

**An Investigation into the Relationship between
Sales and Marketing Departments of Retail
Outlets Located in the North West Region of
Ireland**

Neil Mc Cabe

Institute of Technology Sligo

**An Investigation into the Relationship between Sales and Marketing Departments of
Retail Outlets Located in the North West Region of Ireland**

By

Neil Mc Cabe

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Science in Marketing, Department of Marketing, Tourism and Leisure, School of
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Research Supervisor: Carol Moran

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Abstract

This dissertation is an investigation into the relationship between sales and marketing departments. The investigation will highlight, if any gaps actually do exist between sales and marketing departments of retail outlets in the North West of Ireland. From the secondary research it was noticed that the relationships between the two departments were becoming further and further apart. They were becoming less and less aligned due to the different natures and cultures of both departments. This needed to change as business performance was suffering at the hands of stubborn personalities that would not move to accommodate each other.

Primary and Secondary research methodologies were used to investigate the relationship between the sales and marketing departments of two retail outlets in the North West region of Ireland. Primary research was undertaken through qualitative and quantitative methodology. Qualitative research was collected in the form of four in-depth interviews with a sales and marketing manager of both organisations. Quantitative research was collected through questionnaires administered to the sales force of both organisations. The secondary research was carried out by critically evaluating relevant published material such as academic books, journals, websites, and newspapers.

Key findings were made from the research. Some of the relationship gaps that emerged in the secondary research were found in the primary research. The cultural difference between both departments was evident from the research. It was also clear to see that both departments needed to develop closer relationships in order for the possible integration to occur. The researcher offered a number of recommendations such as suggesting ways that the sales and marketing departments could work more fluently along side each other. The setting up of cross-functional teams was recommended as the best way for both sales and marketing to begin the process of becoming more integrated.

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To all those who participated in the research especially to the questionnaire respondents, your cooperation is greatly appreciated and finally all those who helped during the process who are not personally mentioned in these acknowledgements.

Dedication
For my Family and Friends

Declaration

To Whom It May Concern:

I hereby declare that the research conducted in this dissertation for the award of M.Sc. in Marketing is all my own work with acknowledged exception.

Signed: _____ Date: _____

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List of Abbreviations

CMO – Chief Marketing Officer

CEO – Chief Executive Officer

VP – Vice President

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Chapter One - Introduction

1.1 Introduction

When sales and marketing work together as one department the organisation as a whole is more profitable (Kotler, Racklaham & Krishnaswamy 2006). It is very important that these departments work alongside each other; one cannot exist without the other, they must go hand in hand. The communication networks between retail outlets and headquarters has not been widely researched, however a large scope has been discussed about sales and marketing departments. This piece of research hopes to link both these ideas together while looking at them in the North Western region of Ireland. The purpose of this research is to identify if gaps exist between sales and marketing departments in retail outlets. If there is significant evidence that gaps do exist, the study will try to align both departments to work together more effectively.

This dissertation hopes to recognise existing gaps between sales and marketing departments in the chosen region. If relationship gaps do exist, it is up to the research to show how and why they exist and what damage they are doing to the profitability of the organisation. Whether gaps do or do not exist in the chosen companies, the researcher must discover if the management of these companies are aware of what gaps could exist. It is also very important to determine if the management chose to ignore them or if they do not recognise the errors and in turn do not know they have to be solved. These areas of discussion will become clearer from the secondary research; it is up to the author to provide the primary research to back it up.

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1.2 Rationale

Sales and marketing departments have separate jobs to do within in an organisation. A very important point to remember is that even though they have separate jobs to do, they should be treated as one entire function. The activities that they undertake make up the bigger picture of the selling cycle. In a start-up company there is normally one or two people working in the sales and marketing department but as a company begins to grow more people are needed to work with sales and with marketing. As the company grows even further these two areas become less alligned and two separate cultures form. When this happens the two departments become less alligned and begin to compete with each other for finance and resources.

Gaps that may exist between sales and marketing departments can occur for a number of reasons; financing issues, allocation of specific jobs and delivery to the customer. It is in these areas that the two departments have different ideas. Communication and collaboration needs to be set up in a more structured way. They need to be able to work together and know what each other is doing. Upper management also needs to be on board if the collaboration is going to be successful. A positive management attitude towards coordination will, help to develop a culture of sharing within the organisation; will allow joint goals to be set as well as establishing an *esprit de corps*, and a common vision (Le Meunier-Fitzhugh & Piercy 2007). It is very important that the benefits of the integration is realised by both parties and steps are put in place to maintain the communication. One of the benefits to the integration and collaboration of both departments is a more positive impact on business performance. In the study by Le Meunier-Fitzhugh & Piercy (2007), explains that the company with the better collaboration between sales and marketing departments had the highest margins in terms of their industry norms and had a healthy market share. The study also enhanced the point even more with the organisation that showed the least collaboration between sales and marketing had the lowest gross profit and a falling market share.

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The research aims to identify if gaps do actually exist between sales and marketing departments of retail outlets. The main focus of this research project is to identify where the possible gaps are, why they are occurring and solutions to making the gaps smaller.

The researcher has had previous experience working in the sales department of a retail store and has seen first hand the different arguments that are created between the two departments. If there are clear gaps between the two functions they must be closed in order for organisations to be able to reach their full potential. This is a big problem between the two departments; there is a huge link that connects both sales and marketing together. The link is the common goals that both departments need to be striving to reach. They must look towards reaching their goals as a team. Both departments should be working closer together and become more aligned to achieve the overall goal for an organisation. Integration of both departments is fundamental to the success of both marketing and sales and to the future of an organisation.

1.3 Research Problem

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The aim of this dissertation is to identify, from the research, the gaps that exist between the sales and marketing departments of retail outlets in the North West of Ireland. In doing so the researcher hopes to highlight the areas that need to be looked at and provide solutions to bridging the gaps that exist between them.

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1.4 Research Objectives

In order to solve the research problem direct information is needed from sales and marketing managers from two retail outlets in the North West of Ireland. The researcher aims to obtain this information by conducting in-depth interviews with sales and marketing departments for each chosen company. There will also be input from the sales force of a number of retail outlets in the North West of Ireland. Listed below are the objectives of the research:

1. To uncover what is discussed about the conflict between sales and marketing departments in the literature.
2. To investigate, if any gaps do exist between the sales and marketing departments in the North West of Ireland.
3. To find out why these gaps are occurring.
4. To analyse the sales and marketing communicational structures.
5. To suggest recommendations to eradicate the gaps in the relationship of the sales and marketing departments.

1.5 Justification of Research

The work of both the sales force and marketing teams are very closely connected. There is no point in the both areas existing in a company and not combining the work between them. They need to work together to create value for the company and for their customers. Firstly they need to be able to work together, when sales are down the

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marketing team blames the sales force for not closing the sale and losing the leads that they provided. The sales team in retaliation, accuse the marketers of setting prices too high, not promoting and communicating to the customer effectively and spending too much of the budget on non-profitable ideas rather than increasing the sales force (Kotler, Rackham & Krishnaswamy 2006). It is important that the goals of both teams are more aligned, this will encourage both departments to work together, and they will develop better relationships and communication channels that will lead to a more productive outcome.

The literature that already exists on the subject has very little on the relationship in the retail industry. Also there is very little written on sales and marketing departments in the North West of Ireland. It is believed that this research will add to and enhance the existing body of literature. It is very important that recommended solutions can be implemented for retail outlets in the North West region in order to close the gaps that are occurring. This in turn will set a benchmark for other companies to follow.

Both teams must have common goals such as closing each and every sale for the company and increasing the market share. They must also look towards shared resources if they are to move forward in a positive way. Collaboration between the two departments is defined as working together and building bridges between the different cultures. This means closing the gaps that exist due to egos and the different levels of academic education. Experience and education should work hand in hand rather than in separate silos. A common ground needs to be found for this to work effectively (Le Meunier-Fitzhugh & Piercy 2007). It is important that the researcher carries out primary research on these areas. There is not enough research carried out that provides defining answers to why these gaps still exist in retail stores.

In any organisation the attitude of the management to both departments is very important. This involves the training of both areas and what they look for in employees for both areas. This is where the common ground should be, at the very beginning. This involves

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the level of communication that exists between management and colleagues in other departments in one organisation. It is very important that the links are there if a company has any chance of integrating both sales and marketing. Le Meunier-Fitzhugh & Piercy (2006) suggest that there are factors effecting the collaboration between sales and marketing. These factors are integrators (communication, organisational learning, market intelligence, market planning), managements attitudes (align goals, create mutual understanding, shared resources, common vision), and facilitators (rewards, cross-functional training, integration mechanisms).

For the collaboration to work effectively the objective is to break down the barriers between sales and marketing, both departments must become more customer focused. There needs to be very little division between the two areas in order for them to work side by side. Sales and marketing teams need to have coordination, cooperation, capability development and connection in order for them to reach successful results. The first three sets of activities reinforce the effort to put the customers first; the fourth dramatically increases the power and reach of solutions by focusing attention beyond the firm's boundaries. All four together help the company to break down internal silos in higher value customer solutions (Gulati 2007).

It is hoped that from this research coordination, cooperation, capability development and connection can be incorporated effectively into the cultures and sub-cultures of the management structures of sales departments and marketing departments.

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1.6 Methodology Overview

In this study the researcher will use both primary sources and secondary sources to obtain the necessary data. This study will look at a qualitative analysis to analyse perceptions, attitudes and motivations of sales and marketing managers and staff. The aim of the study is to identify if gaps exist between the two functions through primary research. With the results the researcher will form their own recommendations to make the divide smaller between the two departments. These recommendations will be designed to enable the continued communication and stable growth of both functions and the organisation as a whole.

The primary research will be carried out by taking two retail companies in the North West of Ireland, Lifestyle Sports and Elverys Sports, and interviewing their sales managers and marketing managers. Surveys will be distributed among the sales staff of both organisations. It is vital that their in-put is also collected if the research is to be carried out. The use of interviews and surveys is the best way to obtain the relevant information needed to complete this research project.

