structure to combine two teams and make them work effectively together.

3.1 Introduction of the company

In this study, the company will be anonymous to ensure security to confidentiality.

The target company for this paper was founded in the mid-1800s, and it is one of Finland's most prominent companies in its field. The company employs directly approximately 700 people and indirectly more than 10 000 people. In 2020, the company had a turnover of over 300 million euros and reached an operating profit of over 80 million euros (Yritys- ja taloustiedot | Kauppalehti n.d.). The company owns and manufactures many globally known brands and imports international brands. The company has two main business channels: an off-trade channel, including grocery stores and markets, and the channel in focus in this paper is an on-trade channel consisting of different restaurants, cafes, lunch restaurants, events, and wholesales.

3.2 Restaurant supply division

The restaurant supply division consists of a Field sales manager, Key Account Managers, Area Sales Managers, Customer Marketing Managers, Customer Marketing Specialists, and Sales Representatives.

3.2.1 Customer marketing

The company's customer marketing team design and execute campaigns and design advertisements targeted to customers such as restaurants, wholesalers, markets, consumers, and other key customers. In addition, they handle new product launches and design events. In this thesis, the customer segment will consist of several restaurants and wholesalers, such as restaurants, pubs, and cafes.

The current customer marketing team consists of a customer marketing manager and three customer marketing specialists. Nevertheless, the customer marketing team has a wide scale of skill and knowledge. The portfolio of customers is vast and diversified in many segments; therefore, handling all these parties may be difficult sometimes. According to one customer marketing specialist,

It is not easy to know how successful one campaign has been without any feedback from the restaurants. Therefore, the campaigns are executed with the same agenda each year with a slight change. A few times, we have received feedback by chance from a restaurant. The feedback changed the campaign structure (Customer marketing specialist 2022).

Furthermore, customer marketing needs to achieve the targets of many different customers; hence, in the case study, the communication will focus on finding the most efficient ways to share the information of the existing and upcoming campaigns.

3.2.2 On-trade supply channel

This research focuses on the southern on-trade division sales, including one area sales manager and ten sales representatives.

The on-trade sales representatives are the link between restaurants and the company, everything concerning campaigns, new products, advertising products, or training staff of the customers. Most often, the sales representatives communicate with the customers weekly and receive detailed feedback from the restaurants on what could be improved or done differently to make one campaign more desired for the consumers.

4 Current problem and the research questions

In the beginning, the writer made initial surveys and interviews to find out the current level of communication and collaboration.

4.1 Identification of information required to learn more about problems and possible solutions

The initial interviews brought out the lack of transparency within these two functions. The teams had some idea of each other's tasks, yet they did not have a broader picture that could provide better collaboration.

The existing customer marketing team has been re-established; only the customer marketing manager has stayed the same. (Area sales manager 2022)

However, to provide valuable and accurate data, the writer decided to concentrate on the customer marketing team and southern Finland's on-trade channel division.

The interview with the area sales manager stated the lack of communication channel between these two functions,

Sales representatives are always on the road meeting customers. They do not spend much time in the office and regularly meet the customer marketing team. Therefore, a clear information channel and time for constructive feedback and brainstorming would be needed (Area sales manager 2022).

However, customer marketing will not receive this feedback without a relevant communication structure or channel, and the data will remain unused.

The customer marketing manager also affirmed the lack of communication and admitted that a clear communication channel would be needed.

Therefore, the case study will develop a bi-weekly meeting structure to provide transparency within these teams and channels to convey the information.

After examining the previous studies, the writer interviewed the customer marketing manager and area sales manager to clarify the current state of the collaboration. Both managers admitted that collaboration needs development and could be an excellent topic to research in this company. After clarifying the status and permissions from the teams' managers to research the topic, the writer also asked the director of sales for permission.

Preparation also included a short interview with the sales representatives and customer marketing. Both teams confirmed their opinion of the collaboration and admitted the lack of synergy. Moreover, both teams affirmed that by enhancing synergy between these functions, improved collaboration is possible to achieve and so better results.

4.2 Hypotheses and questions

This paper will try to answer a question considering co-operation and collaboration with customer marketing and sales. The research question is:

- Can improving communication and collaboration between the customer marketing and sales team improve the synergy between these teams?

Based on literature and previous studies, the answer would be yes. Moreover, many studies have shown that with the deepening synergy between two functions, collaboration will help both teams, improve motivation, and help the teams thrive towards better performance (Barone 2021, Bucăța & Rizescu 2017, Malshe 2009).

Besides the research question, the case study aims to examine if the results desired can be achieved:

- Increased and efficient collaboration within the customer marketing and sales team.
- Recurring meetings and internal communication structure to thrive towards better results.
- Channel to convey the information and feedback.

Additionally, the case study tries to develop a structure that can be implemented later in other functions and so how to strengthen the synergy between other functions.

5 Methodology

This part will determine the methodology of this paper.

5.1 Analytical approach and obstacles to consider

The analytical approach for this paper will be to combine two separate teams with enhanced communication. This study will consist of a survey, interviews, and a new approach to communication by arranging cross-functional meetings bi-weekly between customer marketing and the sales team.

5.2 Avoiding risks

Many researchers stated the effectiveness of collaboration and the benefits of synergy in earlier studies (Le Meunier-Fitzhugh & Massey 2019, Malshe 2009, Oram 2021). Studies have shown that cross-functionality needs to be well managed and planned (Pratt 2018). Mirroring previous studies, it may be that the teams in the target company may find this new approach too complex and refuse to use the new communication channels. The bi-weekly meetings will not be mandatory; therefore, teams might not join in meetings which would skew the survey analysis. Llopis (2017) pointed out that managers who have worked in the same position for many years and have not reinvented themselves may find new approaches challenging and may not be ready for a change. Dent & Galloway Goldberg (1999) also pointed out that the changes need to be well-targeted and explained to the group to adopt them; otherwise, they will revert to the status quo. Hence, the manager's approval is essential for implementing and engaging the employees in this case. Nonetheless, the issues that may appear, the teams' interest in the initial interviews stated that the enhanced collaboration is acceptable. The initial interviews also stated that the teams are flexible,

and most people have not worked for many years yet in the same spot. Some feedback gained from the initial interviews includes:

This bi-weekly meeting is a great idea, and it will provide the information needed to work more effectively. (Sales representative 2022).

