

НАУЧНЫЙ СЕМИНАР

1 курс Магистратуры

Уровни интеграции и взаимодействия служб маркетинга и сбыта

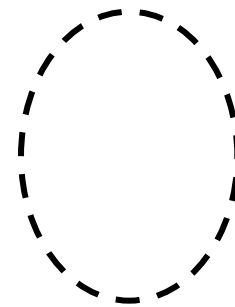
Кафедра маркетинга фирмы

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Сущность, место отдела продаж и специфика его взаимодействия с подразделениями фирмы



Виды организационных структур фирм в зависимости от специализации и специфики деятельности

Отдел продаж как часть коммерческой службы предприятия

Организация взаимодействия отдела продаж с другими подразделениями фирмы

Уровни интеграции и взаимодействия служб маркетинга и сбыта

Уровень интеграции и взаимодействия	Признаки уровня
1. Отсутствие взаимодействия	<ul style="list-style-type: none">• отделы сбыта и маркетинга фокусируются исключительно на своей работе;• исторически сформировались отдельно друг от друга;• совместные совещания не проводятся или проводятся для разрешения конфликтов.
2. Слабое взаимодействие	<ul style="list-style-type: none">• существуют гласные или негласные правила предотвращения конфликтов;• пользуются общей терминологией (например, «поиск потенциальных клиентов»)• проводятся совместные совещания для уяснения позиций по ключевым вопросам.
3. Согласованное взаимодействие	<ul style="list-style-type: none">• существуют четкие, но гибкие границы зон ответственности, работники сбыта используют маркетинговые инструменты и терминологию, маркетеры принимают участие в крупных сделках;• оба отдела совместно планируют свою деятельность и участвуют в образовательных мероприятиях
4. Полная интеграция	<ul style="list-style-type: none">• активно используют совместные системы (например, CRM);• имеют общую систему мотивации и стимулирования;• разделяют ответственность за результат.

Процесс перехода на более высокие уровни интеграции сбыта и маркетинга

Текущий уровень интеграции	Признаки	Рекомендован переход на уровень	Мероприятия, обеспечивающие переход
Отсутствие взаимодействия	<ul style="list-style-type: none"> • работники сбыта и маркетинга часто конфликтуют и соперничают друг с другом в получении ресурсов; • функции дублируются; • отсутствие ответственности. 	Слабое взаимодействие	<ul style="list-style-type: none"> • формализация отношений и создание правил по взаимодействию в ключевых вопросах (например, разработка контактов с перспективными клиентами)
Слабое взаимодействие	<ul style="list-style-type: none"> • рынок становится более зрелым; • сокращение жизненных циклов товаров; • несмотря на ввод правил, функции дублируются и совместные проекты не реализуются 	Согласованное взаимодействие	<ul style="list-style-type: none"> • организация совместных совещаний для обсуждения общих проблем и возможностей; • ротация кадров между отделом продаж и маркетинга; • совместные решения по ключевым проектам.

Процесс перехода на более высокие уровни интеграции сбыта и маркетинга

Текущий уровень интеграции	Признаки	Рекомендован переход на уровень	Мероприятия, обеспечивающие переход
Согласованное взаимодействие	<ul style="list-style-type: none">• рынок становится сильноконкурентным;• в маркетинге четко выделяются стратегическая и тактическая операционные группы	Полная интеграция	<ul style="list-style-type: none">• активное использование службы продаж для изучения, анализа и освоения новых рынков сбыта;• поддержка продаж со стороны тактической маркетинговой группы, которая 100% своего времени посвящает разработке инструментов такой поддержки;• внедрение системы оценок и вознаграждения для сбыта и маркетинга с помощью метрик и KPI, общих для обоих отделов.

Sales and Marketing Integration Checklist (Kotler, Rackham, Krishnaswamy (2006))