Surveys allow the collection of a lot of information on one topic but there is a limit to the extent of knowledge that can be extracted. Surveys are the preferred method of research for the sales and marketing work force. Interviews are going to be carried out with the sales and marketing managers in the two organisations that were mention previously, therefore there will be four interviews in total. An in-depth interview has a very high degree of flexibility for the interviewer. In-depth interviews are able to obtain more information than the other forms of surveys; this is why the managers of each department will be interviewed. With the workforce all that is required is an overview of how they perceive each department works with the other.

The findings from these in-depth interviews with the managers of both organisations hope to answer objectives two and three that are set out above. Objective four will be

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partly if not fully answered by the findings of the surveys that will be administered to the sales force of retail outlets in the North West region. It is extremely important that these objectives are reached for this study to be completed sufficiently and added to the body of literature already available.

1.7 Time Line

The research began in the first week in March 2009 and it ended in September 2009. The early part of March was dedicated to finding two organisations to help me with my primary research. I needed two retail outlets that had stores in the North West of Ireland. This process took a very long time and was not finalised until the first week of June.

Towards the end of March and the beginning of April an intensive literature review was carried out. In the last week of April the first draft of chapter one was submitted to the supervisor for the first correction. The next stage was the methodology, preparing the data collection methods, constructing the questions and layout for the potential interviews. Also a questionnaire had to be drafted as part of the methodology; this part of the research was not completed until the second week of June.

Interviews were held on the 23rd of June with the sales and marketing managers of Lifestyle Sports. Both interviews were held on the same day which was very convenient. The second sets of interviews were held with Elverys Sports. These interviews were held on different days, the first was held on 2nd of July with the marketing manager and the second on 10th of July with the sales manager. After all the interviews were completed the researcher had to write up the transcripts of all four interviews, this process brought the researcher into the second week of July.

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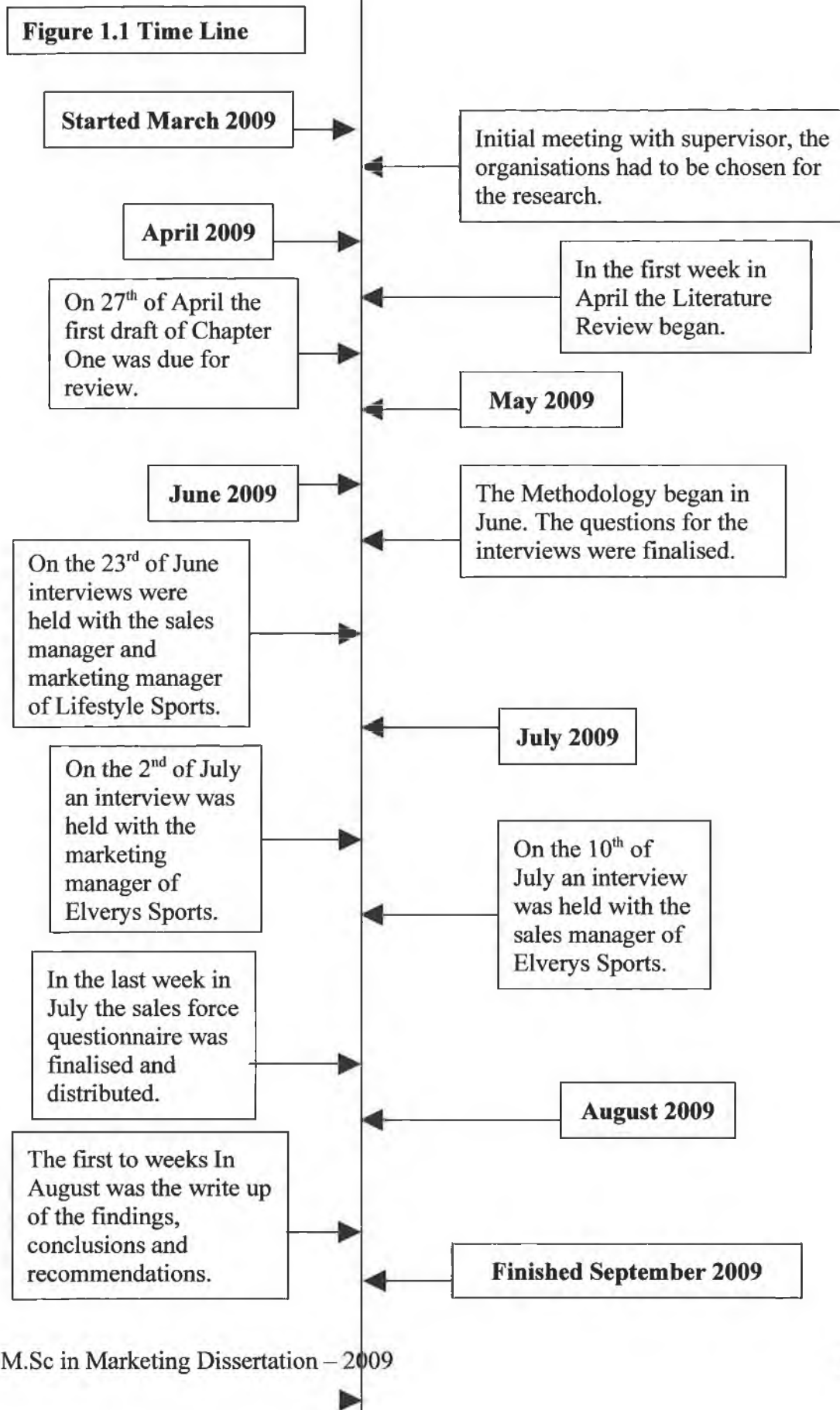
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The first draft of the sales force questionnaire had to be reviewed during the first week in July. The questionnaires were then finalized in the month of July and were ready to be distributed to the sample population in the North West of Ireland. The data was then collected and analyzed in the first and second weeks of August.

Then the final two weeks of August the researcher had to write up the conclusions and recommendations of the research. This had to be ready for the 1st of September as this was the due date for the first draft of the entire dissertation to the supervisor. See figure 1.1 on the next page for time line review.

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1.8 Chapter Overview

Chapter one is an introduction to this dissertation, it will bring the reader through an overview of the entire project. It also gives the reasoning behind the research topic and the justification of the methodology used to collect the data.

Chapter two is a review of the available literature on sales and marketing departments and the relationship that they share. It identifies the areas that both departments have agreements and disagreements; it also highlights some reasons for large gaps to develop between the two functions.

Chapter three describes the research methodology used in the study. The research approach was descriptive using in-depth interviews and questionnaires to obtain the necessary data. The research was both qualitative and quantitative; it was found that both methods could be used together as they had benefits and limitations that balanced the research.

Chapter four highlights the major findings of the research. These findings were used the research objectives that are spoken about earlier in this chapter.

Chapter five takes a close look at the conclusions that were taken from the findings of the research and it also discusses some of the recommendations that were developed by the researcher.

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1.9 Conclusion

The researcher has had first hand experience with sales and marketing departments and realised that gaps are present between the two functions. Mentioned earlier in the chapter are the five objectives that the researcher must provide answers to in order to solve the research question. It is expected that this research project will add to the existing body of knowledge on sales and marketing and provide some solutions to the ongoing war between them.

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Chapter Two - Literature Review

2.1 Introduction

Since marketing entered the selling cycle, sales and marketing departments have always had a conflicting relationship. The easiest approach would be to leave them both to it and just look after their own department. But in the last few years it has emerged that achieving better integration between marketing and sales can be a great platform to gaining competitive advantage. Hosford (2006) states that sales managers and sales people complain about the low quality leads they are given and the poor delivery of the marketing campaigns. Then on the other side of the coin, marketing speak about sales not delivering the brand message properly and also the poor levels of customer feedback from the shop floor. It is a never ending merry-go-round of blame.

This idea is backed up by Kotler, Racklaham & Krishnaswamy (2006); they stated that sales departments tend to believe that marketers do not really know what is going on with the customers. They do not know what the customers want. The opposite argument that the marketing team put forward is that sales are not providing them with sufficient feedback for them to execute effective campaigns.

This relationship can suffer too much disconnect which can be made worse by distrust towards the other side and also in some cases even a lack of respect (Hosford 2006). It should never get to this point but the harsh reality is that sometimes it does. When this happens neither function is able to do their job, both departments need to do more than just coexist in order to have any chance. One of the main reasons for this is that sales people and marketing people come from different backgrounds, their drive and motivation comes from different aspects of the sales cycle. If what motivates them can be interlinked, there is a possibility that they can work together more efficiently.

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2.2 Barriers that Effect the Integration between Marketing and Sales

2.2.1 Economic and Cultural Backgrounds

The problems that occur between the sales and marketing departments originate in two main areas, economic and cultural. The economic dispute generates from the need to divide the budget between the two departments. The decision is made by senior management that supports both departments. Sales and marketing departments always argue that the other department wastes their allocation of the budget. The sales argument is that the four P's (product, price, place, and promotion) are decided on by the marketers and very little leeway is given when trying to close the sale. Pricing for example, the marketing group needs to generate revenue for the company and expects the sales force to "sell the price" as opposed to "selling through price". The sales force generally prefer lower prices as they can sell the product easier and gives them more room to negotiate with the prospect (Kotler, Racklaham & Krishnaswamy 2006).

Promotional costs are another source of conflict; the marketing department feel that money is needed for various promotional campaigns, to create the awareness and interest in the products. However the sales force believes that large sums of money spent on promotion to be a waste of money. The sales manager would in turn prefer to have the money spent on increasing the size and quality of their sales staff on the front line.

The cultural conflict between sales and marketing is even more of a problem than the economic conflict. The two functions have very different types of people who are doing very different jobs. There was a belief that marketers were better educated than their counterparts in the sales department (Kotler, Racklaham & Krishnaswamy 2006). Marketers are highly analytical, data orientated and project focused. Marketers want to build competitive advantage for the future, this is their main objective. The sales force are more concerned with relationship building with new and existing customers. They feel

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the work they do is more beneficial to the company as the results are more visible. Sales people live for closing a sale. It is clear to see that they have got different priorities and it would be impossible for them to work together when the current mindsets exist. The two groups' performances are judged very differently. Sales staff makes a living by closing the sales, full stop. It is easy to see who is successful – almost immediately. But the marketing budget is devoted to programs, not people, and it takes much longer to know whether a program has helped to create long-term competitive advantage for the organisation (Kotler, Racklaham & Krishnaswamy 2006). Organisational culture is a set of beliefs and norms shared by members of an organisation. These rules help resolve dilemmas that may arise in organisations. Sales and marketing integration requires the two functions to share information and adjust their activities to accommodate the others concerns (Rouzies et al 2005).

