MARKETING AND SALES MANAGEMENT

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ABSTRACT

This study will look into the relationship between the marketing and sales teams to see how it affects overall sales success. The main objective of this article is to investigate the duties carried out by each of these divisions in order to determine if cooperation between the marketing and sales departments has improved corporate performance, particularly in terms of sales outcomes. Also, this study evaluates peer-reviewed marketing and business articles that incorporate both selling and sales management and were released between 1998 and 2019. A comprehensive review of the subject, including information on how marketing and sales people interact with one another and whether or not the partnership is appropriate, will be provided through the examination of the literature that follows. An introduction to the subject, prior to the literature review that follows, the relationship between marketing and sales representatives will be discussed, as well as whether or not the two departments' cooperation has enhanced sales performance. After reviewing the numerous publications, such are those that specify the responsibilities of marketing and sales, we'll compare and contrast the various approaches to resolving any potential discrepancies between sales and marketing. In order to determine which works of literature made the most overall important addition to the understanding and advancement of their particular fields of inquiry, we will finally examine and contrast the key aspects of academic peer reviewed publications. I decided to finish the examination of the relevant literature because I think that having worked in sales for ten years has made me aware of the divergence that exists between many firms' marketing and sales divisions. Without strong teamwork, I think sales performance would suffer and teams will become tense. The goal of this paper is to thoroughly examine the issue about how marketing and sales are related, as well as the impact that link has on total sales success. It will also analyse the conclusions drawn from the publications under consideration.

Keywords—Sales,Marketing Relationship,Productivity, Sales performance,Revenue Target,Marketing management

I. OBJECTIVE

Despite the fact that "sales and marketing are supposed to function as one unit," becoming obvious that this is not usually the case the case. N. F. Piercy and K. L. Meunier (2010) In the framework of the corporate world, a specific organization's the two main revenue-driven teams are without a doubt the sales and marketing ones. This relationship suggests that "marketing and sales should collaborate to develop and implement effective marketing strategies." Malshe & Sohi from 2009 This strategy has received support from several academics, who advocate for sales people to be included in the development of marketing strategies and the coordination of strategic efforts by both departments in order to create, deliver, and communicate a better overall customer experience.

2001's Slater and Olsen Despite the fact that the vast majority of academic studies back the theoretical framework mentioned above, data from the literature demonstrates that the sales function is often excluded from strategy creation. (Martin) 2019 We learn that these new marketing tactics are only formally introduced to the sales team as soon as the marketing staff decides to. As a result, the creation of strategies is frequently delegated to the marketing department in businesses without the involvement of the sales team. (2006) Kottir When marketing ultimately presents the strategy to the sales team with these execution plans for the chosen strategy, the sales team disagrees and does not support the idea. The sales staff claims that this is "because they feel these strategies are inappropriate, ineffective, irrelevant, or disconnected from reality." 2002's Aberdeen Group.

II. RELATED WORK

Few studies have been done on the responsibilities the role that marketing and sales operations play in ensuring the success of sales strategies and result in improved sales performance, according to a detailed analysis of the literature. The literature also highlights the need of a mutually beneficial partnership between sales and marketing in terms of developing and implementing strategies, but no academic research has gone in-depth to examine how this joint venture would actually function. There are few resources that provide a theoretical framework that directs this kind of research, describing in detail how sales and marketing strategies are developed before responding to the question of what makes this method more effective. The next research will investigate this matter and assess whether effectively establishing the relationship will result in higher sales performance for the firm as a whole because sales and marketing are the main sources of income for a certain organisation. The following framework will be used to describe the literature review. Finding any significant problems with the link between sales and marketing is the first challenge. We will then look at any potential integration factors between sales and marketing and note them. Knowing the theoretical foundation for enhancing the partnership between marketing and sales and how that partnership affects sales success, will serve as our final point of discussion.