Integrate Activities	Integrate Processes and Systems	Enable the Culture	Integrate Organizational Structure:
<ul style="list-style-type: none"> <input type="checkbox"/> Jointly involve Sales and Marketing in product planning and in setting sales targets. <input type="checkbox"/> Jointly involve Sales and Marketing in generating value propositions for different market segments. <input type="checkbox"/> Jointly involve Sales and Marketing in assessing customer needs. <input type="checkbox"/> Jointly involve Sales and Marketing in signing off on advertising materials. <input type="checkbox"/> Jointly involve Sales and Marketing in analyzing the top opportunities by segment. 	<ul style="list-style-type: none"> <input type="checkbox"/> Implement systems to track and manage Sales and Marketing's joint activities. <input type="checkbox"/> Utilize and regularly update shared databases. <input type="checkbox"/> Establish common metrics for evaluating the overall success of Sales and Marketing efforts. <input type="checkbox"/> Create reward systems to laud successful efforts by Sales and Marketing. <input type="checkbox"/> Mandate that teams from Sales and Marketing meet periodically to review and improve relations. <input type="checkbox"/> Require Sales and Marketing heads to attend each other's budget reviews with the CEO. 	<ul style="list-style-type: none"> <input type="checkbox"/> Emphasize shared responsibility for results between the different divisions of the organization. <input type="checkbox"/> Emphasize metrics. <input type="checkbox"/> Tie rewards to results. <input type="checkbox"/> Enforce divisions' conformity to systems and processes. 	<ul style="list-style-type: none"> <input type="checkbox"/> Split Marketing into upstream and downstream teams. <input type="checkbox"/> Hire a chief revenue officer.

Buying Funnel

(Kotler, Rackham, Krishnaswamy (2006))



Interaction during the marketing management process (Matthyssens&Johnston, 2006)

Phase	Task Marketing	RIS (1)	Task Sales
Analysis	The product and marketing manager have to collect and analyze market information coming from marketing support and sales. They give feedback on the results of the analysis to the sales manager.	← →	Collecting information concerning competition (prices, product range), clients (purchase criteria), and transmission to marketing. The sales management formulates its information needs.
Planning	The marketers define a strategy and develop a marketing plan. Depending on the marketing mix aspect they require input from the sales manager. Marketing informs sales on the decisions taken and defines its freedom of acting.	← →	The sales manager should give the necessary feedback during the development of the marketing mix especially concerning the pricing policy. Check the consistency of the marketing mix and its feasibility. Give feedback to marketing on this subject.
Implementation	Organization of a marketing program which attributes time and means to concrete activities. Intensive cooperation with sales to solve the daily unforeseen problems.	← →	The sales manager designs the sales plan, supported by the marketing department. Sales people count on the support by the product managers during the implementation of the plan.
Control	Checking of the results versus the objectives by means of the information provided by sales and marketing support.	← →	Compare the performance of the sales people to the targets with the assistance of marketing support.

Notes: (1) RIS stands for Resources and Information Stream. The size of the arrow indicates its importance

Interaction during the sales management process (Matthyssens&Johnston, 2006)

Phase	Task Marketing	MIS (1)	Task Sales
Recruitment and selection	To set criteria for the profile of commercial people. If possible, be present at the interview with candidates for these functions.	← →	Definition of an ideal profile, taking into account market and company characteristics. Run through selection procedure and set priorities, possibly taking into account advice by marketing.
Training and development	Provide information on marketing mix and market tendencies. Clarify the role and expectations of marketing.	→	To get to know the company and its market. See clear in the responsibilities and tasks. Get familiar with sales techniques.
Management and motivation	Help to switch motivating marketing objectives into sales objectives. Correct and on-time support (show empathy).	→	Daily coordination of the sales team.
Remuneration	Lobby to adapt remuneration so that sales strategy is directed towards marketing strategy.	→	Set up a stimulating remuneration system.
Allocation	Transmit information from market research (such as expected market growth in a certain segment). Product managers need to negotiate on priorities with the sales manager.	← →	Attribute sales people and budgets to a specific product, market, region, application etc.
Evaluation and control	Provide information on market position, customer satisfaction and turnover/ return on investment.	← →	Judge the sales team based on qualitative and quantitative evaluation criteria. Give feedback and adjust.