The concept mentioned earlier, that the marketing team were better educated than the sales force is backed up by Bonoma (2006). He agrees with Kotler, Racklaham & Krishnaswamy (2006) when they said marketers were highly analytical, data orientated and project focused and sales people just wanted to close the sale. Both departments are educated well enough for the jobs that they do, where the problems can arise is that sales people are not qualified to do a marketers job and vice-versa. For sales people there job is not just as easy as getting the sale they have to decide who is in the buying cycle and locate the main buyer. In many cases they would have to transform a lead into a very likely prospect. Effective selling involves combining the individual and group dynamics of buying to predict what the buyer is going to do (Bonoma 2006). This makes a very good point against the marketing belief that there is an educational gap between the two departments.

For these departments to be able to work together effectively the two cultures must be brought closer together. A common ground needs to be found for this to work effectively (Le Meunier-Fitzhugh & Peircy 2007). Both departments must be concerned with obtaining competitive advantage and gaining market share but they should also both be

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looking at the short term. They will never gain market share if they do not develop customer relationships and are able to close the day to day sale. The key is both sales and marketing needs to be thinking short term but also maintaining a strategic vision for the company. This can be achieved if everyone in the organisation, even those who are not directly linked to sales positions must adopt a proactive approach to selling services and products. If an organisation can develop a sales culture, which should be an extension of their organisation culture they will develop a culture with a proactive approach to selling (Shemwell & Yavas (1998). This is a way of aligning sales and marketing cultures in order to produce the best outcome for the organisation.

2.2.2 Lack of Support

In the marketing and sales relationship there are a number of prejudices. Marketers blame their sales colleagues for handling information carelessly and they have too high expectations towards product policy. They accuse them of being too short-term orientated and to act selfishly. Salespeople then for their part blame the marketers to be “unrealistic dreamers” who develop fantastic however not useful or productive plans. They further experience a lack of respect and support from marketing (Mattysens & Johnston 2006).

Trailer & Dickie (2006) agree that marketing sometimes are not supporting the sales effort and going against what they are trying to achieve. Sales managers often come up against brick walls that are sometimes created by the marketing department. The marketing department have been accused of spending too much time and money on educating the consumers about the product; this in turn reduces the need for the sales reps. For example, if a company has displayed their advertisements on their web sites which explain exactly what their product does, there is very little need for the consumer to approach a sales rep. The consumer takes all this information and brings it to the cheapest competitor. The consumer has no need to come into the shop and enquire about the product, this in turn makes it impossible for the sales force to even begin the early

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stages of making a sale. This happens when there is no communication between the two functions (Trailer & Dickie 2006).

The marketing and sales planning process is also considered a burden. The “coordination and integration” is then supposed to happen afterwards, but nobody takes ownership of that process. One of the major problems is that there are opposite priorities when it comes down to the allocation of resources, this creates tension between the two groups. Both organisation structures need to be made less complex in order for the sales and marketing to become more coordinated. The structure of both departments can get so complex that their employees do not clearly understand their roles and responsibilities. This should not happen; the structure of both departments should be set out clearly in order for them to have any way of working together (Mattyssens & Johnston 2006).

John Aillo, CEO of the Savo Group, a sales-enablement company based in Chicago cited in Hosford (2006) that face-to-face sales are where the real selling happens. He argues that the marketing department are not equipping the sales teams with enough ammunition going into sales discussions. As much as forty percent of a salespersons job is consumed with putting together selling materials to prepare for meetings and presentations, this time should be better spent at selling. In some cases all the pressure is on the sales people to come up with these communicational tools themselves. This is a huge problem the sales teams are faced with. This is an example of an organisation that is not working together. When this occurs you have a sales department that is unhappy about having to do this non-value added work and marketing on the other hand is concerned that the brand is not being delivered consistently.

The marketing department needs to look at what exactly the sales people need and at the same time keeping one eye on the brand. The main objective should be to provide the sales people with as much information that will help them communicate better with their clients (Hosford 2006).

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2.2.3 Different Mind-sets

Rouzies et al (2005) suggests some reasons why sales and marketing may be difficult to integrate. There are mind-set differences between sales and marketing employees that prevent successful integration between the two functions. Employees from sales and marketing do not understand and appreciate the issues raised by their counterparts and impede effective coordination. There are six mind-set differences and they are:

Customer versus Product – Salespeople are generally responsible for a group of customers in a specific geographical area or in a specific industry segment. They offer a wide range of products and services to this customer base. However marketing people are responsible for a specific product or brand and focus on that product to the exclusion of other products or brands that are on offer.

Personal Relationships versus Analysis – Due to the nature of the jobs, salespeople are more people orientated, as they attempt to build relationships with their customers. Marketing people tend to deal with aggregations of customers and market segments and develop a more abstract understanding of these customers through analysing market research data.

Continuous Daily Activity versus Sporadic Projects – Salespeople are calling on customers, presenting the firms products and dealing with customer service issues. The work of marketers is more projects orientated, planning the introduction of a new product, developing a new advertising campaign, preparing and executing the annual marketing campaign.

Field versus Office – Salespeople experience the pressures of customer demands and of quarterly revenue projections provided by corporate management. Marketers are more separate from these types of high-pressure environments.

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Results versus Process – Salespeople get feedback relatively quickly on the results of their activities. They either make the sale or they do not. Assessing marketing's activities is more difficult, they need to assess the effectiveness of marketing strategies, advertising campaigns, and promotional programs.

Short-term versus Long-term Orientation – Keeping in mind the incentives for salespeople and their results orientation, salespeople often tend to be short-term orientated. Marketing managers concentrate on building long-term competitive advantage that might take years to realise.

2.3 Relationships

It is very important that there is a great relationship between sales and marketing departments especially in today's current economic climate. They need to work together to create value for the company and for their customers. But in reality it is very different; it is like the two groups are speaking two different languages. When these departments are not working together it can have a serious outcome on the bottom line. In any size business there are three questions that need to be asked. Are the efforts of the sales and marketing functions being optimised? If not what does this cost in real terms? And finally what can we do about fixing it? (Rice 2009) Finding the answers to these questions and forming solutions is the key to being successful. Especially with retail outlets, they are particularly suffering now with the economic downturn.

From small-medium sized businesses to large multinationals there is a very good chance that the sales and marketing departments are on two different planets. This leads to a large waste of resources but more importantly reduced profitability.

There are four different types of relationships that have already been studied in sales and marketing departments. Undefined, defined, aligned and integrated. Undefined is when

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the two departments have grown independently from each other. They do not work together unless there is a clear problem that links both functions. Defined is when both departments are separate and each knows what they have to do, they only concentrate on their own jobs. Aligned is when clear boundaries exist but they are flexible. They work together with planning and training. They have regular meetings to discuss “value propositions” and “brand image”, terms that would have only be discussed in the marketing department. Integrated is when the two functions are completely integrated. Both departments come up with strategies to share structures, systems and rewards. It is essential to develop a rise together and fall together culture between the two (Kotler, Racklaham & Krishnaswamy 2006).

In order for relationships to build and collaboration to work effectively the objective is to break down the barriers to sales and marketing, both departments need to become more focused. There needs to be very little division between the two areas in order for them to work side by side. Sales and marketing teams need to have coordination, cooperation capability development and connection in order for them to reach successful results. The first three sets of activities reinforce the effort to put the customer first; the fourth dramatically increases the power and reach of solutions by focusing attention beyond the firm’s boundaries. All four together help the company to break down internal silos in higher value customer solutions (Gulati 2007).

What is currently happening with both departments is that, marketing looks after the first four steps of the buying funnel and sales takes on the last four steps. The problem with this is the hand-off point; it should not be as clear cut as it is made out to be. The sales force should have a hand in the early steps such as customer awareness and brand awareness, they are on the front line creating the relationships they know what customers want. On the other side then the marketing should not just hand over the product they should have a hand in closing the sale and identifying areas that they can improve the selling process to increase the number of sales and revenue. The closer the departments can become the easier it will be to blur the hand-off point. When relationships are strong

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new ideas and also criticism is easier given within a group. It also gives everyone a chance to voice their opinions and concerns therefore creating more productive communication systems.

Nurturing the customer relationship is the point some marketers believe the real selling begins. A study was carried out by a manufacturer of control systems to why some leads were not profitable. The results showed that 25% of the leads were lost due to the poor management of the account and salesmanship after the order had been signed. The sales person must effectively control the account. The sales staff must develop strategic vision when closing the sale. After the account is signed the marketing team must work to holding on to the customers they have. 80% of profits come from 20% of customers. It is very important that there are more people involved to keep the good customer relationship. This idea must come from top management and run through the entire company. The organisational culture must be aware of it (Shapiro & Posner 2006).

2.4 Common Ground

Both departments need to be integrated as one entire function. To do this sales and marketing needs to be working towards the same objectives, they must have the same strategic vision. Their long and short term goals must link in together with the overall organisational culture. This is usually successful when it is implemented by top management and ensures it works through the entire organisation (Le Meunier-Fitzhugh & Peircy 2007). It can only have a positive outcome for organisations to have better collaboration between there sales and marketing departments. One argument discussed by Le Meunier-Fitzhugh & Peircy (2007) is that both departments are naturally separate and that is the way they must work. Sales people appear to be intuitive, while marketing people are more creative and there is evidence to indicate that they are culturally different.

