

Sales Cross-Functional Collaboration with Marketing and Customer Service: Optimal Interaction Patterns for Different Network Goals

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Resumo

This article integrates sales management and social network perspectives to develop and test a model that incorporates sales-marketing and sales-customer service cross-functional collaboration with objective sales performance. Network data from salespeople working for a chemical manufacturer show the positive effect on salesperson performance stemming from fewer and stronger ties with colleagues in marketing as well as more and weaker ties with colleagues in customer service. The authors demonstrate the moderating effects of delivering solution initiatives of customer relationship management. Findings suggest that salespeople gain from network steering capabilities when managing cross-functional contacts. In addition, sales managers benefit from a set of intrafirm network interventions that improve sales force effectiveness.

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Key Words: Cross-Functional Collaboration, Sales Management, Marketing, Customer Service, Social Network

The collaboration between salespeople and individuals working in marketing and customer service is critical for customer value creation (Hughes, Le Bon, and Malshe 2012). Firms adopt market orientation aiming at creating superior customer value and gaining competitive advantage (Jaworski and Kohli 1993). To adopt a market orientation, firms need to learn about the market by acquiring, disseminating and using market-information to sense and anticipate customers' needs, as well as to relate to customers by building and maintaining satisfactory customer relationships (Jaworski and Kohli 1993). The implementation of this market-oriented thinking requires effective interface and alignment among sales, marketing and customer service functions (Krohmer, Homburg, and Workman 2002). These are the three functions closely related to customers, and therefore the cross-functional collaboration between them is central for customer value creation (Hughes, Le Bon, and Malshe, 2012). The predominant idea of previous studies on sales cross-functional collaboration (Homburg, Jensen, and Krohmer 2008; Plouffe and Barclay 2007; Üstüner and Iacobucci 2012) is that the sales function frequently works in an isolated and disconnected way from other departments. In fact, *"it is important for sales to work cooperatively with marketing and other functional units"* and to perceive those functions as strategic partners instead of supporting actors (Ingram 2004, p. 21). The internally-directed behavior suggests a purposive exploration of internal resources through the creation and nurturing of intrafirm ties, with the final aim of enhancing the salesperson's response to the customer requests (Plouffe, Sridharan, and Barclay 2010).

In our study, we draw on the structural perspective approach to social networks, and employ the salesperson total ties and tie strength to assess cross-functional collaboration. These two structural features condition the effectiveness of that transfer of resources between salespeople and other firm members (Üstüner and Iacobucci 2012). *Total ties* reflect the extent to which a salesperson influence and is influenced by the surrounding network (Everett and Borgatti 2005). *Tie strength* reflect the frequency, importance and closeness of every tie the salesperson has with colleagues in other functions (Brown and Reingen 1987; Steward et al. 2010). We investigate the effect of total ties and tie strength, which a salesperson maintains with marketing and customer service colleagues, on sales performance. Additionally, we assess the relevance of such ties in the context of two core customer relationship initiatives performed by salespeople: developing solutions (i.e. initiative taking place in the relationship development related activities) and solving problems (initiative taking place in relationship maintenance related activities). We propose and empirically test a conceptual framework with

a sample of 65 salespeople from a manufacturer of chemical industrial products. We collected data about their ties with colleagues in the firm, encompassing two customer relationship initiatives as the purpose of the tie.

We contribute to sales theory in two ways. First, drawing on social network theory, we contribute to the growing body of research on intra-organizational studies of sales management, namely to the area of cross-functional collaboration, also providing managers with insights on how to effectively manage ties with other functions (Üstüner and Iacobucci 2012; Hughes, Le Bon, and Malshe 2012). Second, our findings show the moderating effect customer relationship initiatives on the cross-functional collaboration between salespeople and customer service colleagues (Moncrief and Marshall 2005). While previous research point out to the importance of sales-marketing collaboration, no research has investigated the sales-customer service collaboration in the way our findings show. Our findings point to two managerial contributions: salespeople are expected to have network steering capabilities when managing cross-functional contacts, and sales managers can make network interventions that can improve sales effectiveness.