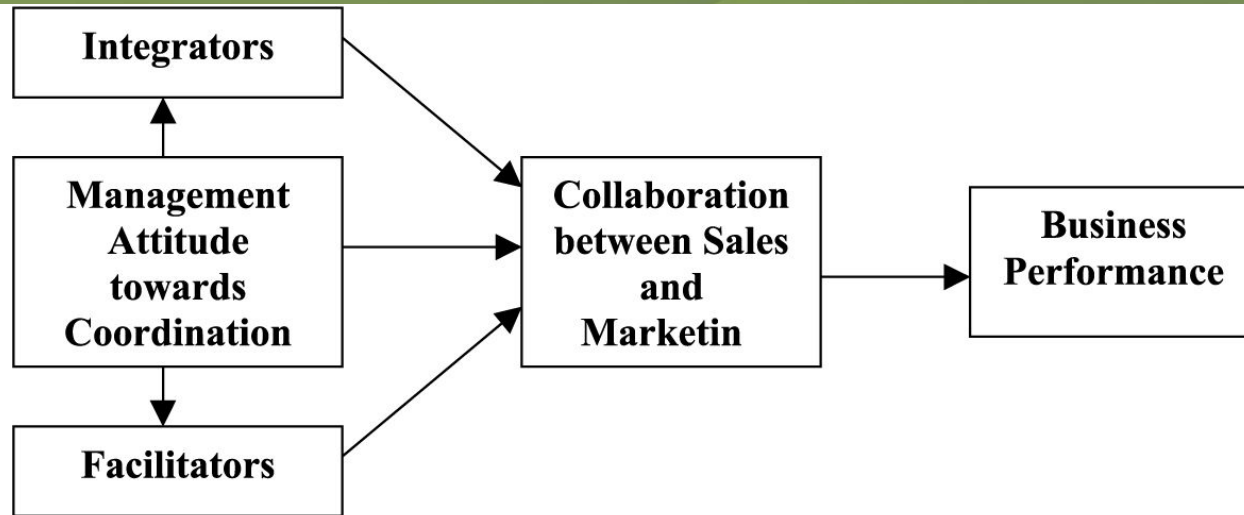
Notes: (1) MIS stands for Means and Information Stream. The size of the arrow indicates its importance

Recommendations for better integration of sales and marketing (Matthyssens&Johnston, 2006)

Table I Recommendations for better integration of sales and marketing

1. Make sure product management functions effectively as a coordination mechanism between marketing and sales	Product managers need to be directly involved in client-oriented activities Get product managers out of the ivory tower and on to the street Keep the market contacts of the product managers in the sales department
2. Make sure there is central coordination between marketing and sales	Create the position of sales and marketing manager responsible for both departments Coordinate visions, objectives and activities between both departments
3. Make sure the organizational structure is customer-centric	Create multifunctional teams for specific markets and individual customers if they are large enough Hold regular meetings to coordinate all team members
4. Make sure communication is timely and of high quality at all times	Utilize technology to support communication including an intranet Use management information systems, including sales force automation and CRM customer databases
5. Make sure everyone in sales and marketing has an appreciation of the others' roles and contribution	Use job rotation from sales to marketing to sales Use incentives to support cooperation Conduct joint training Reward successful examples when they occur

Antecedents and consequences of collaboration between sales and marketing (Meunier-FitzHugh, Nigel F. Piercy, 2007)



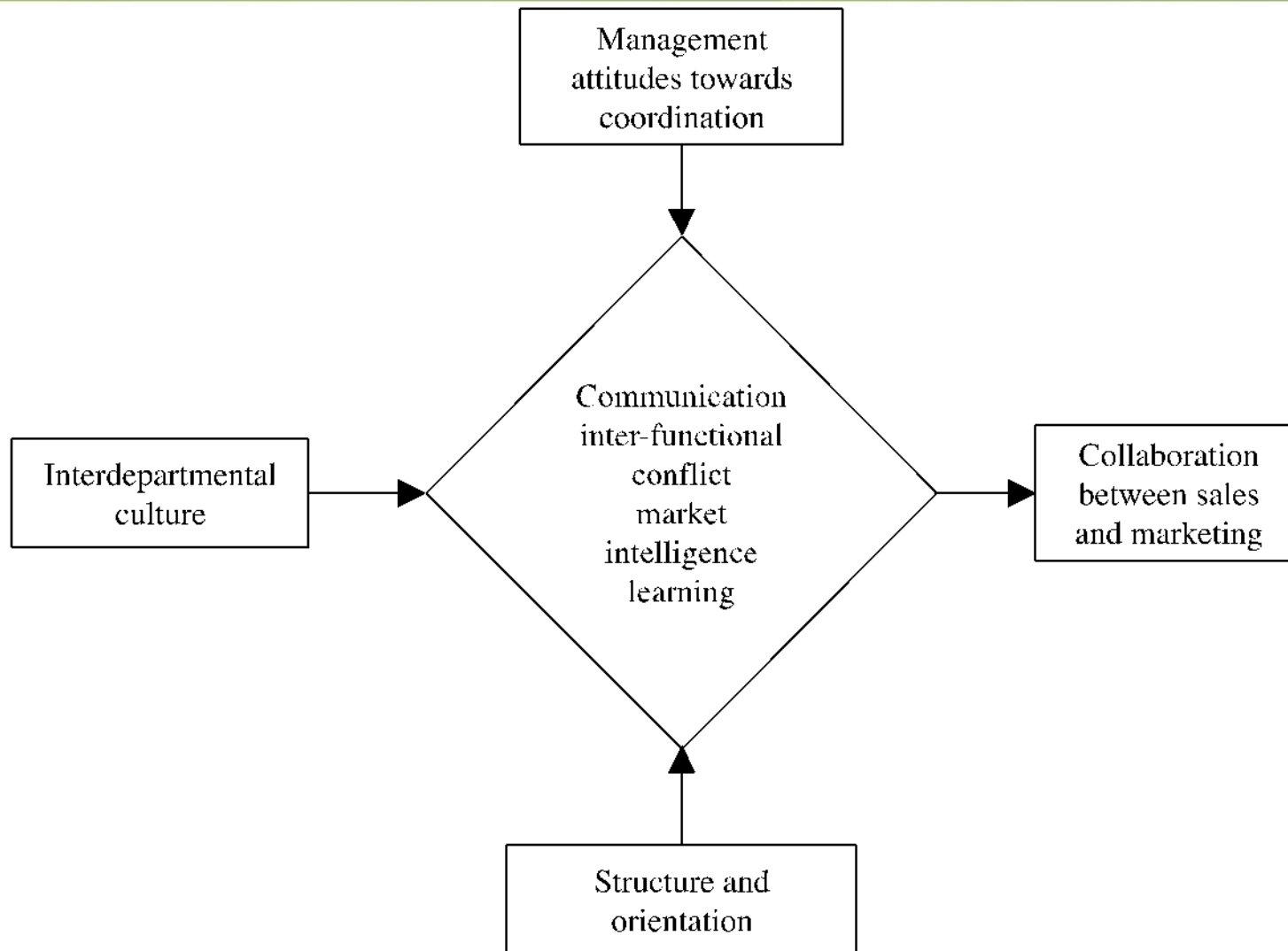
Explanation of Factors affecting Collaboration between Sales and Marketing