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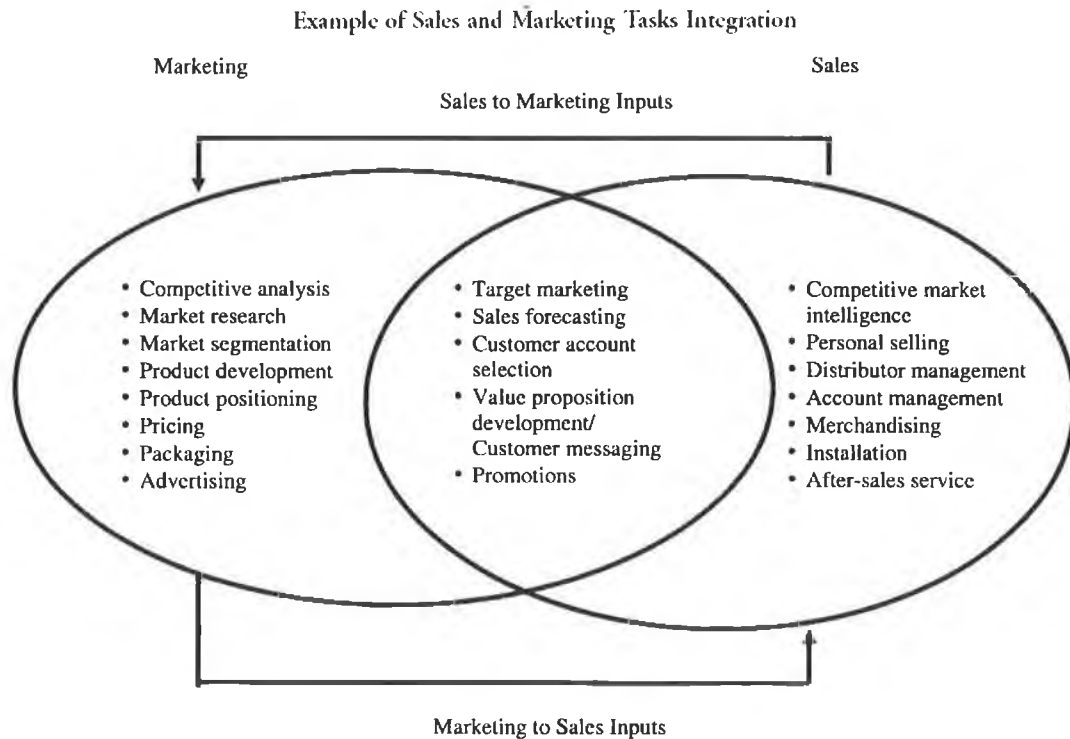
The most successful sales and marketing departments are those that show the most effective practice working together and obtain the best results. These departments display clear defining elements of linkage; linkages in language, linkages of organisation, linkages of process. These three linkages improve the connections between marketing and sales. It is very important that they establish a common business language and not fall victim to problem words. Linkages of organisation are when the sales and marketing teams are not siloed in separate departments. The organisational structure itself must create ongoing discussions between marketing and sales people. The linkages of process links marketing and sales together, with appropriate rules and responsibilities (Oliva 2006).

Zoltners (2004) cited in Rouzies et al (2005) developed a conceptual model to integrate sales and marketing objectives and to examine what each department input into the other. The Venn diagram in Figure 2.1 illustrates the need for interaction between sales and marketing. The activities in the circle on the left are primarily undertaken by the marketing function with input from sales. The activities in the circle on the right are primarily undertaken by the sales function with input from marketing. The activities in the intersection of the two circles can be performed effectively only through a coordination effort between sales and marketing.

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Figure 2. 1



Source: Zoltners (2004).

(Zoltners 2004 cited in Rouzies et al 2005)

Rouzies et al (2005) define sales and marketing integration as the extent to which activities carried out by the two functions are supportive of each other. For the successful integration of both functions each needs to realise the other's goals and objectives and the timing of the activities must be coordinated. Thus for example the timing of a salesperson's interaction with a customer to introduce a new product must be coordinated with marketing's launch of the ad campaign for the product. In doing it this way both departments have the same goal and they support each other and make the other activity more effective. The common goals need to be understood and allocated accordingly for this to work effectively. This also highlights the important value of communication and the frequency of it.

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2.5 Communication

Communication is a big part of improving sales and marketing integration, both formal and informal ways. The effectiveness of this communication is moderated by the nature of the task. Information about strategic directions and regularly occurring information exchanges work better through formal communication. Information about unstructured issues is best done through informal communications. Job rotation and integrated goals are ways in which the sales and marketing systems can become more integrated. If the two functions were to swap managers they could see what challenges their counterparts come up against. Strahle, Spiro & Acito (1996) agree with Rouzies et al (2005), communication is a big part of integrating both functions. They discuss the fact that communication can be effected by the constant changes in personnel. When a new marketing manager comes in they want to try and make a name for themselves as soon as possible. If this turnover of personnel is high integration will not work. Integrating goals is a great way for both departments to work side by side to reach the same outcome. Integrated goals positively affect the level of sales and marketing integration, especially when the functional areas go about setting the goals (Rouzies et al 2005).

The level of communication between the sales and marketing departments needs to be detailed and regular. What can happen is that customer information is not passed on; the feedback about the particular marketing campaign is not discussed. This is how communication channels fail and why it is so important to prevent this from happening. The need for feedback cannot be stressed enough between both functions. The message both sides are sending each other must be loud and clear; “Let us know what you are thinking”. This is the message that each department needs to be developing (Hosford 2006).

Another approach for improving sales and marketing integration is to hire and promote people in sales and marketing who are open-minded team players. They also must feel that working together with other functional areas enhances their personal performance as

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well as the performance of their functional area and organisation (Rouzies et al 2005). These people are motivated through developing relationships with internal and external customers. They seek to find new networks and new lines of communications. All this contributes to the bigger picture, they link it all back to the strategic vision and the organisational culture. This message needs to be communicated and understood.

2.6 Improving Sales and Marketing Integration

There are four mechanisms discussed by Rouzies et al (2005) for improving sales and marketing integration and they are; structure, process/ systems, culture and people. Hosford (2006) also formed a list of the approaches managers believe could encourage common practices between sales and marketing. The list is as follows; better feedback from sales to marketing, more aggressive research to determine customer needs, a more proactive role from sales in developing marketing messages and tools, sales training on best practices and finally increasing marketing ride-alongs on sales calls. It is beneficial to note in that list the first, third and fifth solutions to sales success involve communicating more efficiently with the marketing department. This once again enforces the point that for integration of sales and marketing to work communication must be the main objective. Marketing needs to position itself closer to sales, as in relationship wise they need to become more familiar with what is happening at a sales level. It must be looked upon as a collaborative team effort, rather than one pushing the other, there needs to be a vision of solving customers business issues (Hosford 2006). If this is to work effectively one function may need to adjust to suit the greater needs of the entire organisation. Wilner (1982) discusses what needs to be done to integrate the sales force into the marketing effort.

Wilner (1982) argues the point that the sales force should be integrated into the marketing function. He believes that the sales department is the first department to receive the most

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scrutiny when things are not running smoothly. To build a strong sales force it must be dependant on the quality of the sales people, quality of leadership, sales training and sales management fundamentals (planning, recruiting, territory layout and organisational structure). For the sales effort to be substantial it must be aligned with what the marketing department is working to achieve. Wilner (1982) states that there are five fundamental principals aimed at integrating the sales force into the marketing effort. They are: 1) defining a clear sales mission. It outlines the key directions the sales force needs to be going and how to achieve their objectives. 2) Providing adequate guidance, the sales department needs to incorporate effective training to their staff, excellent levels of supervision and to develop effective information systems. 3) Using sales compensation as a management tool, sales need to be able to have a compensation system in place that is good for the staff and the organisation. In some companies inadequate compensation drives away high performance sales people. 4) End user focus, sales people need to have a clear end user focus in order for the integration to take place successfully. The need to be organised to meet the end users needs and they must also use their skills to capitalise on their ability to obtain market intelligence. 5) Carving out a strong marketing role for sales management, sales managers need to contribute to the marketing effort by getting involved in the planning of the market. Sales managers are best positioned to know exactly what the customer wants so if they can incorporate this into the marketing plan the can create their own worth to the marketing department. Kroll (2006) suggests that marketing could embrace the idea of working on the operational and sales aspects of promoting a product. This is a great way of showing the sales people that marketing is willing to provide them with the support they need when calling on customers.

The management structure of both departments has to change in order for them to function effectively. One solution that was discussed by Rouzies et al (2005) was the possibility of both departments reporting to a vice president of sales and marketing. This is backed up by Palenchar (2003) when he discussed the organisational changes at Yamaha. With this type of structure the vice president has the potential to improve integration between sales and marketing through his or her hierarchical authority.

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Another structural approach to sales and marketing integration would be forming cross-functional teams. This involves teams that are made up of people from sales and marketing and they would work together on one or more activities. By working together on these teams they develop a better appreciation and understanding of the issues facing both functions (Rouzies et al 2005). Ingram, LaForge & Leigh (2002) stated that roles of sales and marketing departments need to become more strategically aligned. This agrees with the above statements from Rouzies et al (2005) and Palenchar (2003) that extra effort needs to be put in from both sides in order to progress in the right direction.

2.7 Effects of Sales and Marketing Integration on Business Performance

Disconnect between sales and marketing can cause serious problems for the bottom line of many organisations. A CMO Council survey released in November 2004 found that while 53% of respondents believe the sales and marketing have a close collaborative relationship, only 7% feel the two groups work together very effectively to generate business prospects. This gap between sales and marketing is a big problem and it is seriously damaging top-line performance. Also in the survey it was found that 80% of leads are being lost, ignored or being discarded which is affecting revenue growth. This is all down to the interaction between sales and marketing. Van Camp (2004) believes that the business performances would improve greatly if the two functions could stop the rift and communicate more effectively. Donovan Neale-May, executive director of the CMO Council said that “companies are spending large sums in marketing programs and lead generation, but there is a problem with processing the leads”. This just highlights that the system is working up to a point but after that point the prospects are lost. Without better integration the poor business performances are going to get worse.

Improving the interaction and cooperation between sales and marketing is becoming more important in light of the increasing dynamic and competitive environment. Improving the interaction between sales and marketing is challenging due to differences

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in the personalities of the two functional areas. It is becoming more and more important to integrate both sales and marketing in the best possible way or at least smoothen the cooperation between them. Mattysens & Johnston (2006) examine the important issues of having sales and marketing working together as one team and also providing guidance to help better integrate the two functions. The actual business sales context is increasingly complex and urges industrial companies to better consolidate sales and marketing. Both marketing and sales literature stress the need for functional interfaces. Wilner (1982) states that your organisations growth and huge profit objectives can be reached by integrating the sales force into the marketing function. He explains using the five fundamental processes mentioned earlier, that it is essential for the future business performance that these two functions must develop an alignment and mutual understanding.