Improving the marketing and relationship between sales:

It is essential to first comprehend and differentiate the two jobs in order to determine whether there is in fact a conflict between sales and marketing. Business-to-business (B2B) and business-to-consumer (B2C) sales of goods and services are conducted by sales people. Conversely, marketing defines the behaviours people take to encourage the purchase or sale of a good or service. These two are tightly aligned, as you can see. Researchers have emphasised significant contrasts by highlighting inter-functional conflict, cultural variances, and disparities in thinking worlds and viewpoints on the market between sales and marketing. (2009) Sohi, R. S., and Malshe, A. In addition, we learn that "while the existing sales-marketing interface research highlights the need for these two functions to work closely with one another to facilitate the creation and execution of strategy, it also acknowledges that these two functions frequently do not share a great rapport." (Malshe, A., and Sohi, R. S. 2009) Successful internal collaboration "delivers organisational advantages in terms of improving business performance and customer satisfaction," according to market focus, marketing research, and product creation. (Kohli & Jaworski, 1999) I personally think that a weak link between marketing and sales will harm a company's performance. Because of this, a lot of research argues that better workplace culture and ultimately improved sales performance would arise from a stronger connection between marketing and sales.

Fig 1 : The procedure for managing sales

III. THE MAIN FACTORS BEHIND SALES AND MARKETING

Dr. Mahdani contends that while marketing is analytical, pull-driven, more strategic, and has a long-term priority, sales is interpersonal, push-driven, and more tactical. P. M. Madhani; 2016. He was able to determine the four primary causes of the conflict between sales and marketing as a consequence.

A. Separate Identity:

While it is possible to think of sales and marketing as doing the same tasks, In the actual world of business, They receive quite different treatment and instruction. (Olson 2001). In the past, marketing and sales were organised as separate, distinct divisions with their own objectives and supervision. In addition, Workman notes that "sales and marketing are often separated in firms, sometimes physically," even though there may be benefits to placing them near together. (1999 Workman) In conclusion, One of the trickiest organisational issues for businesses is the merging of sales and marketing. Salespeople claim marketing is attempting to steal their customers and make it harder for them to complete deals while marketing complains about sales reps misrepresenting the company's brand to customers and the lack of response the sales staff provides to them. As may be seen, "many firms lack a clear understanding of the proper interactions and relationships between sales and marketing." (Krol, 2003) "Problems with the sales and marketing interface occur when huge, distinct divisions become independent silos that do not work well together," says Rouzies in his conclusion. The enormous divide between sales and marketing is made worse by their lack of respect for one another and mutual trust (1905 Rouzies).

B. Conflicts in Time-Frame:

When analysing the research literature, one recurring topic on the causes of the conflict between sales and marketing is connected to differences in the timing of goal-setting, distribution of resources and performance assessment. This idea explains why these variations exist. "translate into conflicting priorities and inconsistent activities because sales primarily focus on relationships, tactical and short-term objectives like revenue targets while marketing are highly analytical, data oriented, long-term focused and believe in building a competitive advantage for the future and hence primarily adopts a strategic, long-term perspective such as brand building." (2000) Montgomery & Webster Lastly, a number of the research publications have drawn attention to the challenges brought about by the clash between the long-term marketing viewpoint and the short-term sales targets approach.

C. Flow of Communication:

The organization's marketing and sales business divisions must be able to interact and communicate for cross-functional coherence to be effective. To exchange and barter labour, resources, and other kinds of help, this is necessary. Moorman claims that sales representatives frequently gripe about marketing's prompt delivery of information while the marketing team claims that sales are failing to make use of the data they have spent considerable time accumulating. 2007 (Moorman) As a result in order to enhance the directionality of information flow and communication among the various company divisions, the report suggests holding more targeted meetings and recording information flows between marketing and sales, in particular. There are particular difficulties in the connection between sales and marketing because of the notion that the marketing team's leads are not being followed up on by the sales team, including a lack of lead integrity and efficiency. Dr. Madhani has a distinct viewpoint on how to address this problem, although his strategy conflicts with that of other scholars. He asserts that "closed loop feedback systems and communication flow benefit both sales and marketing. It will be possible for marketing to update its database and statuses, evaluate the success of its marketing initiatives, and distinguish between those that are effective and those that are ineffective. 2016's Madhani While in theory this is a terrific idea, I don't think it's realistic to anticipate that closed loop communication can help salespeople who aren't leveraging their leads, etc., to become more efficient. This, in my opinion, will only lead to further strife.