Integrators	Management attitudes to coordination	Facilitators
<ul style="list-style-type: none"> Communication Organisational Learning Market Intelligence Conflict of Interests Marketing Planning 	<p><i>Collective factors</i></p> <ul style="list-style-type: none"> <i>Align Goals</i> <i>Foster Mutual Understanding</i> <i>Establish Esprit de Corp</i> <i>Share Resources</i> <i>Create a Common Vision</i> 	<ul style="list-style-type: none"> Rewards Cross-functional Training Integration Mechanisms (e.g. job rotation, project groups)

Cross-case comparison of 3 organizations (Meunier-FitzHugh, Nigel F. Piercy, 2010)

Themes	Organization 1	Organization 2	Organization 3
Management attitudes to coordination	Excellent – goals and targets are agreed jointly	Average – independent targets set by separate managers	Good – integrated targets set by senior manager, but some misalignment of goals
Interdepartmental culture	Culture of cooperation	Independent culture and culture of blame	Supportive culture
Structure	Sales and marketing in same office	Sales and marketing in different offices, same building	Sales and marketing in different buildings
Orientation	Market	Market	Sales
Communication	Excellent – frequent, timely, formal and informal	Low – infrequent formal, but stronger informal	Average – fairly frequent, formal and informal
Inter-functional conflict	Low-dysfunctional and high-functional conflict	Evidence of dysfunctional and functional conflict	Low-dysfunctional and low-functional conflict
Market intelligence	Good sharing and systems	Evidence of lack of sharing and adequate systems	Information shared and analysed and excellent systems
Learning	High, supportive and cross-learning	Low, little evidence of cross-learning or best practice	Some evidence of learning and supportive
Collaboration between sales and marketing	High level of collaboration and profits well above industry norm	Lower level of collaboration and profits below industry norm	High level of collaboration and profits are above industry norm

Improving collaboration between sales and marketing (Meunier-FitzHugh, Nigel F. Piercy, 2010)



Задание

1. Прочитать одну из перечисленных в списке литературы статей
2. Сделать доклад на следующем НИС с критическим анализом рассмотренного материала на 5-7 минут
3. Принять участие в заключительной дискуссии на НИС

Литература

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Philip Kotler, Neil Rackham, and Suj Krishnaswamy (2006). Ending the War Between Sales and Marketing. Harvard Business Review July–August.

Ken Le Meunier-FitzHugh, Nigel F. Piercy, (2007) "Exploring collaboration between sales and marketing", European Journal of Marketing, Vol. 41 Iss: 7/8, pp.939 – 955

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