We can have a better picture from the field and receive feedback for our ideas with these meetings (Customer marketing specialist 2022).

These interviews also stated that the teams are willing to collaborate and ready to try new approaches to develop the collaboration.

5.3 Choice of data collection

This study will use mixed-method research. The hybrid research model initially provides the possibility to explore perceptions through qualitative research by interviewing persons in the company and discussing the outcomes within the teams (Saunders, Lewis & Thornhill 2019). The writer is working in the company, so collecting qualitative data is effective due to daily interaction with the teams.

The quantitative data will provide a more comprehensive picture of the research and relevant results. Additionally, the quantitative data provides more results for further analysing and recommendations. Where qualitative data is interpretive, the quantitative data will provide a more realistic perception for the research (Saunders et al. 2019).

5.4 Bi-weekly meetings

The bi-weekly meeting is a crucial part of this case study and present an objective developing tool for collaboration. The meeting was between the customer marketing and the southern on-trade division. The study

conductor reviewed and facilitated the meeting procedures with the customer marketing manager and the area sales manager, leading to better management and ensuring relevant information. The information provided in bi-weekly meetings is essential to everyone in the sales team; therefore, the northern division will join the meetings. However, the northern division will not participate in surveys or interviews.

5.5 Primary and secondary data

In this study, the primary data will consist of surveys and interviews. The primary data will be the basis for the analysis and later for the recommendation towards the company. Whereas the primary data will consist of surveys and interviews, the secondary data will consist of previous studies and the case study in the company. In addition, these data sources will be analysed and combined for comprehensive results.

5.5.1 Qualitative

Interpretive research demands the researcher to know the field of the study. It is also known as qualitative research, and it will be one of the key methods of this research (Saunders et al. 2019). The decision of using hybrid data collecting helps the writer better answer the question of this study. Additionally, the limited group size and limitation in the on-trade sales team will make the qualitative method more valuable than the quantitative method. Nevertheless, the quantitative method helps to confirm the research questions. The qualitative data will consist of face-to-face interviews with the managers and the sales representatives.

5.5.2 Quantitative

The quantitative data will consist of an initial survey and a final survey. The focus of this survey is the sales representatives. The initial survey is meant to answer the current communication level. Yet, the final survey will show the happened improvement after the bi-weekly meetings.

5.6 Critique of the chosen method

In this research, bias may occur since Covid19 started in 2019 and has not yet normalized. The writer has discussed the existing communication methods and how teams have collaborated earlier. During the Covid19, many companies, including the target company, worked either with the hybrid or remote models. Hence, in remote working many standard procedures do not exist, such as meeting people in the office or regular live meetings where discussion could be easier than via computer. Therefore, the target company has not been able to hold regular periodic meetings, which has usually been three times a year.

Moreover, remote work has brought different ways and challenges for communication and collaboration and led the company to find new ways to share information. Therefore, this is important to consider in this research and the case study. Moreover, the re-established customer marketing team may bring bias since no clear structures have been introduced within the team. Hence, this may bring more opportunities for the case study and ensure acceptance of a new approach in communication.

5.7 Ethics and confidentiality

This chapter will discuss the study's ethics part and confidentiality. The research ethic can be considered a social norm and has two different philosophical foundations.

The social norm of this study consists of the information usage provided by the teams, managers, and company information while working there.

The deontological part represents the rules to align with the company and the conduct of ethics. Saunders et al. (2019) suggest that if rules are deficient or unknown, they should be reappraised. It is also important to view the results without compromising the code of conduct of social norms (Saunders et al. 2019).

Moreover, when it is about a significant company as is the principal of this research, it is crucial to view the data and keep the results, stakeholders, and the company anonymous. Therefore, the company's management review is critical before publishing this study.

The confidence in this study is apparent; therefore, the interviews are under anonymity, and the interviewees are represented using their positions without discussing their names. Lastly, to achieve the best results and successful research and the case study, the writer needs to remain open-minded and fair by avoiding partiality or misrepresentation (Saunders et al. 2019).

6 Case study and the survey

This research is divided into two parts to present the broader results of the topic. Firstly, a case study challenges the writer to study the topic in-depth and become familiar with the subject. (Saunders et al., 2019) In addition, a case study is one part of this research, and it aims to provide secondary data and help to develop communication channel between the teams. Moreover, the surveys will present the results from the bi-weekly meetings. They will be implemented in the beginning and in the end to provide the quantitative results from the meetings.

Secondly, interviews and discussions within the teams will provide qualitative results from this case study to confirm the results.

7 Data analysis

This section will analyse and discuss the data gathered during this research and the case study. Moreover, the interviews will be held face-to-face during the workdays to minimize the additional time caused by the interviews.

The initial survey and interviews will provide the initial level of the collaboration. In contrast, the end interviews and the survey will better analyse whether happened any improvement occurred after the cross-functional meetings. Lastly, these two sections will be compared to existing studies.

7.1 Survey analysis

As mentioned earlier, two surveys were published. The writer shared the initial survey during November and the end survey during February. The time between these was about three months.

7.2 Initial survey

The initial survey consisted of six questions with a number scale 1-10, one question considering the bi-weekly recurrence, one question about the information channel for bi-weekly, and one open question to find out the development ideas from sales representatives. In the survey, 1= Disagree, and 10= agree. The sampling was small due to the size of the sales team. The survey was shared totally with 11 people.