Customer Relationship Initiatives and Sales Cross-Functional Collaboration

Drawing on the customer relationship management approach to sales and the work on the evolved selling process, sales can be defined as entailing several interconnected activities for supporting the creation, development, and maintenance of the customer-firm relationships (Moncrief and Marshall, 2005). We focus on the two interconnected initiatives supporting the customer relationship management and value delivering, namely, developing solutions and solving problems. First, joint development of a value solution-based proposition is required to fully address customer needs. The success of long-term customer service is only possible when a relationship is already in place with the customer. Second, problem solving initiatives accounts for activities that start after the customer order is placed. The initiatives focus on moving from overcoming objections to problem solving, through the pre-identification of the potential problems (Johnston and Marshall 2005).

Research in social network theory offers a lens to study sales cross-functional collaboration (Monge and Contractor 2003; Scott 2000). In social networks, salespeople mobilize ties to transfer an array of resources such as knowledge (Bolander et al. 2015). The structural perspective entails the pattern and configuration of social ties between actors. Total ties (Burt 1992) and tie strength (Tsai and Ghoshal 1998) are commonly used network structural measures (Van de Bulte and Wuyts 2007). Total ties capture the number of ties formed by the salesperson with other individuals within the firm (i.e. in- and out-degree) (Everett and Borgatti 2005). There is yet no consensus about the benefits of the total ties. One stream of research argues that “*bigger is better*” (Burt, 1992, p. 16), accounting for the prestige and quality contact a salesperson is perceived by others and the benefits of gaining access to a larger pool of resources and influencing others (Ahuja 2000). On sales cross-functional collaboration, Üstüner and Iacobucci (2012) show that higher the salesperson’s total ties, the more people can reach to ask for help or support, or to get information. More direct ties offer opportunities to access indirect contacts. The other stream argues that a large number of ties reflect redundancy and thus misuse of resources (Van de Bulte and Wuyts 2007), namely when those ties hold the same resources or are strongly interconnected (Burt 1992). Also, the larger the number of ties, the greater the risk of losing control over key resources (Burt, 1992).

Tie Strength accounts for the frequency, importance and closeness established in the interactions between the salesperson and other individuals (Brown and Reingen 1987; Steward et al. 2010). Overall, the strength of ties offer easiness of access, acquisition and transfer of (sensitive) information between individuals. When there is trust, a relational feature usually found in strong ties, the involved parties are more willing to give and to absorb useful knowledge, also making the access to information less costly, as there is no need to check its

trustworthiness (Tsai and Goshal 1998). In closer and stronger relationships, people are more willing to share valuable information than with people with whom ties are weak. Research also shows that weak ties give access a greater volume and diversity of information, granting more depth and breadth of knowledge (Hansen 1999). Figure 1 outlines our conceptual framework.

----Insert Figure 1 about here----

Hypotheses

Sales and Marketing Cross-Functional Collaboration

Given the differences between sales and marketing people, we expect that fewer and stronger ties with marketing colleagues increase salesperson's performance. Research found that sales and marketing have distinct orientations (i.e. short *versus* long-term orientation, and product *versus* customer orientation) and competences (i.e. market knowledge and customer knowledge) (Homburg and Jensen 2007). However, there is no significant differences regarding interpersonal and social skills, suggesting that both effectively deal with conflicts, communicate and influence others. The sales shorter-term orientation derives from sales' close customer contact, and direct and intensive pressure, and requests from customers, leading salespeople to look for quicker solutions for customer's demands and problems. As a result, sales activities and incentives are guided by immediate action without thorough planning. Conversely, marketing is long-term oriented, as it assesses the wider situation and the underlying long-term implications of marketing decisions for the business as a whole, developing activities (Cespedes 1994).

Sales has been found to be customer focused as that sales' activities are guided by customer related strategies and performance assessments, and marketing known to be brand and product focused (Dewsnap and Jobber 2000). This is the case because traditionally salespeople are in charge for a set of customers or region, establishing intense operational connections with specific individual customers, whereas marketing managers have a strategic focus on customer segments and the entire product portfolio strategy (Rouziès et al. 2005). Overall, whilst sales focuses on building relationships, marketing centers on brand and the product development and management, concentrating on the overall market opportunities and overall strategic and commercial benefit resulting from marketing decisions.