From the study by Mattysens & Johnston (2006) it appears that there is minor input from sales when formulating the definition of objectives and the selection of the product positioning. Most of the time, the sales department is too late informed and is strongly dependent on the decisions made by marketing. It is only during promotional actions within distribution, the preparation of exhibitions and the composition of catalogues and brochures that sales is really asked for advice. It was found that the sales team would like to cooperate more intensively during the development of the product, price and communication policy.

Tatikonda and Montoya-Weiss (2001) cited in Rouzies et al (2005) conclude that integrating marketing and operations for innovation positively affects customer satisfaction and relative sales. It was also found that the integration of marketing managers with other functional managers has resulted in higher business performance. The greater the level of sales and marketing integration results in higher the business performance.

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Managers indicate that improving the interaction and cooperation between sales and marketing is becoming more important in the light of the increasing dynamic and competitive environment (Rouzies et al 2005). Improving the interaction between marketing and sales is challenging due to the differences in the mind-sets of the two functional areas. Sales and marketing people have different perspectives and goals, however their views and backgrounds are more similar than those of people in marketing and research and development departments. The two functions existing together and providing mutual support is essential for corporate survival, not to mention success in today's competitive marketplace (Hosford 2006).

Palenchar (2003) states that Yamaha changed their entire sales and marketing system in order to be better organised and better prepared to satisfy the customer's needs. They reorganised the sales and marketing departments to deliver closer coordination between sales training, promotion and marketing so that all areas were on the same page at the same time. Under their new system they found that both departments would be better suited reporting to a Sales VP rather than to each other. As part of the reorganisation the sales force was divided into two groups, each group was focused on different segments of Yamaha's home business and each was controlled by a national sales manager. The reason for this was that they could be better positioned to respond to customer's needs. They were able to separate into two teams in order to allocate more time to the specific consumer demands. This showed that Yamaha were working proactively to address the relationship of sales and marketing, in their own words they wanted everyone concerned to be on the same page. This is the type of innovation and change that is needed in sales and marketing departments in many organisations. Yamaha realised the need for this change and the positive effect it was going to have on the bottom line. Better integration of sales and marketing departments produces better service for the customer and returns are more profitable for the organisation.

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2.8 Conclusion

The relationship between sales and marketing departments can be extremely complex when it is analysed in such great detail. It is important to note that the themes that run through this chapter are communication, creating common goals and relationships. For sales and marketing to be successfully integrated it is important that these three issues are addressed and achieved. The relationship between them is of vial importance. If the two functions can develop a good relationship and also to be able to understand what the other department is doing and why they are doing it, integrating the two will not be very far away.

This chapter also looks at the effects that integrating the two functions will have on business performance but more specifically the bottom line. This is the purpose of the research project to identify areas that can be improved and then justifying the reasoning why it is beneficial. Integrating sales and marketing has a very positive effect on the business performance and also can go towards creating and maintaining an entirely new business culture.

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Chapter Three – Research Methodology

3.1 Introduction

In this research project the researcher used both primary sources and secondary sources to obtain the necessary data. Secondary data involves an extensive review of available literature, books, advisory websites and newspaper articles. Discussed earlier in chapter one are five research objectives, in order to solve these objectives the author selected two collection methods that are best suited to solve the overall research problem. These methods of gathering the information use a mix of both a quantitative and a qualitative approach. The methods included four in-depth interviews with sales and marketing managers from two organisations and questionnaires with the sales teams of two organisations.

This study looks at a qualitative and a quantitative research approach to receive perceptions, attitudes and motivations of sales and marketing managers and staff. The aim of the study is to identify if gaps exist between the two teams and then from the research formulate ways to make them smaller. This study was carried out by taking two retail companies in the North West of Ireland and interviewing their sales managers and marketing managers. The sales and marketing staff of both organisations were handed out surveys, it is vital that their in-put is also collected if the study is to be successfully carried out. With the use of interviews and surveys the researcher found this was the best way to obtain the relevant information needed to complete the study.

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3.2 Choice of Research Approach

According to The Oxford Encyclopaedic English Dictionary cited by Walliman (2001) 'research' is defined as the systematic investigation into the study of materials, sources etc. in order to establish facts and reach new conclusions. In this study data was collected from two approaches known as qualitative and quantitative research. Quantitative and qualitative research has different characteristics and also different techniques for analysis (McGuinn 2008). It is common practice to divide research methods into quantitative and qualitative approaches. The quantitative method contains instrument based questions to obtain statistical data, performance data, observational data or census data. The qualitative method contains narrative research such as in-depth interviews, open-ended questions, document data, themes, patterns and interpretations. The quantitative data is used in this study to identify the facts and figures from the front line staff while the qualitative data will identify the perceptions and attitudes of both the sales and marketing manager from each organisation (Creswell 2009).

3.3 Qualitative Research

Qualitative research is a way of discovering and understanding social and cultural phenomena. Qualitative research seeks depth rather than breadth. Qualitative research looks into a particular topic or subject to get an in-depth and intimate understanding of a small sample group. This type of research does not form a large representation of the entire population. The aim of qualitative research is to get an understanding about how and why people behave and think the way that they do.

One very important piece of information to note about qualitative research is that, it frequently falls within the context of discovery rather than verification. Qualitative research is not guided by traditional ideas nor is it driven by questions from previous literature. The qualitative methods of research that are carried out are known to include

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open-ended questionnaires, in-depth interviews, ethnographic studies and participant observation (Ambert et al 1995).

Qualitative research has a number of different features to quantitative research, they are as follows:

- Qualitative data is collected in a spontaneous and open-ended way; these methods have far less structure and control than quantitative methods.
- Researchers that use quantitative methods usually see qualitative research as a threat to the reliability and validity of a study.
- The quantitative researcher begins with a hypothesis for testing, then they observe and collect the data, statistically analyses it and draws conclusions.
- Qualitative research is a lot less structured and more open to changes, for example the research direction or the type of participants in the research. The research may change what is being observed based on changes that may occur in the field setting.
- One important aspect of qualitative research is the coding of data. Researchers use narrative records that will assist coding at a later stage.

(Jackson 2009, p. 87)

Qualitative research has its advantages and disadvantages which have been explained in detail by Eldabi et al (2002).

The advantages are as follows; qualitative research allows the researcher to uncover true feelings and opinions. It is very flexible and can be adapted to a certain situation that may present itself. The type of questioning is open-ended and very in-depth this allows the researcher to dig deeper on interesting and relevant issues. Qualitative research researches people in a more natural surrounding, its approach is very conversational. The research also emphasises meanings and interpretations of the respondents.

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The disadvantages are as follows; the collection and analysis of data is very time consuming due to the many types of data being collected. The amount of data that needs to be collected may overwhelm the researcher and disrupt the data analysis. With the large collection of data there is a concern that useless and meaningless information may be obtained. Bryman (1993) cited in Eldabi et al (2002) has highlighted a number of issues regarding the use of qualitative research. Firstly, the inability of the researcher to interpret events from the subject's point of view is questioned. Second, the relationship between theory and research can be weak as qualitative research approaches are criticised for not instilling theoretical elements.

3.4 Quantitative Research

Quantitative research typically has a logical and linear structure. Quantitative research places a lot of emphasis on methodology, procedure and statistical measures of validity. Quantitative research methods also rely on the measurement and analysis of statistical data, to determine relationships between one set of data and another (Eldabi et al 2002).

An advantage of quantitative research is that the researcher is separate from the respondent which is in contrast to qualitative research. The sample chosen is a representation of the entire population in that, it can be assumed that what has been gathered regarding respondents opinions can be applied to the total population.

For the purposes of the research question in hand, it was necessary to pursue a blend of qualitative and quantitative research. The research conducted for this project is largely made up of qualitative research methods with quantitative research methods used in order to explore the opinions of a large area. Qualitative research is the most appropriate method for this particular research because the researcher had to get in-depth views and opinions from within the sales and marketing departments of both organisations. However the quantitative research was necessary to explore the opinions of the sales

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force for both organisations. The quantitative research gave the statistical results that were compared to the manager's responses.

Researchers have questioned the reliability of only using quantitative research as it cannot address questions of understanding and meaning (Amaratunga 2002). Studies have been carried out that suggest that quantitative research is more common in marketing journals than any other type of research (Hanson & Grimmer 2007). For the purposes of this research project both quantitative and qualitative methods are used. The quantitative methods will allow the measurement of key variables while the qualitative element will compliment the research further by exploring the views and opinions of the respondents. Mixing both types of research methods will eliminate limitations of both types of research in order to strengthen the study.

The majority of the data was collected in the form of four interviews that were undertaken with the sales and marketing managers of the chosen organisations. Survey research was also carried out; this involved the administration of questionnaires to the sales staff in the retail outlets of both organisations. Due to the large numbers of sales staff, questionnaires were deemed the most appropriate data collection method for dealing with the sales team.

In chapter two of this dissertation an intense literature review was carried out. This literature review was the secondary research needed for the purpose of this research project. Secondary data is all data previously published about the research topic (Saunders, Lewis & Thornhill 2003 p.188). The sources that were reviewed for this research project were academic books, journals, reports, articles, websites, magazines and newspapers. The review of available secondary data equipped the researcher to obtain a better understanding of the subject under investigation and also identify the potential gaps in the theory which will help to formulate the research question. Primary data is original information collected by the researcher (Saunders, Lewis & Thornhill 2003 p.188).

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3.5 Research Process

For the purpose of this research, data was needed from the sales and marketing managers and the front line sales staff of both retail stores. It was decided, that the best way to get as much quality information as possible, would be to hold in-depth interviews with the sales and marketing managers. The researcher also decided to hand out questionnaires to the sales force in order to complete the research.

Questionnaires were handed out to the front line staff in both organisations in Sligo, Ballina, Castlebar and Westport. This was the designated area for the research of the North West of Ireland. However this area was big enough so the stores that were located in Galway City had to be included in the study.

3.6 In-Depth Interviews

An in-depth interview, also known as a 'depth' or 'one-on-one' interview represents a formal way in which an interviewer asks a set of predetermined and probing questions usually in a face-to-face setting. The usual setting for an in-depth interview would be the subject home or office. This was the case for all four of the interviews held in this study, they were held in the headquarters of both organisations.