Questions

Current communication level between Customer Marketing and The Sales team.
Tämän hetkinen asiakasmarkkinoinnin ja myynnin välinen yhteistyö

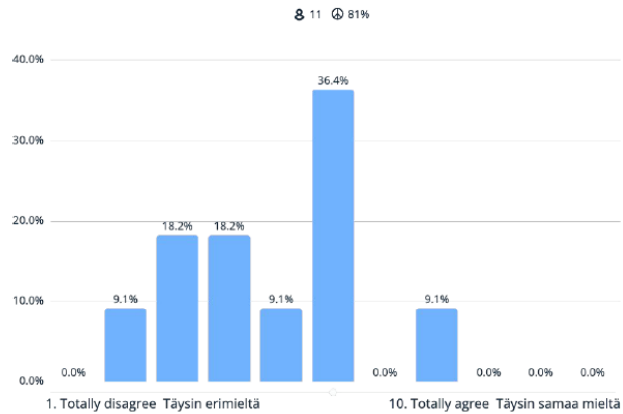


Figure 1. – Current communication level between Customer Marketing and the Sales Team.

The mean was 3.8, while the standard deviation was 1.7. Moreover, 90.9% deem the current level as level 5 or less. The results correlate with the initial interviews of the necessity for the communication channel.

I'm always aware of upcoming campaigns in time.

Olen tulevista kampanjoista ajoissa tietoinen..

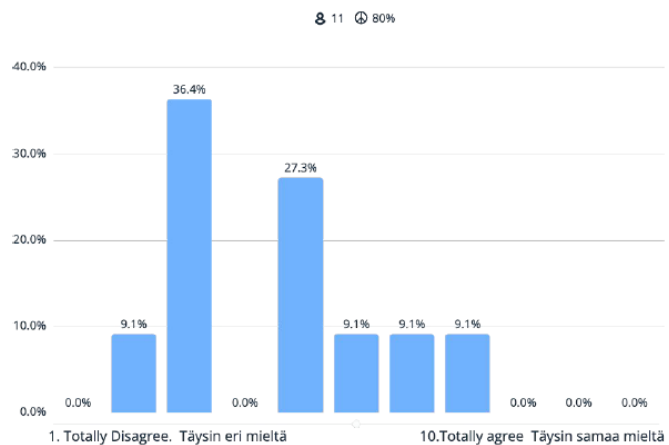


Figure 2 – I am always aware of upcoming campaigns in time.

This question affirmed the gap in shared information. Moreover, 72,8% scaled the awareness of the campaigns five or less.

How important would have a clear communication channel (ie. Teams, monthly meetings, email)
 Kuinka tärkeänä pidät selvää kommunikaatiokanavaa?
 (Teams, Monthly meeting, email)

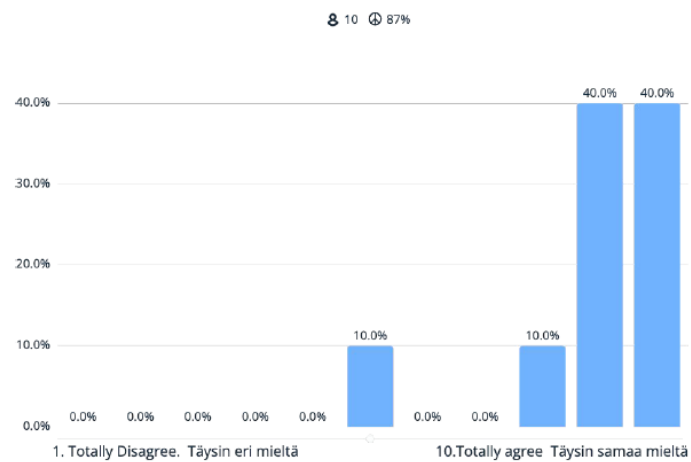


Figure 3. – How important would having a clear communication channel be (i.e., Teams, Monthly meetings, email)?

This question considered the relevant communication channel between these two teams. The previous studies have stated the communication

structure to be essential for successful transparency. With the mean of 8.9 and SD 1.4, the team also considers this with high importance.

How aware you are of where to ask for further information on upcoming campaigns?

Olen aina tietoinen mistä saan lisätietoja kampanjoista?

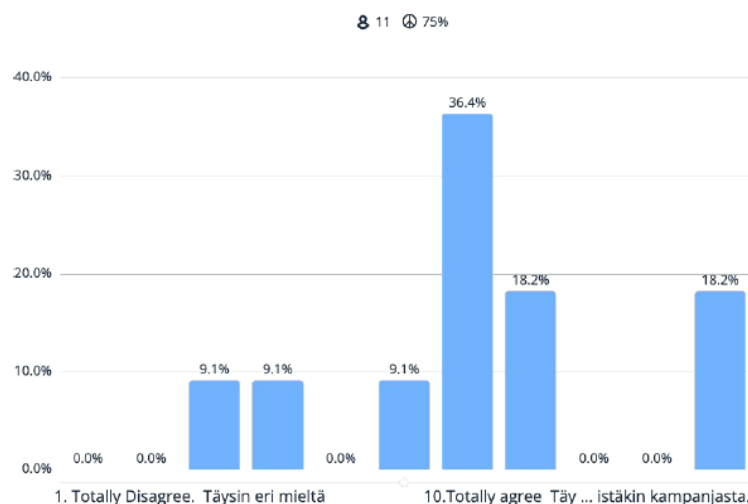


Figure 4. – How aware are you of where to ask for further information on upcoming campaigns?