While these differences can complement each other, resulting in boosted market performance, differences between them in what concerns goals (i.e. operational *versus* strategic, customer *versus* product) result in conflict between departments, obstructing cross functional orientation and diminishing performance (Homburg and Jensen 2007). For example, marketing suggests eradicating a no longer profitable product, but the salesperson wants to keep the product because of a specific customer relationship. Additionally, the two functions develop specialized knowledge. The sales function holds stronger market knowledge on specific customers and competitors than the marketing function, and the latter is more knowledgeable about products and internal processes than the former. These difference in product knowledge can be harmful for performance (Homburg and Jensen 2007).

The large number of sales and marketing cross-functional collaboration has been reported that it is neither collaborative nor easy (Dewsnap and Jobber 2000). Previous research shows how hard it is to coordinate lots of contacts in marketing because of the lack of cohesion, distrust, conflict, mutual negative stereotyping (Beverland, Steel, and Dapiran 2006). Having fewer ties allows effectively channeling resources to the management of existing ties, reinforcing their strength and having further control over what is going on (Burt 1992; Van de Bulte and Wuyts 2007). Fewer ties are expected to result in higher trust and effective access to further resources and of higher quality and utility (Tsai and Goshal 1998).

Better interface between these two functions are found to be fewer and stronger ties with individuals in marketing, which results in enhanced performance and superior customer value, and the firm's effective market orientation (Hughes, Le Bon, and Malshe 2012; Rouziès

et al. 2005). Stronger ties allow for higher level of information sharing, higher interdependency and better alignment of expectations than in weak ties. Marketing can this way apply the info received from salespeople to address customers' needs more effectively, and salespeople can get access to market insights that result from marketing research, this way becoming more confident in the selling process (Steward et al. 2010).

H₁: Having (a) fewer and (b) stronger ties with colleagues in the marketing function has a positive effect on the salesperson's performance.

The positive effects of stronger and fewer ties between sales and marketing on salesperson performance is enhanced by developing solutions initiatives of customer relationship management. Solution development requires deep understanding customer needs, which is at the heart of sales activities, and given the close and direct contact with customers, salespeople gain insights on specific customers' needs. Paralleling the salespeople, the marketing function is essential in supporting sales in this solution development initiative.

First, to be able to meet customer demands and create customer value, salespeople need information about the market as a whole (Palmatier 2008). Although salespeople have strong competences on customer knowledge (Homburg and Jensen 2007), they lack a more strategic "birds view eye" of the market, which is gathered and disseminated internally by the marketing department (Plouffe and Barclay 2007). That dissemination can be found, for example, in the firm's CRM system, and it allows understanding market trends, identifying opportunities and assessing a solution's potential for the whole market. Sales are too close to the market, and do not hold that analytical view. The integration between sales' knowledge on specific clients and marketing's overview of the market, helps the salesperson generating ideas and customer solutions with higher and longer-term market potential (Homburg and Jensen 2007). It also helps the salesperson feeling more confident when perform the sale, as he will be better informed and developing solutions that are not simply focused on sales' activation and specific for a customer or market niche.

Second, customer solution development needs to be aligned not only with the customer requirements, but also with the firm's brand strategy and positioning (Homburg and Jensen 2007). Therefore, sales will benefit from interacting with marketing in solution development as from that collaboration the salesperson will be able to combine his rich view of specific customers' needs and preferences with what the firm is willing to offer, considering the firm's product portfolio (Rouziès et al. 2005), finding a match between the two.

Sales and marketing collaboration is not expected to be relevant for customer problem solving initiatives. Problem solving is mainly about relationship management and maintenance, and this is mainly a task for sales. For carrying out effective problem solving, sales strongly require the support of customer service, which is "trained" and prepared to deal with operational sales or customer account issues that customers face. Therefore, marketing's orientation and competences will not be particularly helpful for sales in accomplishing this problem-solving customer initiative and fewer interdependencies are expected to be formed.

H₂: The (a) fewer and (b) stronger ties effects on salesperson's performance are enhanced in the solution development initiatives of customer relationship management.