D. Goal Differences:

As he moves on to analyse the issue, Dr. Madhani highlights how important target deviations are to sales performance and the whole marketing relationship. He argues that there is a severe lack of trust, disagreement, and even antagonism between sales and marketing as a result of these divergent agendas. As a sales quota-tasked account executive, I am aware that, as Dr. Madhani notes in his piece, we have a tendency to focus only in terms of sales figures rather than profitability. As I've worked in sales my whole career, I am aware that increasing sales and meeting quotas are constant goals in order to get commission and bonus pay. The salesman will always support the product that provides the most personal benefits, according to a large body of data. Although I recognise that this is often the case, doing so will ultimately cause issues for the salesman since a good salesperson will always stand up for his customer and offer the best option available, not only because a bigger commission will follow. On the other end of the scale, the marketing teams prioritise profitability over sales volume. As you can see, differences in these three primary areas of competence for the particular business units have a big influence on how smoothly sales and marketing are connected. The research indicates that a lot of experts in the field have looked at the importance of goal differences that result from top management guidance.

IV. INTERFACE BETWEEN SALES AND MARKETING

One academic research tracked the development of a marketing plan in real time. In particular, it was argued that the three steps of groundwork, the sales-marketing interface's marketing strategy-creation process consists of transfer, follow-up, and transfer. (2009) Malshe, A., and R. S. Sohi When discussing the state of the market and prospective initiatives, both the sales and marketing teams might take part in formal or informal meetings, including carrying out the majority of the legwork, during the conception of the strategy, according to study participants from both business units. Contrary to the Kotler article's discussion of the two teams' handoff method, the Malshe investigation discovered that there are several stages in this process, with the transfer stage serving as simply one. This is the time when the sales and marketing departments formally unite. (2009) (Malshe, A., & Sohi, R. S.) Last but not least, the Malshe research's data acquisition indicates that the follow-up stage, the final step in the advised method, "consists of both marketing and sales functions following-up on the activities they agreed upon during the transfer stage and making necessary changes to the strategy."(2009) (Malshe, A., & Sohi, R. S.).

V. SUCCESSING IN MARKETING AND SALES INTEGRATION

According to the literature, there are a number of ways to put an end to the battle between sales and marketing, including the following: (1) establish shared responsibilities; (2) establish a position of liaison to help close the gap between the two departments; and (3) switch the organisational strategy from being aligned to being integrated.

1) Create Shared Responsibilities

Kotler reminds us that creating chances for the marketing and sales teams to collaborate is crucial as the sales and marketing departments grow more closely connected. This may be accomplished through cooperative initiatives, setting goals, managing client accounts, etc. In the end, this will foster cohesion and familiarity with one another's perspectives and methods for tackling particular duties. Brand managers should occasionally attend sales pitch meetings with the salesperson in the customer environment, especially for the marketing channel. The study suggests that this may be especially advantageous since the marketing division may become involved in creating extra solutions that the salesperson may not have thought of to fulfil the clients' wants. To be most successful, it is also suggested that this be done early in the sales process. Early marketing involvement is necessary in the development of alternate client solutions, and they must be present at critical account development planning meetings. However, the sales department must participate in the creation of marketing plans and should be present when the marketing department holds meetings. Kotler goes on to say that "they should preview advertising and sales promotion efforts and they should share their in-depth understanding of client purchasing behaviours." Kottir (2007) Together, marketers and salespeople should set a plan of action for boosting business with the most profitable clients in each industry. Kotler also suggests that in order to foster team camaraderie, Marketing and Sales should go to conferences together.

2) Creating a Sales and Marketing Liaison Position

In order for this to be successful, the research suggests that the liaison be someone who both sides can rely on. The main duties of this person would be to settle disputes and establish a tactical information channel between the two units. The literature is cautious to note that the liaison's responsibilities should not involve any sort of micromanagement, though a marketer who took part in Dr. Madhi's study defined the liaison position as "a person who lives with the sales team". He attends staff meetings, client meetings, and gatherings where client tactics are discussed. Instead of creating a product, he returns and says, "Here's what this market needs." He then collaborates closely with the salesman and the important client to produce items after explaining what's emerging. (Madhi, 2016).