As discussed earlier, the customer marketing team innovates and implements most of the campaigns and the visual and digital material that sales representatives can share with customers. Therefore, it is essential to have a clear picture of which person on the customer marketing team is responsible for which campaign to avoid unnecessary questions. Moreover, in this question, the mean was 6.2 with the SD 2.3. That can quite easily explain the result that some sales representatives have worked long careers in the company and have more apparent structures for existing campaigns if they are implemented with the same idea. Nevertheless, the new sales representatives may need more specific details and information considering the campaign and how to sell them to customers.

Communication between customer marketing and the sales team would help me to be more efficient?

Kommunikaatio asiakasmarkkinoinnin ja myynnin välillä toisi tehokkuutta työhöni?

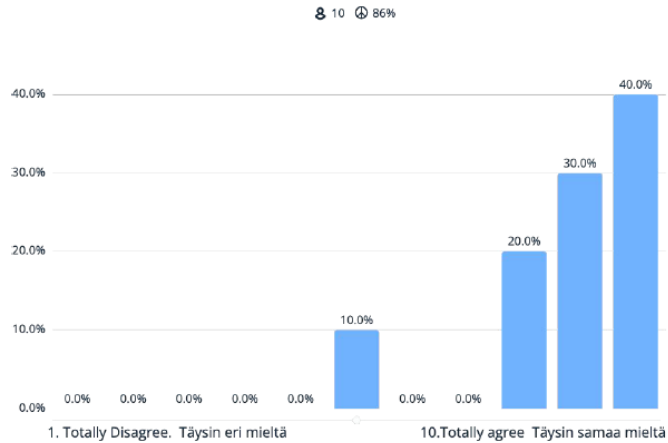


Figure 5. - Communication between customer marketing and the sales team would help me to be more efficient.

The earlier studies have proven that communication can be an excellent tool for managers to implement strategies. (Bucăța & Rizescu, 2017) Hence, as interviews have stated, the communication channel would bring many benefits for conveying feedback and sharing information.

Do you think that monthly / biweekly meetings could narrow the gap between customer marketing and sales?

Uskotko, että kuukausittaiset/ jokatoinen viikoinen palaveri voisi kaventaa kommunikaation kuilua asiakasmarkkinoinnin ja myynnin välillä?

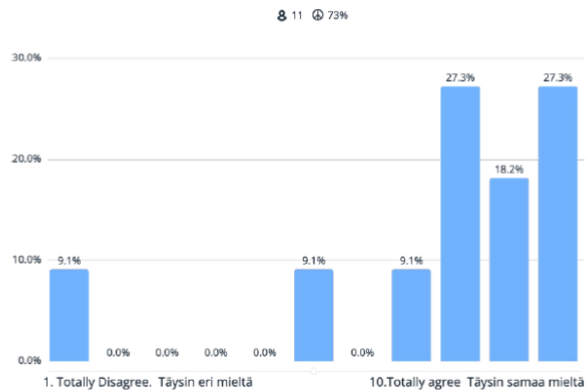


Figure 6. – Do you think that monthly/bi-weekly meetings could narrow the gap between customer marketing and sales?

The mean of the question was 7.6, while SD was 2.8. Primary respondents believe that the cross-functional meetings could narrow the communication gap.

How often would you like to receive information from customer marketing, including upcoming or current campaigns?

Kuinka usein haluaisit tiedon asiakasmarkkinoinnin toteuttavista kampanjoista tai olemassa olevista?

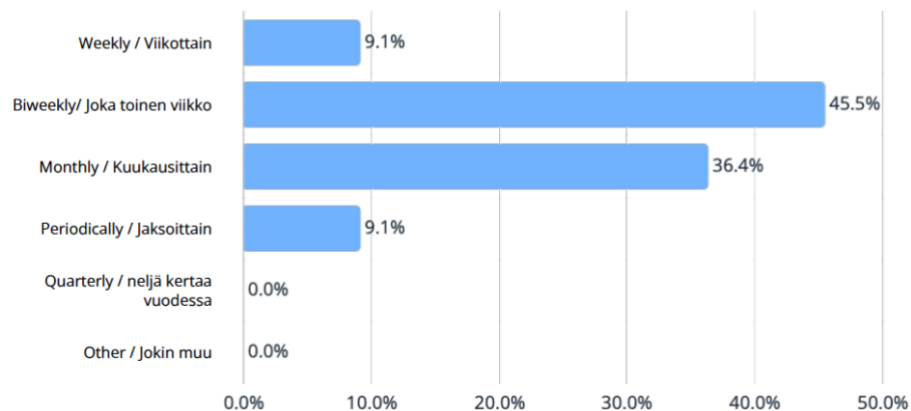


Figure 7. – How often would you like to receive information from customer marketing, including upcoming or current campaigns?

The question considered the desired recurrence of the information between the sales team and customer marketing. Moreover, 45.5% would like to receive biweekly information considering campaigns.

How would you like to receive this information?

Mikä olisi mielestäsi paras tapa vastaanottaa informaatio?

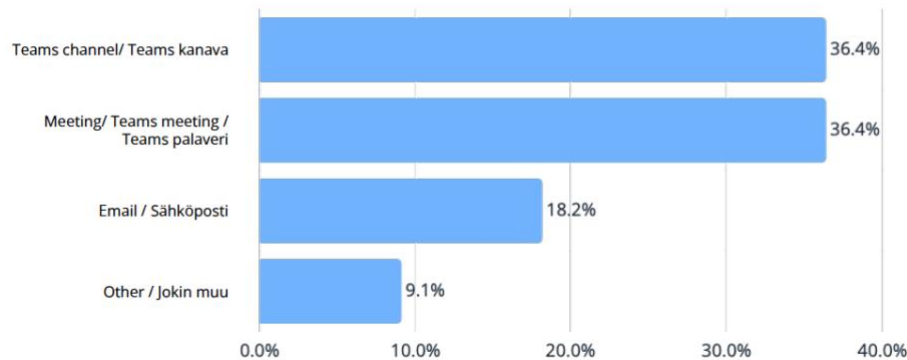


Figure 8. – How would you like to receive this information?