Sales and Customer Service Cross-Functional Collaboration

Salespeople maintaining more and weaker ties with colleagues in the customer service function benefit with increased performance. Sales and customer service share several common grounds (Jasmand, Blazevic, and Ruyter 2012), and hold complementary roles, which facilitate cross-functional collaboration between them. First, sales and customer service individuals have a common set of abilities, namely diagnosis behavior and empathy interpersonal adaptation (Evans, Arnold, and Grant 1999). Both functions play a key role in

the customer-firm interaction by assessing customers' businesses and needs, and developing an empathetic communication approach through which they try to understand in-depth the nature and the reasons of the problems faced by customers. These abilities make collaboration compatible and complement competences. While sales main competence is on specific customers, colleagues in customer service are expected to have an in-depth knowledge of the product and customer knowledge made available by the salespeople and CRM internal systems (Homburg and Jensen 2007). They can also complement each other in terms of orientation. Customer service focuses on the long-term orientation that helps decreasing the gap between the expected and obtained product or service, and enhancing customer satisfaction and loyalty (Christopher, Payne and Ballantyne 1991).

However, the behavior of both functions is quite distinct, and can hamper collaboration between them. First, sales often encourage customers to acquire new or related products that add value to both parties. Customer service, on the other hand, mostly helps customers getting added value with the product portfolio they already have (Jasmand, Blazevic, and Ruyter 2012). Thus, although both functions draw on a market orientation approach and aim at creating superior customer value (Jaworski and Kohli 1993), if the customer is able to solve his problems and address his needs with the existing portfolio he will not have to buy new products from the salesperson. Furthermore, sales are proactive, contacting customers to find out about their needs, while customer service is reactive to customer contact (Jasmand, Blazevic, and Ruyter 2012). Finally, while effective customer service implies a strong internal and external orientation and integration (Christopher, Payne, and Ballantyne 1991), sales focus mainly on the external marketing plan and the contact with specific customers.

For individuals in sales, customer service is mostly perceived as a support to the sales core activity, and when a customer reports having a problem or a specific need, the salesperson can try to either solve it or redirect customers to customer service. Depending on the nature of the problem, the salesperson may choose to redirect customers when the demand faced by the client is more of an operational nature (e.g. confirm order, renew account, confirm payment or credit conditions, etc.), or a technical one (e.g. request for product specifications). As such, salespeople prefer to avoid investing in work closely with customer service individuals; instead, salespeople will simply develop more ties with colleagues in customer service to assure effective handling of his customer's businesses. Thus, there is no need to invest in developing strong ties with customer service, but rather weaker ties that will grant them access to diversity of information and contacts (Hansen 1999). More relevant is having many contacts with customer service, to be able to better inform the customer on whom to contact to solve their technical or operational problems. Higher total ties assist salespeople gaining access to the right people with the required information in customer service (Ahuja 2000; Burt 1992).

H₃: Having (a) more and (b) weaker ties with colleagues in the customer service function has a positive effect on the salesperson's performance.

The success of more and weaker ties in sales-customer service cross collaboration is enhanced in solution development initiatives of customer relationship management. More important than solving problems is developing the right customer solution. Customer service is important means for the effective implementation of a market orientation, and the development and maintenance of long-term relationships with satisfied customers (Christopher, Payne, and Ballantyne 1991). Sales people have limited knowledge about a firm's product portfolio and product applications, making potential cross-selling activities a true challenge (Jasmand, Blazevic, and Ruyter 2012). Customer service can provide sales with relevant complementary information on product portfolios (Homburg and Jensen 2007). Moreover, customer service can provide sales with an integrated view of the customer for whom the salesperson is developing the solution, which is based on the access to customer's full track record with the firm. This can provide the salesperson with vital insights for solution

development. Customer service has relevant knowledge and capabilities to help in solution development.

H₄: The (a) more and (b) weaker ties effects on salesperson's performance are enhanced in the solution development initiatives of customer relationship management.

Method

Sample and Data Collection. To test the effects of intrafirm marketing and customer service contacts on salesperson performance (H₁-H₂), and the interaction effect of customer relationship initiatives (H₃-H₄), we used salespeople data from a single chemical manufacturer firm, minimizing variations in firm-level factors and competitive conditions. This firm sells chemical compounds for an array of industrial applications to an account base of about 1,300 active customers spread across a wide territory.