In-depth interviews are a great way for the researcher to obtain both attitudinal and behavioural data from the interviewee. A very important aspect of this data collection method is that the interviewer is able to use probing questions as a way of retrieving more data on the particular topic. Probing questions are questions that result when an interviewer takes the subject's initial response to a question and uses that response as the framework for the next questioning in order to gain more detailed responses (Domegan & Fleming 2003, p. 184-185).

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There are both advantages and disadvantages of in-depth interviews, after very careful consideration it was decided by the researcher that they were the best way of retrieving the information from the sales and marketing managers. The advantages of in-depth interviews are; there is a great degree of flexibility. In-depth interviews enable the researcher to ask questions on a large range of topics. The researcher is able to obtain data about the respondent's activities, behaviours, attitudes, opinions and motivations. In-depth interviews also allow the researcher to incorporate both long and short responses into the results, it is very adjustable.

The disadvantages of in-depth interviews are; although they can generate a lot of detailed data, the results can lack the ability to be generalised, reliability, and the ability to spot minor discrepancies in the data. There is a very high possibility that the interviewer will be bias that will result from face-to-face interactions. With in-depth interviews sample sizes are small, they can be expensive, gathering statistical data is a problem and they are very time consuming (Domegan & Fleming 2003, p. 184-185).

3.7 Conducting the Interview

The rationale for the in-depth interviews was to uncover the sales and marketing managers' perceptions of the communication and relationship between both functions. All four interviews that were carried out had the same structure; the questions asked were very similar with only the wording of the questions changing (See Appendix A). The interviews consisted of open-ended probing questions; the purpose of this was to allow the interviewee an opportunity to elaborate. The questions were formed around the five research objectives that were set out in chapter one.

The interviews were conducted at separate times to accommodate the sales and marketing managers. The researcher contacted them before hand to schedule time, date and location that suited them. Lifestyle Sports were the first company to get in contact. They

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scheduled both interviews for the 23rd of June 2009 at their head office in Dublin. The first interview was with Mark McHale the sales/area manager for Lifestyle Sports at 10:00am. The second interview was with Emma Dowling the marketing manager for Lifestyle Sports and held directly after the first. The second retail outlet that was chosen was Elverys Sports, the interviews with their sales and marketing managers took place on two separate days. The first was with the marketing manager Anne-Marie Hanly at 10:00am on 2nd of July 2009 at their head office in Castlebar. The second interview with Elverys Sports was with the sales/area manager Jacqui McGee at 5:30pm on 10th of July 2009 at their store in Sligo.

3.8 Questionnaires

Questionnaires are a widely used method of gathering information (Mc Burney 2001). The researcher wanted to gather information from the sales force of both companies. The researcher wanted to get a better view by asking the floor staff what was their understanding of the relationship between sales and marketing. Questionnaires were decided as the best method of obtaining this type of information. Questionnaires allow for simplicity and comparability.

3.9 Questionnaire Design

The questionnaires were designed to include the objectives of the research project that were set out in chapter one. The questionnaires were divided up into two categories open-ended questions and closed questions. An open-ended question allows the respondents to answer in their own words. A closed-ended question limits the respondents to alternative answers that are determined by the researcher. Both types of questions have their advantages and disadvantages. The open-ended questions allow the respondent to answer

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freely and also to elaborate on their answer. Open-ended questions are harder to analyse as the respondents usually give a wide variety of answers. Closed-ended questions have complimentary advantages and disadvantages to open-ended ones. They are easier to analyse and there are less off-the-wall responses. The disadvantage to closed-ended questions is that the researcher may be putting words into the respondent's mouth; the pre-determined answers may not suit every respondent.

For this study the researcher chose to have a mixed approach to the questionnaire design as it gave the respondents a good mix of open-ended and closed-ended questions. The researcher wanted to get some opinions and varied responses in order to get a good understanding of what the respondents thought. The flexibility of open-ended questions makes them more useful for small scale studies and the structure of closed-ended questions makes them more suitable for larger studies (Mc Burney 2001). The number of questionnaires that were completed was eighty; this was not a large number so for this study it was acceptable to use open-ended questions.

3.10 Sample Selection

In almost all cases, it is not feasible to survey the entire population. It is suggested that a group is selected from the population and the questionnaires are handed to them. In order to obtain any reliable and valid results about the population it is very important that the sample be "like" the population, this is called a representative sample (Jackson 2009, p. 94). Sampling techniques provide a large variety of ways to reduce the amount of data you need to collect for the study by only considering the sample group (Saunders, Lewis & Thornhill 2003 p. 150).

The sampling method that was used was non-probability sampling in the form of convenience sampling. Respondents were chosen as they were at work on the shop floor in the chosen retail outlets on that particular day. These people were a representation of

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the target population as the research looked at front line sales staff in Lifestyle sports and Elverys Sports in the North West of Ireland.

The ideal number of responses was 100, the researcher wanted 50 from each organisation. Before the surveys were handed out, the researcher had to decide where the sample area would be. It was decided after careful consideration that due to the restraints of the project that the North West of Ireland would be the perfect location to carry out the study. The towns of Sligo, Ballina, Castlebar and Westport were the four initial places that the surveys would be handed out. It emerged that this area would not be big enough and Galway City would have to be included in the sample area. This enabled the researcher to obtain 80 responses out of the 100 that was desired from the outset. This was a sufficient number to continue with the study.

3.11 Research Ethics

It is important that market researchers always stay ethical in all research that they conduct. Researchers have a responsibility to their respondents and the profession of marketing to uphold ethical standards. In the context of a research project, ethics refers to the appropriateness of your behaviour in relation to the rights of those who are the subject of your work or are affected by it. Wells (1994) cited in Saunders, Lewis & Thornhill (2003 p. 129) defines 'ethics in terms of a code of behaviour appropriate to academics and the conduct of the research'.

Before the research began the researcher contacted each organisation in order to get permission to include them in the research project. Also prior to the interviews taking place the researcher contacted the sales and marketing managers of Lifestyle Sports and Elverys Sports to schedule interviews that suited their available time. No research began until both organisations had given the go ahead. At the time of each interview the

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researcher asked permission from each manager that the interview could be recorded. The transcripts for each interview are at the back of the dissertation (See Appendix B).

When it was at the stage for administering the questionnaires the marketing managers were contacted to make sure it was a suitable time and day for this to take place. No questionnaires were given to the sample population until the organisations had read them.

3.12 Limitations of Methodology

The first limitation that was encountered was the assistance provided by retail outlets in the North West of Ireland. The researcher wanted to find two organisations that were in similar markets. The researcher tried to get in contact with twelve retail outlets before Lifestyle Sports and Elverys Sports decided to take part in the study. Some companies were not interested to hear what the research was in relation to and others were unresponsive.

The second limitation was the respondents for the questionnaires. The researcher hoped to hand out the questionnaires and had hoped to get them back there and then. But the nature of the environment did not allow for this. There were some retail outlets that were so busy the researcher had to return at another time; even then the response rate was not always good. The sample area was also a large area of ground to cover especially with the time period that was allocated for the entire research project. This was enhanced even more when the researcher had to return to the retail outlets for a second or even a third time in some cases.

Finally the researcher noticed that the time of year was a limitation, many of the managers and front line staff take their holidays during the months between June and August. This did not pose a huge inconvenience but in some cases it contributed to a low number of responses to the questionnaires.

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3.13 Conclusion

This chapter has outlined the research methods chosen for this research project. For the purpose of this research project it was necessary to use both qualitative and quantitative research methods. The researcher decided to use in-depth interviews for the sales and marketing managers to obtain the bulk of the data. These interviews were constructed around the research objectives. Questionnaires were then administered by the researcher to the sales staff of both organisations in the North West of Ireland. The data was collected in this manner so that the researcher would be able to analyse all the data in order to compare and contrast the answers from the managers and also to include the responses of the front line staff. Ethical issues are confronted by market researchers on a regular basis and it is vital that the researcher remains ethical and unbiased at all times.

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Chapter Four – Findings & Analysis

4.1 Introduction

This chapter outlines the results of all four interviews and the sales force questionnaires. The relationship between sales and marketing departments is analysed and the results are compared and contrasted across both organisations. The findings of the research are explained under each objective of a total of five which were discussed in chapter one. The findings from the questionnaires were generated using Microsoft Excel; all of the data was entered into the program. This allowed the researcher to develop tables and graphs that were used to present the necessary results (See Appendix D & Appendix E). All the qualitative data collected from the Interviews and the questionnaires were recorded using Microsoft Word (See Appendix B & Appendix F).

4.2 Review of Questionnaires

A series of questionnaires were reviewed before they could be distributed. This was done so that key trends could be identified in the questions but also to eliminate any misinterpreted questions. It was important to do this as it would ultimately affect the quality of responses that the researcher would receive. There were three different reviews of the questions before the researcher was happy that they were ready to be distributed to the sales force.

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4.3 Results of the Review of Questionnaires

The most important issue that needed to be addressed was who the target audience were and how to structure the questions to that audience. It was of vital important that the sales force were able to understand the questions. Some of the terminology had to be changed and also the manner in which the questions were asked. The majority of the questions were closed and the researcher had provided predetermined responses for the sales force. It was also noticed that some of the questions were leading and had to be changed. The questionnaire had to be structured in a way that let the respondents form their own responses.

4.4 Profile of Respondents

Lifestyle sports and Elverys Sports were the two chosen organisations to take part in the research. It was necessary to conduct research with the sales and marketing managers of both companies and also to get the opinions of the sales staff of both companies. The researcher hoped to get a target of one hundred sales staff, fifty from each company however this was not the case. Forty questionnaires were eventually collected for each organisation and four interviews were carried out. This was a sufficient number to continue with the research.

4.5 Objective One – To discover what is discussed about the conflict between sales and marketing departments in the literature.

In order to achieve the first objective an extensive literature review was carried out. This involved reading a large amount of existing literature about the relationship between sales and marketing departments. One very important issue that was noticed, there was not a

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great deal of literature on the retail side of sales and marketing. A lot of the articles were based on business to business organisations rather than looking at business to customer. This was another positive reason to carry out this research as it has not already been extensively documented.