A significant part of the respondents wanted to have the information through meetings or the Microsoft Teams channel. It is good to point out that less than 20% wanted to receive information through email.

The last question considered the sales representatives' opinions on developing collaboration. Here is some of the feedback from the survey.

It would be good to go through the actual needs with the sales representatives and discuss what is needed through the most crucial customer relationships. For example, four times a year. That would help the representatives and not just be a burden (Customer marketing manager 2022).

Through Microsoft Teams, we could receive all the information beforehand (One of the Sales representatives 2022).

7.2.1 Final survey

The same group received the survey form after the bi-weekly pilot. Nevertheless, only seven people opened the survey, and fewer people answered than in the first survey. The final survey measured the case

study's effectiveness and received feedback about the biweekly meetings. The survey scale was the same as in the initial 1-10.

The final survey clearly stated that the attendees felt an increased communication level. Whereas in the initial survey, the mean of the current communication level was 3.8, the second survey increased to 6.7. Moreover, the awareness towards the campaigns also substantially increased, and the mean grew from 3.5 to 7.5. These aspects already state the effectiveness of the Sasma-meetings and the value for the sales representatives. The respondents felt that it was easier to receive information from these cross-functional meetings, instead of seasonal meetings where the information is broader and strategically or more extended.

Furthermore, 71.5% felt that these meetings have been beneficial, and they were more aware of whom to ask for help for certain campaigns.

The desired recurrence for these meetings comes with slightly diverse demand, and in the end survey, 85.7% wanted to meet monthly instead of bi-weekly. The results are very reasonable since the campaigns and new products will not be in focus every week.

7.3 Interview analysis

This part of the study will concentrate on the interviews with sales representatives and managers. The writer collected the data through face-to-face interviews with the customer marketing manager, area sales manager, and sales representatives.

7.3.1 Interviews with the Customer marketing manager

As mentioned previously, the approach of the customer marketing manager for this study was convincing, and she encouraged cross-functional meetings. Moreover, in the initial interview, the customer marketing manager stated a few significant issues,

The feedback from campaigns is difficult to receive. Earlier we had time to call the sales representatives and ask for feedback, but now we do not have that time and the feedback is hard to collect (Customer marketing manager 2022).

This clearly shows the need for cross-functional meetings and more effective work structures. Furthermore, before the Covid-19 on-trade division gathered every fourth month, the customer marketing manager thought this has been useful to share information. Nevertheless, bi-weekly meetings will allow deeper information for specific campaigns and convey current information.

The customer marketing team would need a specific channel to collaborate better with the sales representatives and share current information, instead of sending email without the sureness of the receiving. It would be nice to share the information for everyone in the sales team instead of answering emails one by one and compiling material for one sales representative at the time (Customer marketing planner 2022).

One of the initial issues was how to convey the information transparently for everyone. It is essential to plan the meeting structure is essential to plan well so the information will be relevant and both teams feel appreciated for their time. The teams started using Microsoft Teams 2019; nevertheless, they were unaware of its functions or benefits. Therefore, teams were not so familiar with Microsoft Teams and had not adapted to that totally as a communication channel.

It would be favourable to lower the Microsoft Teams' threshold and be more interactive there (Customer marketing planner 2022).

More importantly, the customer marketing team needed a relevant channel to develop more successful campaigns and to receive feedback.

7.3.2 End interview with the customer marketing manager

The following interview with the customer marketing manager took place after four cross-functional meetings. The interview was a face-to-face meeting with three open-ended and two yes or no questions. Furthermore, the focus was on receiving information about the cross-functional meetings and answering the research questions.

- What kind of changes have you noticed during these cross-functional meetings?

We have a relatively young and new team; therefore, this was a perfect time to do this research. There have been excellent aspects, and the bi-weekly meetings have been beneficial. Such as, it has been easier to guide sales regarding a campaign and make ad-hoc changes if needed, instead of periodic meetings (Customer marketing manager 2022).

The customer marketing manager noticed that this bi-weekly meeting gave more freedom to change the campaigns and add more specific things to a particular campaign and opened new opportunities to develop campaigns with the teams. feedback from campaigns is difficult to receive. Earlier we had time to call the sales representatives and ask for feedback, but now we do not have that time and the feedback is hard to collect (Customer marketing manager).

- Have you found these cross-functional meetings useful?

Yes, simply yes. These cross-functional meetings have brought the information, feedback, and chance to share the information needed for a shorter notice (Customer marketing manager 2022).

The answer to the question was a clear, yes. Firstly, the customer marketing manager wanted to have a channel to share information, receive feedback, and receive ideas from sales representatives. There were clear expectations for the results in the initial interview before these meetings. Moreover, in the meetings, the customer marketing team was able to share the ad-hoc information, and they were able to make changes closer to the campaign.

- What kind of issues have been raised during these meetings?

Sometimes it feels that we do not have enough time in the meetings, and we need to learn to summarize things. Moreover, if we use the precious time of sales representatives, we need to be able to share the information in 45 minutes (Customer marketing manager 2022).

Despite the good results from the cross-functional meetings, the customer marketing manager noticed one development point. She mentioned that they need to plan the meetings well so the given time will be enough.

We also need to be able to think of comprehensive implementations to answer sales representatives' needs. We do not have time to make everyone a specific campaign. We also do not want to make wishes for the barrel and implementation method (Customer marketing manager 2022).

To meet a significant part of the expectations from the many sales representatives, the customer marketing manager wanted to clarify that they cannot implement every idea. Moreover, she also mentioned, that it would be good to develop broader ideas which could fit for off-trade and the on-trade channels.

- What kind of development for these cross-functional meetings are you seeking in the future?

It is essential to activate the Microsoft Teams, so it will be possible to share information through one channel, and we can be sure that sales representatives read that. We are also planning to start making feedback forms to receive feedback better and develop even better campaigns.