We employed a name-generating questionnaire at the beginning of firm's fiscal year (*t*), and sales performance for each salesperson was collected at the end of the fiscal year (*t*+1). Our name-generating instrument accounted for two key customer relationship initiatives: (1) solution development and (2) problem solving. We used straightforward questions to capture a unique list of names for each of the two different network domain. First, "Whom do you go to have assistance when developing a solution for your customers?" Second, "Whom do you go to have assistance when solving problems of your customers?" Respondents were asked to provide a unique list of names for each question. The name-generating survey yielded 677 ties of respondents with other individuals who were employed by the firm. The response rate of 97% yielded 65 completed name-generator questionnaire for the eligible salespeople in the firm. In addition to providing sales performance for each salesperson, the firm also provided all control variables of the study.

Measures. We employed a *sales growth* metric to capture and assess the growth of salesperson sales volume over time. We followed previous approaches (Palmatier, Scheer, and Steenkamp 2007) and computed the index for sales growth by dividing each salesperson's annual sales at time (*t*+1) by annual sales volume at time (*t*), and then multiplied by 100. To measure *total ties* we accounted for the total number of contacts named by the salesperson in each of the two network domains (developing solutions and problem solving), who were in Marketing, Customer Service and Sales Department. To measure the *strength* of the salesperson's intrafirm ties, we used a 3-item scale adapted from Brown and Reingen (1987). For each name provided in the name-generating instrument, the salesperson rated each tie on contact importance ranging from very important (7) to not at all important (1), contact frequency of interaction ranging from very often (7) to rarely (1), and contact closeness ranging from extremely close (7) to more distant (1). The tie strength is the unweighted average of the 3-item scale for importance, frequency and closeness of each contact named in the name generator for Marketing, Customer Service and Sales Department.

Four control variables were included in the study. Salesperson's *education* was captured as a categorical variable ranging from did not high school (1) to PhD degree (5). A salesperson *sales potential* was measured on a scale ranging from small (1) to large (5), capturing the extent to which an RM's territory displays greater territory size following the firm's market intelligence office criteria. To measure *tenure*, we observed each salesperson's time at the firm in years. We also included a dichotomous variable for *customer relationship initiatives*: accounting for developing solution (0) and problem solving (1).

Results

Table 1 displays the results from the ordinary least squares regressions used to test our hypotheses H₁-H₄. For the moderating effects, we employed an interaction parameter for the cross-functional collaboration and customer relationship initiatives. The results for the variance inflation factors and condition index ruled out concerns of multicollinearity. The

overall results and R-squared of the estimated models provide support for interpreting each specific coefficient in our conceptual framework. In Model 1 (main effects only) all cross-functional collaborations display significant effects on salesperson performance. Marketing total ties negatively affect sales growth ($\beta = -.36, p < .01$), supporting H_{1a}. However, marketing tie strength positively affect sales growth ($\beta = .30, p < .05$), also supporting H_{1b}. As expected (H_{2a}), customer service total ties positively affect sales growth ($\beta = .30, p < .01$). Conversely, the tie strength with customer service individuals negatively affect sales growth ($\beta = -.23, p < .05$) in support of H_{2b}. In Model 2 (full model), we found significant moderation coefficients for the cross-functional collaboration with customer service individual and customer service initiatives (H_{4a} and H_{4b}). Specifically, the impact of customer service total ties on sales growth is increased in developing solution initiatives ($\beta = -.31, p < .01$), and the impact of low customer service tie strength on sales growth is increased in developing solution initiatives ($\beta = .21, p < .01$). We found a negative significant effect of tenure on sales growth ($\beta = -.43, p < .01$).

We conducted additional analyses to provide insights into the relative magnitude of the effects. To explore the moderating effects of customer relationship initiatives, we conducted both graphical and simple slope analyses (Aiken and West 1991). The graphs in Figure 2 depict the significant moderation effects from Model 2. In each graph, high levels of a particular variable represent values one standard deviation above the mean, and low levels are one standard deviation below the mean. The graph in Panel A depicts the moderating impact of customer relationship initiatives on customer service total ties, salespeople maintaining ties for developing solutions (solid line) experience greater effects on sales growth from high levels of total ties than do salesperson maintaining ties for problem solving (simple slope analysis results: $\beta = .81, p < .01$). In Panel B, a simple slope analysis suggests that lower levels of tie strength have a stronger positive impact on sales growth for salespeople in developing solution networks versus salespeople in problem solving (solid line; $\beta = .52, p < .01$).