From the research it is clear that friction clearly exists between sales and marketing. A common theme that runs through the research is that when things are not going so smoothly it is a blame game more than anything else. One side is saying they are not following up on all the leads and the other side is saying they are not generating enough leads. Sometimes it is just a vicious cycle that goes round and round and nobody stands up to take the responsibility.

The key issue that came up time and time again was the level of communication and the relationships between both departments was non existent. The reasons why they were not getting on was because they did not understand what the other department was doing or even what they were suppose to be doing. They are worlds apart and the reality is they are very similar functions. They need to collaborate with one another, they do not need to be in each others pockets but they must be aware of the others position. This was evident from the research that this was not happening.

There were aspects of the literature that pointed out ways that sales and marketing could be better integrated. The backgrounds and personalities of the sales and marketing teams were very different. Authors suggested the best way to interlink the two departments was to find common ground between the two. The key to this is finding what makes them tick, what motivates them and use this to aligning their goals and objectives. By doing this they will find themselves working along side each other trying to reach the same outcome.

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4.6 Objective Two – To investigate, if any gaps do exist between the sales and marketing departments in the North West of Ireland?

To achieve this objective the appropriate responses from the interviews were used and also the sales force questionnaires. The researcher wanted to know what gaps if any existed in the sales and marketing departments of Lifestyle Sports and Elverys Sports. This information was gathered from the first four responses of the four interview questions and the questionnaires.

At the very beginning of the interviews there is conflicting views between the sales manager and marketing manager of Lifestyle Sports and Elverys Sports on whether or not sales and marketing are two separate functions. Mark McHale is the sales manager of Lifestyle Sports and he said they are separate functions where as the marketing manager Emma Dowling said they are not separate. Emma argues that both sales and marketing cannot coexist without the other knowing exactly what is happening and everybody fitting into that plan. Mark believes that the marketing department are concentrating their efforts on identifying long term trends and leaving the short term ideas such as the shop floor and shop windows up to them.

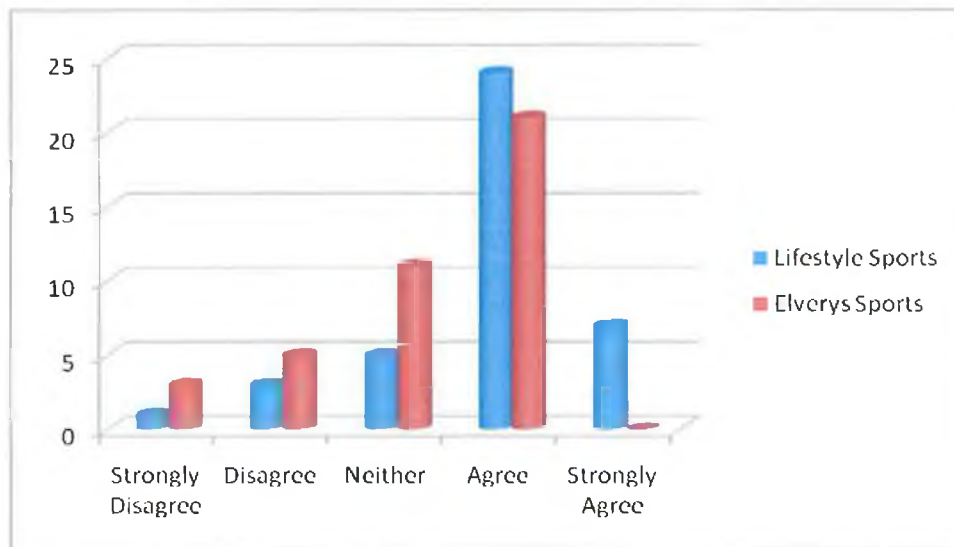
Looking at the other side of things with Elverys Sports, the gap exists, but it is the managers of the opposite organisations that are agreeing and disagreeing. Sales manager Jacqui McGee said that they are not separate functions and they must go hand in hand to be able to work together. There needs to be a good understanding between the two functions. Anne-Marie Hanley the marketing manager said yes they are two separate functions but does concede that there is a certain degree of overlap. It is interesting to see the responses of both companies and find that neither manager agrees. For both companies they speak a lot about communication but do not seem to know how similar or different sales and marketing are.

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Graph 4.1 shows the results of question nine of the sales force questionnaire which states: there is common ground between sales and marketing. The respondents then ticked the appropriate box. As the results show the majority of the sale force agree that there is common ground between both departments. This however is conflicting to the responses of their manager's views from the interview responses.

Graph 4. 1 -- Q. 9 There is common ground between sales and marketing.



It is very interesting to notice that some of the gaps that were mentioned in the study do not always appear in the organisations chosen for the research. For example the secondary research discussed sales and marketing departments not knowing what the other is doing. With the case of Lifestyle and Elverys, they are aware of what roles and responsibilities the other department has. Also they know what the other department is working on at any given time. Both sales and marketing departments have regular meetings and this is where they update each other.

The next gap that is evident from the findings and it was also discussed in the secondary research is the cultural difference. There seems to be a cultural difference in Elverys

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Sports as Anne-Marie and Jacqui answered differently to the question. They were asked if they thought there was a cultural difference between the two departments. Anne-Marie answered yes there was, she explained that due to the different personalities and the aggressive nature of sales she felt that there was a cultural difference needed in a sales approach. However Jacqui who is in the sales department felt that they were similar now because they needed to be but if she was asked twelve months ago she probably would have answered yes there was. The managers in Lifestyle both answered no to this question and stated that they were very culturally similar because they needed to in order to work closely together.

When asked are there any problems or obstacles encountered when communicating with the sales and marketing department, the Lifestyle Sports managers both said yes and the Elverys Sports managers both said no. These findings were very interesting as the researcher was able to clearly compare and contrast all four interview responses. Mark and Emma both answered yes saying that of course you are going to have problems and obstacles but it is the working past the obstacles that is the key challenge. Lifestyle Sports are more equipped to deal with a problem because they are aware that they do and will always occur. As for Elverys Sports both Anne-Marie and Jacqui answered no there were no problems, just by providing this answer it is a problem and can potentially be an obstacle for them. This is the next gap to develop between the sales and marketing departments, they are unaware that obstacles can arise. When this happens the obstacles are rarely spotted until it is too late and before it can be rectified.

The positive thing to take from it is that the next couple of questions they all answered that both departments were open to new ideas and criticism from the other department. That is good because there needs to be continuous feedback good or bad between both functions.

The last gap that was noticed in the manager's responses was from the question, should sales and marketing departments become more integrated. Mark and Emma answer

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differently, Mark answered yes and Emma answered no. This is very interesting because both these managers had similar answers for the majority of the interview then on the last one they disagree. Mark believes that both departments should have an active involvement at the beginning of a marketing campaign. At the moment he feels this does not happen as regularly as it should, due to the different personalities and attributes of both functions he feels the sales department could have a positive input at this stage. Emma on the other hand believes that they are integrated enough; she feels they do not need to hold each others hands or always report to one another on exactly what is happening. It would not make sense for sales to be reporting to marketing all the time or marketing to sales. Emma continued to explain that with the flat structure that they had in place and the open lines of communication there was no need for further integration. Both Anne-Marie and Jacqui agreed that further integration was needed. They also both answered yes, there was a good level of integration but there was always more that could be done to make the sales and marketing process run more smoothly. Jacqui believed that Elverys Sports had good internal relationships and it was due to the organisational structure.

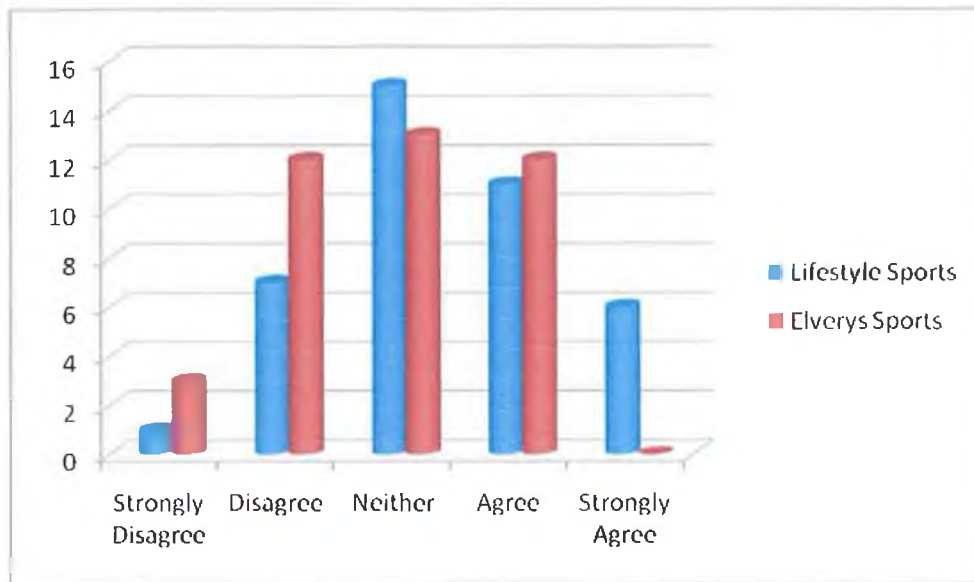
All four managers were then asked, should sales and marketing departments have a “rise together and fall together” attitude? All of them answered yes they should. They even went further to say it should be more than just sales and marketing attitude but a complete organisational one. It needs to be a top down approach that comes straight from the management. It must filter down through the managers down to the sales force on the shop floor.

The responses of the interviews can be compared to the sales force responses to the questionnaires in the appendices. Question seventeen of the sales questionnaire asked do sales and marketing share a strong “rise together and fall together” culture? The graph 4.2 displays the findings.

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Graph 4. 2 -- Q. 17 Do sales and marketing share a strong “We rise together or fall together” culture?



As you can see from the results both companies had similar responses and there was no clear answer that stood out. This shows that there is a huge gap between how the sales and marketing managers think and what the sales staffs think. The “rise together and fall together” culture needs to be, as discussed earlier, a top down approach that runs through the entire organisation. If everybody is not following the same guidelines and attitudes the business will suffer. From the secondary research it is evident that the less integrated the sales and marketing departments are the more severe impact it will have on business performance.