For the compressed meetings, we could try to think of ways to summarize information and answer questions after the meeting in the chat or the Teams channel (Customer marketing manager 2022).

Managing the cross-functional meetings is very important. Otherwise, the meeting can be just two teams exchanging ideas without any results. However, the customer marketing manager was already thinking of ideas to activate Microsoft Teams and ways to answer to questions after the meeting and pick up the development points.

Do you believe these meetings will continue in the future?

Yes. Definitely. There can be seen already a structure for this; after slight changes, this will be a great channel between the customer marketing and sales team. Moreover, this case study has connected the teams better, and the marketing team has visited in the meeting, so it might be possible to connect the marketing team as well closer to the sales (Customer marketing manager 2022).

The customer manager clearly stated the demand for continuing meetings. Moreover, the marketing team visited the meetings three times, and more brand managers are eager to join to these meetings.

7.3.3 Interview with the area sales manager

The area sales manager was interviewed as well. He saw this as a good opportunity and stated good development points.

How do you think these biweekly meetings have affected a collaboration between sales and customer marketing?

These meetings have been helpful for both teams. However, we need to find suitable structures for these meetings. Even though the stories are great and bring more value for products, customer marketing needs to bring out selling out-points in their agendas to provide more concrete tools to sales representatives (Area sales manager 2022).

How would you describe the selling-out?

For instance, how our customers can sell more, get more consumers, or engage the consumer (Area sales manager 2022).

How could these bi-weekly meetings be more effective?

To improve these meetings, discussion before each meeting could be good, ensure that there are the selling out-points and discuss the agenda to serve both teams (Area sales manager 2022).

The answers to the questions state that improvement in collaboration has resulted and that the bi-weekly meetings have been effective. However, there is still some development to build the standards to bring more efficiency to the meetings.

8 Data analysis and findings

Previous studies have stated that well-organised cross-functional teams can achieve more outstanding results than they would do individually (Homburg et al. 2008, Bucăța & Rizescu 2017). Synergy is critical for teams to be successful, and the teams need to be well-organized to facilitate transparency in strategic plans and bonus models (Madhani 2021). Additionally, transparency gives the possibility for team members to be a part of the decision-making process; hence the new campaigns and ideas are easier to implement, and each party will feel that they are included in the project.

The idea of this literature review was to research how cross-functional teams and cross-functional meetings help teams share feedback and implement campaigns. This study also aimed to develop an effective communication channel between two separate teams by implementing a bi-weekly meeting. The channel was to help convey information and work over the function boundaries. The results from previous studies are in line with the results obtained from the surveys and interviews: increased synergy strengthens collaboration and brings advantages for both teams (Le Meunier-Fitzhugh & Massey 2019). The results of the survey clearly show that increased communication helped both teams to share the information that was needed to develop the campaigns and helped both teams in their decision-making process as well.

The bi-weekly meeting was developed initially and held every second week, yet a few days were cancelled due to public holidays. As expected, the clear communication structure provided better results, and the teams admitted that the collaboration was improved during this case study; the managers also affirmed this in their interviews.

The meetings also brought transparency to the teams and broke the boundaries which might exist between separate functions (Homburg et al. 2008). As previous studies have shown, clear communication can motivate teams whereas inefficient communication might lead to the motivation and development failing (Malshe et al. 2016). This study also affirmed that cross-functional teams could provide more motivated team members and together bring better results. Moreover, the customer marketing team acknowledged that via bi-weekly meetings they received good feedback and were able to develop their campaign structures and think of new ideas to serve customers better (Jansson & Persson 2020). With more developed and customer-oriented campaign structures, the customer relationship can be strengthened and built to last longer, consequently increasing turnover (Le Meunier-Fitzhugh & Massey 2019).

This study had a few more desired results. Firstly, the study aimed to increase and make communication within the teams more effective. According to figure 5. this was broadly desired, and as a result, these bi-weekly meetings narrowed the communication gap, and teams intend to also continue with these after the pilot.

Secondly, recurring meetings and communication structures were desired. Even though the teams already communicated before the study, the structures were unclear, channels were diverse, and neither team knew which channel to use. Both teams felt that the communication had developed the collaboration, and that the meetings helped convey information and brought transparency in campaigns. By being transparent, the teams can better know the general strategies and intents of both teams (Ruekert et al. 1987).

Lastly, one desired result was to build a channel to receive and share feedback after each campaign. This was partly achieved by increasing the communication through Microsoft Teams in addition to the bi-weekly

meetings. Nevertheless, development is still needed in this area so that the sales team would be able to write short feedback after each campaign. Moreover, the customer marketing manager already has a clear plan for future feedback forms and channels to receive feedback. She affirmed that she starts to collect feedback after each campaign and that will help to make development plans for campaigns.

8.1 Limitations of this study

This study also has its limitations. Firstly, the research sample size was relatively small because it concerned only two teams and their members. Nevertheless, the study achieved good results since the hybrid model, with the interviews and questionnaires was used to collect broader data.

Secondly, the limited time for the case study also creates some issues. It is not easy to define whether a campaign has performed better due to the cross-functional teams or the bi-weekly meetings. Moreover, a longer measurement period could give a better picture of the achievement.

Due to the small sample size in the surveys and fewer answers, the final survey will not provide the full opinion on the broader picture. Earlier studies have focused on marketing and sales synergies. In this study, the focus was on customer marketing and the sales teams; therefore, it has limitations for further use in the sales and marketing interface. Moreover, the current pandemic has also caused changes in its operations and comparing it to an average year is quite challenging. Nevertheless, the results of the interviews and surveys clearly state that it is possible to develop synergy through efficient communication, and two functions achieve better results when working cross-functionally.