---Insert Figure 2 about here---

Discussion, Limitations, and Future Research Directions

Our study uncovers critical managerial and theoretical implications for cross-function collaboration. First, from a theoretical point of view, we show that in cross-functional collaboration, different relational structures are more effective depending on the area with which salespeople are cooperating. Our findings show that while in cross-functional collaboration with marketing, fewer and stronger ties have a positive impact on salesperson's performance, if the collaboration is with customer service, having more and weaker ties is further effective. To the best of our knowledge, previous cross-functional collaboration research in sales did not consider the different impact that structural structures can have on the success of cooperation with other areas (Ernst, Hoyer, and Rübsaamen 2010). Second, by carrying out a moderating effect of the impact of customer relationship initiatives on the identified impacts, we show the importance of considering which customer relationship initiative is implemented when choosing the cross-collaboration contact (Moncrief and Marshall 2005). Our findings show that the positive impact of the more and weaker ties with customer service is boosted when salespeople are performing solution development initiatives.

Our managerial implications are addressed separately to sales managers and salespeople. First, salespeople should develop and apply network steering capabilities to manage their own set of contacts within the intrafirm network. Second, sales managers can make informed network interventions to promote such cross-function collaborations, enhancing effective knowledge transfer and sharing of best practices within the firm.

Sales Network Steering Capabilities. We deepen our understanding of sales force ties with individuals in other key functions and the associated effects, and show how salespeople gain sales performance by leveraging cross-function collaboration and customer relationship

initiatives. Our study adds to previous intrafirm studies on sales that considered relationships between salespeople and other functional areas such as marketing, manufacturing or finance (Plouffe and Barclay 2007; Üstüner and Iacobucci 2012). There is common sense about the importance of creating and managing internal networks that require a salesperson navigation system (Plouffe and Barclay 2007). The results of our analysis show that fewer and stronger ties in marketing affect positively effect on the salesperson's performance, and more and weaker ties in customer service affect positively performance. Salespeople need to steer the way in the sales force by collaborating with colleagues in marketing and customer service, which hold complementary experience and information for sales activities. The steering of cross-functional collaboration networks demands certain capabilities: the ability to recognize the importance of the intra-firm resources, to identify and learn how other functions can provide support for developing customer solutions and solving problems, and to implement network strategies to effectively mobilize and coordinate collaboration.

Sales Network Interventions. Sales managers may engage in network intervention initiatives to improve performance of the sales force. Any relationship can be influenced to promote specific behavior, which makes networks operate simultaneously as a delivery instrument and a learning source (Valente 2012). The effect of network steering pro-activeness is not fully dependent on the salesperson, but instead contingent upon management support (Plouffe, Sridharan and Barclay 2010), including quality and intensity of the coordinating role played by managers (Ingram 2004). Firms may invest in employee meeting programs to increase sales performance, finding and promoting organized and effective ways to leverage knowledge held by specific salespeople and colleagues in other functions (Gonzalez, Claro, and Palmatier 2014). Sales manager may purposefully alter the network of ties by fostering the creation or discontinuation of intrafirm contacts.

Limitations and Future Research Directions

We identified opportunities of future research based on limitations of our study. First, we identified key structural metrics to assess cross-functional collaboration, namely total tie and tie strength. Future research may look into relational metrics of networks and other structural metrics such as centrality (Bolander et al. 2015). Second, we took a static approach to study salespeople network ties and account for key functions related to sales activities. Future research could examine the network in a longitudinal approach accounting for the network dynamics (Zhang et al. 2016). Third, we measure salespeople performance in terms of objective value of dollar sales, an indicator associated with the sales task of closing the deal. Future research can consider other outcome-based performance measures such as the number of identified prospects, prospect conversion, degree of opportunity identification and level of solution creation by each salesperson (Üstüner and Iacobucci 2012). One could also consider the Salesperson Future Value (SFV) (Kumar, Sunder, and Leone 2014).