3) Adjust the organisational plan such that it is integrated rather than aligned

According to study, when sales and marketing operations are in line, firms will operate very fluidly. It is especially crucial that the two are in line when the business in question has a short sales cycle since this kind of setting does not support a strong culture of shared accountability. Moreover, "integrating such easy processes as planning, target setting, customer evaluation, and value-proposition building" is advised in the literature. 2007's Kotler. Integration is necessary since the development of the entire integration strategy is hindered when the sales and marketing units have divergent perspectives on the same client. As both teams would need access to it, all "essential information should be coordinated between sales and marketing by making information systems completely automated." (Madhi, 2016) The research also discovered that organisations that previously valued shared responsibility and organisational planning and linked them to precise goal-oriented indicators saw greater results and an increase in cross-functional collaboration. As a result, a business should go from having an aligned to an integrated form of partnership.

VI. THE RELATIONSHIP BETWEEN SALES AND MARKETING RELATED TO

IMPROVED PERFORMANCE

Differences in how sales and marketing evaluate their respective departments' performance, according to Homburg and Jensen, "may be a cause of displeasure at the relationship" (2007). 2007, according to Homburg and Jensen. The research also shows that team production and results, which in turn influence how the two managers will interact, are crucial to the effectiveness of the collaboration amongst the departmental managers. The goal of recent study has been to show that sales and marketing do not work together. Homburg and Jensen specifically pointed out that past research had connected this issue to top management's responsibility and that "goal inconsistencies may be a cause of interdepartmental tension" Nigel F. Piercy and Kenneth Le Meunier-Fitz-Hugh (2010).

VII. RESULTS

P1. The flexible reallocation of resources by sales and marketing, as well as their cooperation in doing so, has a positive impact on the performance of both departments.[7,8,9]

P2. Higher levels of perceived marketing and sales relationship efficacy are connected with higher levels of MSIF stands for flexible resource reallocation and coordinated resource deployment by marketing and sales.

P3. The more quickly marketing and sales coordinate their use of these resources, the more positive benefits the impact that flexible reallocation of their resources have on a) their performance and b) the effectiveness of their cooperation.

P4. The advantages of the MSIF (marketing and sales' flexible reallocation of their available resources and their coordination in deploying these resources) for marketing and sales are more obvious when the marketing environment is more dynamic.

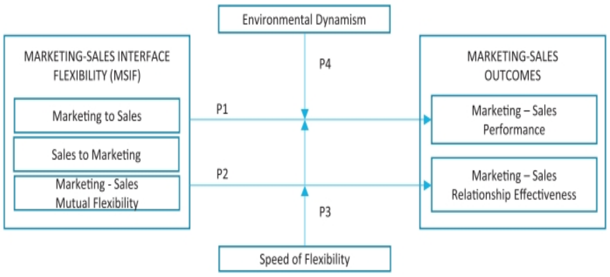

Fig 2. Demonstrates a flexible framework for marketing-sales interaction.

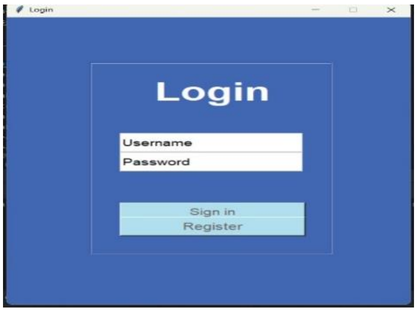

Fig 3. Page of Login

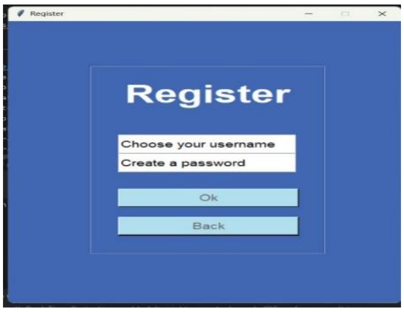

Fig 4. Page of Registration

VIII. CONCLUSION

This project created an online platform that enabled blood recipients to connect with donors around where they were needed. This application may be improved by using GPS technology, machine learning, and artificial intelligence.

It is suggested that flexibility be considered in addition to the empirically shown necessity for a cooperative marketing-sales interaction. However, no comprehensive empirical study has yet addressed the implications of flexibility at the operational interface of marketing and sales (i.e., MSIF). This study offers a starting point for addressing this chance. The primary goal of this rigorous qualitative research approach was to provide answers to queries about the nature, operational environment, and results of MSIF. To facilitate future empirical study, The creation of a conceptual framework for the MSIF was the sub-objective. To meet these objectives, we add the following to theory and practises.

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