9 Conclusion

This study attempted to answer the question whether an improved internal communication structure can develop synergy between two teams. It also identified the synergies that cross-functional teams can achieve and exploited them to strengthen collaboration. The main focus was on the improved internal communication within the teams and the results of the enhanced collaboration.

Through the quantitative and qualitative research in this study, a current lack of synergy within the customer marketing and sales team was found. The teams had problems with the communication structures and finding working information channels for campaigns or customer feedback. In addition, the sales team were unsure who was responsible for which campaign in the customer marketing team.

Previous studies have stated that enhanced, and precise communication structures can bring transparency and break the functional boundaries and provide more motivated team members. Moreover, this study is aligned with the previous studies where motivation has improved through collaboration and brought more innovations. In this study, collaboration has also brought new ways to develop more precise campaigns for customers.

In addition, the results of this study might help companies in the future to implement cross-functional teams and increase the synergy between separate functions. This study may also provide good options to strengthen the already existing cross-functional teams.

In this study, the need for the cross-functional meeting was already clear from the demand of the teams. After analysing the initial surveys, the bi-weekly meeting was implemented to strengthen the communication and provide desired results. The cross-functional meetings were held every

second week to provide information about the current and upcoming campaign and to convey information between these teams. The final survey and interviews clearly showed increased collaboration within the teams, and the cross-functional meetings were a very effective way to develop the communication. However, it is important to consider that the meetings need good facilitation and management; otherwise, they might be unsuccessful, and the relevant information will not be shared.

In the broader picture, good management is also essential for new employees for them to adapt to the communication structures and hence decrease the working culture gaps that may occur. The area sales manager also mentioned that meetings strengthened the collaboration within the teams and brought them closer to each other and in the future, this will help teams to work more transparently and understand each other's work better. Moreover, by combining these teams, the synergy of combined teams can be released, and hence better ideas for campaigns and more successful innovations may emerge.

Lastly, the study could not collect the most accurate data due to the short time limit. Nevertheless, both managers admitted that the plan is to keep this meeting ongoing to deepen the collaboration within these teams. With a longer perspective, the results can be better measured.

10 Recommendations

Based on the research and analysis, there are further recommendations for the company to increase the synergy within the studied teams and include other teams. The previous study stated well that leveraging collaboration and increasing the synergy within the teams may benefit the salespeople and allow teams to learn from each other's (Claro & Ramos 2018). The cross-functional meetings have shown excellent results, and the feedback has shown that the cross-functional meetings have broadly brought the needed information and channel to communicate actively.

However, the study has only excavated a small part of these teams' full potential, and the critical phase will start after this research. The managers also play a significant role in bringing the relevant information to the teams and keeping the meetings when needed. Moreover, in consolidating a new communication culture, the most challenging is to re-evaluate the process often enough and make sure it continues (Bergström 2019).

According to the survey, some attendees voted for a monthly meeting instead of bi-weekly; it could be kept monthly with a more extended time slot. The meeting agenda and recurrence can also be diverse during the year. Moreover, to be precise with the meetings, it is crucial to instruct certain people to be facilitators to ensure everyone knows whom to contact if they want to share something. Consequently, it would be good to consider whether the managers could communicate together which information will be relevant for the meeting. They also have the current knowledge of the more comprehensive strategies and development points. Moreover, the teams can share thoughts with their managers to communicate the information forward.

The previous study stated well that by collaborating with the other functions, the individuals could learn from them and develop the bigger picture of the

strategic goals (Claro & Ramos 2018). Therefore, to achieve an even more significant cross-functional effect, the marketing teams could also be good to take into cross-functional meetings, perhaps semi-annually or quarterly. Besides, they could share the information about the broader perspective of the marketing agenda; moreover, the sales team could bring their knowledge from the customers' point of view and be part of the decision-making process. The marketing team has already expressed their willingness to participate in these meetings. Furthermore, a few have already visited, and they have appreciated the opportunity to share their agenda.

Previous studies have also shown the importance of aligned goals and a rewarding system; in a longer perspective, it is good to evaluate how this could work in the company. Moreover, it would be good to consider whether it brings more value to the team's motivation and more effective collaboration in the cross-functional team. A previous study stated well with an aligned bonus system, the cross-functional teams felt more as one team and were more motivated to work together. (Madhani 2016). Moreover, to move towards more effective communication, it could be good to agree on common communication channels, whether WhatsApp or Microsoft Teams, which should be aligned with everyone. Clear communication structures would clarify which channel to use for each purpose, and it could be good to clarify structures to be transparent for new employees.

Lastly, the writer wants to thank the company for such a huge opportunity to conduct this research with them and all the participants for their great effort and help they gave this project.

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Appendices

Appendix 1 Initial survey for sales representatives

Exploiting the full potential of customer marketing and the sales team collaboration.
Asiakasmarkkinoinnin ja myynnin yhteistyön täydellinen hyödyntäminen.

Kysymys	Keskiarvo	Keskiahjonta
Current communication level between Customer Marketing and The Sales team. Tämän hetkinen asiakasmarkkinoinnin ja myynnin välinen yhteistyö	3.8	1.7
I'm always aware of upcoming campaigns in time. Olen tulevista kampanjoista ajoissa tietoinen..	3.5	1.8
How important would have a clear communication channel (ie. Teams, monthly meetings, email) Kuinka tärkeänä pidät selvää kommunikaatiokanavaa? (Teams, Monthly meeting, email)	8.9	1.4
How aware you are of where to ask for further information on upcoming campaigns? Olen aina tietoinen mistä saan lisätietoja kampanjoista?	6.2	2.3
Communication between customer marketing and the sales team would help me to be more efficient? Kommunikaatio asiakasmarkkinoinnin ja myynnin välillä toisi tehokkuutta työhöni?	8.8	1.5

Do you think that monthly / biweekly meetings could narrow the gap between customer marketing and sales?