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FIGURE 1
Conceptual Framework

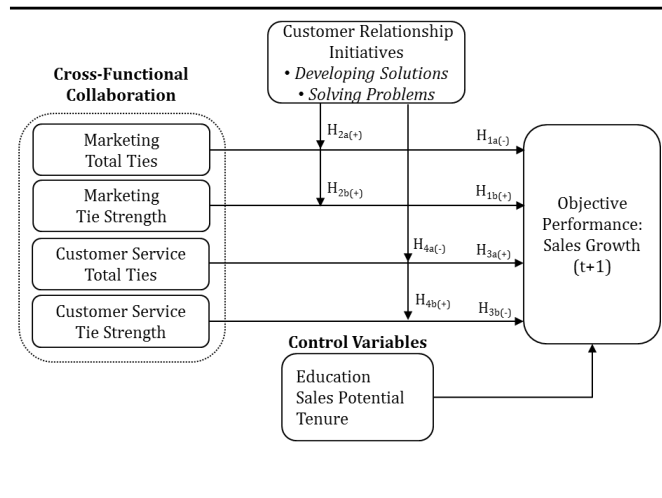


FIGURE 2
Graphical Analysis of Customer Relationship Initiatives Moderation on Sales Performance

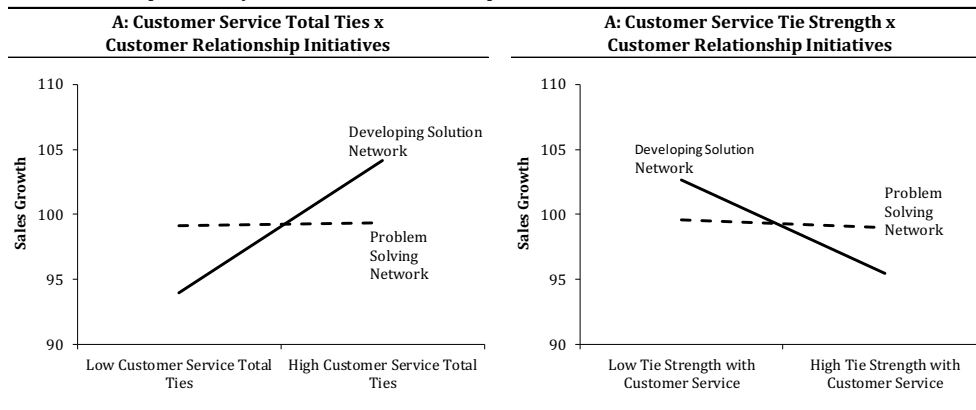


TABLE 3
Results: Cross-Functional Collaboration, Moderation and Performance

Variable	Sales Growth	
	Model 1	Model 2
Cross-Functional Collaboration		
Marketing Total Ties	H _{1a} -.36 (2.42)***	-.32 (1.69)*
Marketing Tie Strength	H _{1b} .30 (1.95)**	.34 (1.84)*
Customer Service Total Ties	H _{3a} .30 (2.56)***	.33 (2.85)***
Customer Service Tie Strength	H _{3b} -.23 (1.91)**	-.25 (2.12)**
Customer Relationship Initiatives (CRI) Interactions		
Marketing Total Ties * CRI		H _{2a} -.05 (0.31)
Marketing Tie Strength * CRI		H _{2b} -.08 (0.56)
Customer Service Total Ties * CRI		H _{4a} -.31 (2.73)***
Customer Service Tie Strength * CRI		H _{4b} .21 (1.81)*
Control Variables		
Education	-.09 (1.06)	-.08 (0.94)
Sales Potential	.06 (0.70)	.05 (0.66)
Tenure	-.46 (5.71)***	-.43 (5.45)***
Customer Relationship Initiatives	-.04 (0.38)	.01 (0.12)
R-squared	.289	.343
Adjusted r-squared	.242	.276
F-test	6.15***	5.09***
Degrees of freedom	(8, 121)	(12, 117)

*p < .10.

**p < .05.

***p < .01.

Notes: Estimated parameters are reported with |t-value| in parentheses. Two-tailed significance tests