Uskotko, että kuukausittaiset/ jokatoimen viikkinen palaveri voisi kaventaa kommunikaation kuilua asiakasmarkkinoinnin ja myynnin välillä?

Do you think that monthly / biweekly meetings could narrow the gap between customer marketing and sales? Uskotko, että kuukausittaiset/ jokatoimen viikkinen palaveri voisi kaventaa kommunikaation kuilua asiakasmarkkinoinnin ja myynnin välillä?	Vastaukset	%
0	1	9.1%
1	0	0.0%
2	0	0.0%
3	0	0.0%
4	0	0.0%
5	1	9.1%
6	0	0.0%
7	1	9.1%
8	3	27.3%

Do you think that monthly / biweekly meetings could narrow the gap between customer marketing and sales?

Uskotko, että kuukausittaiset/ jokatoimen viikkinen palaveri voisi kaventaa kommunikaation kuilua asiakasmarkkinoinnin ja myynnin välillä?

Do you think that monthly / biweekly meetings could narrow the gap between customer marketing and sales? Uskotko, että kuukausittaiset/ jokatoimen viikkinen palaveri voisi kaventaa kommunikaation kuilua asiakasmarkkinoinnin ja myynnin välillä?	Vastaukset	%
9	2	18.2%
10	3	27.3%

How often would you like to receive information from customer marketing, including upcoming or current campaigns?

Kuinka usein haluaisit tiedon asiakasmarkkinoinnin toteuttavista kampanjoista tai olemassa olevista?

How often would you like to receive information from customer marketing, including upcoming or current campaigns? Kuinka usein haluaisit tiedon asiakasmarkkinoinnin toteuttavista kampanjoista tai olemassa olevista?	Vastaukset	%
Weekly / Viikottain	1	9.1%
Biweekly/ Joka toinen viikko	5	45.5%
Monthly / Kuukausittain	4	36.4%
Periodically / Jaksoltain	1	9.1%
Quarterly / neljä kertaa vuodessa	0	0.0%
Other / Jokin muu	0	0.0%

How would you like to receive this information?

Mikä olisi mielestäsi paras tapa vastaanottaa informaatio?

How would you like to receive this information? Mikä olisi mielestäsi paras tapa vastaanottaa informaatio?	Vastaukset	%
Teams channel/ Teams kanava	4	36.4%
Meeting/ Teams meeting / Teams palaveri	4	36.4%
Email / Sähköposti	2	18.2%
Other / Jokin muu	1	9.1%

Appendix 2 Final survey for sales representatives

Kysymys	Keskiarvo	Keskihajonta
Current communication level between Customer Marketing and The Sales team. Tämän hetkinen asiakasmarkkinoinnin ja myynnin välinen yhteistyö	6.7	2.1
I'm always aware of upcoming campaigns in time. Olen tulevista kampanjoista ajoissa tietoinen.	7.6	1.4
The Sasma-meetings (bi-weekly) have been helpful. Sasma (bi-weekly) tapaamiset ovat olleet hyödyllisiä.	8.4	1.9
I'm now more aware where to ask help for certain campaign. Olen nyt tietoisempi, mistä pyytää apua tietyn kampanjan suhteen.	8.0	2.4
Improved communication between customer marketing and sales has helped me with my duties. Kommunikaation tehostaminen on auttanut minua työssäni.	8.1	1.8

Kysymys	Keskiarvo	Keskihajonta
The Sasma (bi-weekly) meetings have strengthened the synergy between customer marketing and sales. Koen, että Sasma (bi-weekly) tapaaminen on vahvistanut asiakasmarkkinoinnin ja myynnin välistä synergiaa.	8.0	1.7
Yhteensä: (1. Ineffective Tehoton - 10. Effective Tehokasta) (0-10)	6.7	2.1
Yhteensä: (1. Totally Disagree. Täysin eri mieltä - 10. Totally agree Täysin samaa mieltä) (0-10)	7.6	1.4
Yhteensä: (1. Totally disagree Täysin eri mieltä - 10. Totally agree Täysin samaa mieltä) (0-10)	8.2	1.8

Kysymys	Keskiarvo	Keskihajonta
Yhteensä: (1. Totally disagree Täysin eri mieltä - 10. Totally agree Täysin samaa mieltä) (0-10)	8.0	2.4

Current communication level between Customer Marketing and The Sales team.
Tämän hetkinen asiakasmarkkinoinnin ja myynnin välinen yhteistyö

Current communication level between Customer Marketing and The Sales team. Tämän hetkinen asiakasmarkkinoinnin ja myynnin välinen yhteistyö	Vastaukset	%
0	0	0.0%
1	0	0.0%
2	1	14.3%
3	0	0.0%
4	0	0.0%
5	0	0.0%
6	1	14.3%
7	1	14.3%
8	4	57.1%
9	0	0.0%

Current communication level between Customer Marketing and The Sales team. Tämän hetkinen asiakasmarkkinoinnin ja myynnin välinen yhteistyö	Vastaukset	%
10	0	0.0%

What would be the good frequency for Sasma-meetings in the future? Mikä olisi hyvä tiheys Sasma-tapaamisille jatkossa?	Vastaukset	%
Other / Jokin muu	0	0.0%
Weekly / Viikottain	0	0.0%
Biweekly/ Joka toinen viikko	1	14.3%
Monthly / Kuukausittain	6	85.7%
Quarterly / neljä kertaa vuodessa	0	0.0%
Semi-annually/ puolivuositain	0	0.0%
Annually / Vuositain	0	0.0%

How would you like to receive this information? Mikä olisi mielestäsi paras tapa vastaanottaa informaatio?	Vastaukset	%
Other / Jokin muu	0	0.0%
Teams channel/ Teams kanava	2	28.6%
Meeting/ Teams meeting / Teams palaveri	4	57.1%
Email / Sähköposti	1	14.3%