4.7 Objective Three – To find out why these gaps are occurring?

The first gap that is discussed in the findings of objective two occurs because of the difference between sales and marketing departments. Both departments have different objectives and different ways of reaching them. The main difference is that the marketing department looks upon their goals as being more long term that the short term goals of

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the sales department. This is why a gap exists in both organisations. The marketing and sales departments cannot agree on whether sales and marketing should be one function or two separate functions. There are arguments for both outcomes but until the sales and marketing departments agree to one or the other this gap will continue to exist.

The second gap that is identified in the findings occurs due to the cultural differences between the sales and marketing departments. The cultural differences were discussed in depth in the secondary research and from the primary research it developed again. The cultural difference exists between the two departments because of the backgrounds of both sales and marketing. They are motivated in different ways and by different objectives. In order to integrate sales and marketing the cultural differences need to be sorted out. The only way to do this is to align them from the outset, the two departments need to be structured in the same way so that they are motivated by the same issues and that they are both pulling in the same direction.

The third gap that is identified in the findings develops due to a poor understanding of what the other department is all about. The sales and marketing managers of Elverys Sports do not perceive there to be any problems or obstacles when communicating with each other. The researcher identifies this as a gap in the relationship because the responses from both sales and marketing managers for Lifestyle Sports agree that when dealing with people and different personalities you are always going to get problems and differences of opinions. It is very important that they do not under estimate the levels of understanding and communication with each other.

The final gap that is identified comes from the final question in the sales and marketing interviews. It develops from a difference of opinion to whether sales and marketing departments should become more integrated. Mark McHale the sales manager from Lifestyle sports feels they should be more integrated especially at the early stages of a marketing campaign where he believes sales can have a positive input. However Emma Dowling believes that they do not need to hold each others hands. It can be looked upon

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that is gap emerges from a difference in personalities and marketing believing that sales will not make a positive impact if they become any more aligned. This again poses the question is this another cultural / educational gap between the two functions.

4.8 Objective Four – To analyse the sales and marketing communicational structures.

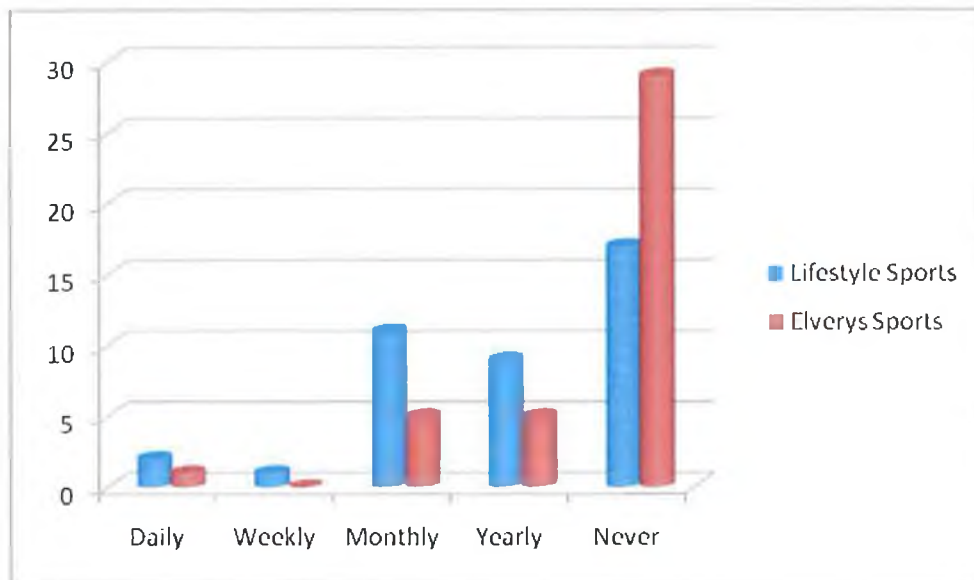
To answer this objective an analysis of the communication structure between the two functions was required. Throughout the interviews the sales and marketing managers constantly spoke about how they had great communication skills and the meetings that were organised. It is one thing holding fortnightly meetings between sales managers and marketing managers but the message was also needs to be communicated right down to the sales force.

During the interviews the sales and marketing managers were asked is there contact between sales and marketing departments, if so what were the forms of contact and how regular is the contact. All the responses were very much the same, yes there is good contact between sales and marketing. They spoke about how they had meetings every week or every second week. All the managers felt the communication methods were good and the lines of communication were always open. From carrying out the research with the sales force it tells a different story. Some aspects of the communication shows positive outcomes and others do not. The following graphs take a look at the findings from some of the questions that were asked to the sales force.

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Graph 4.3 -- Q.3 The marketing department meets with members of the front line staff



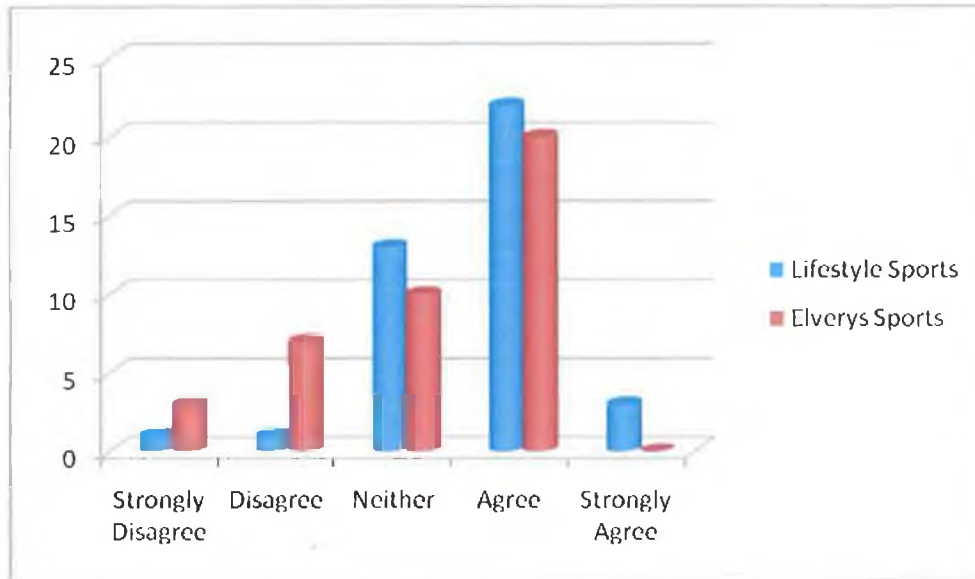
The above graph 4.3 shows that the majority of both Lifestyle Sports and Elveys Sports front line staff have never met with members of their marketing departments. This shows the researcher that the marketing managers very rarely are on the shop floor. This indicates that all their work is done from head office and they feel there is no need to be in the stores. From the findings the researcher can see that they do make an appearance on a monthly and yearly basis. This is probably when they are arranging meetings with the sales managers.

Graph 4.4 displays the number of sales staff that feel the contribution made by the marketing department helps to close more sales. This reflects what the sales and marketing managers mentioned in their interviews. The sales and marketing communication for both companies is quite open and responsive. It is also important to note that the figures for each company are relatively similar. This shows that both marketing departments offer good sales tools for the sales force to do their job.

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Graph 4. 4 -- Q. 6 Do you feel the contribution made by the marketing department helps to close more sales?



From the secondary research it was found that it was the sales department that passed the blame for not making the sales. However the findings in graph 4.5 tells a different story, it is clear that both sets of sales teams feel that the marketing managers take responsibility when sales targets are not met. This is an interesting statistic as this was not initially expected by the researcher. This just shows that the marketing department take a great interest in the sales targets.

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Graph 4.5 -- Q. 12 Who takes the responsibility when sales targets are not met?



Graph 4.6 on page 56 shows that the sales managers take an active role to discuss idea generation, promotions and product development with the front line staff. However the marketing managers received a mixed result to a similar question, see table 4.1 below.

Table 4.1

Answers	Lifestyle Sports	Elverys Sports
Yes	52.5%	37.5%
No	40%	40%
Do Not Know	7.5%	22.5%

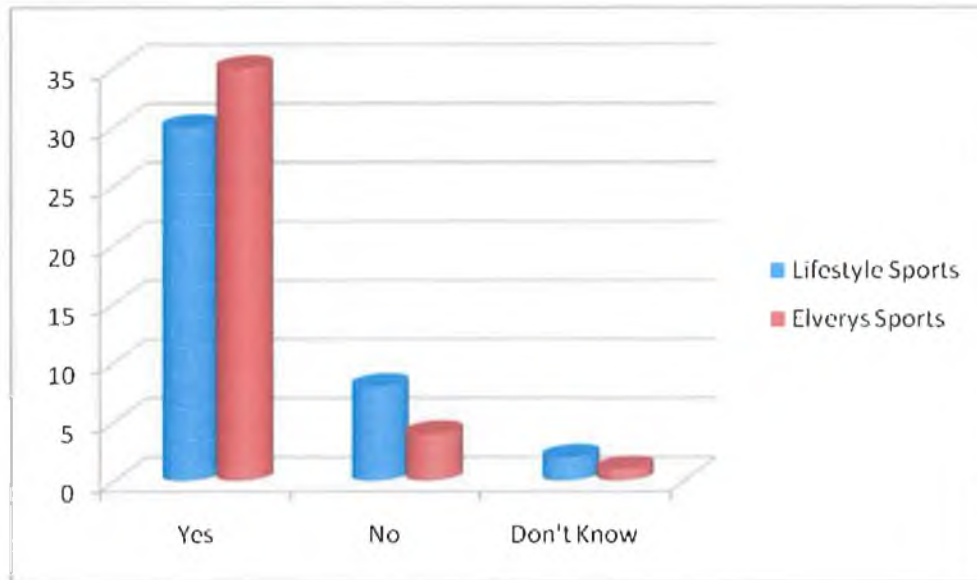
The above table shows a very mixed response to the question; do the marketing managers regularly discuss issues like idea generation, promotions and product development? This

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is the case because the sales managers would have more day to day correspondence with the front line staff.

Graph 4. 6 -- Q. 13 Do the sales managers regularly discuss issues like idea generation, promotions and product development?

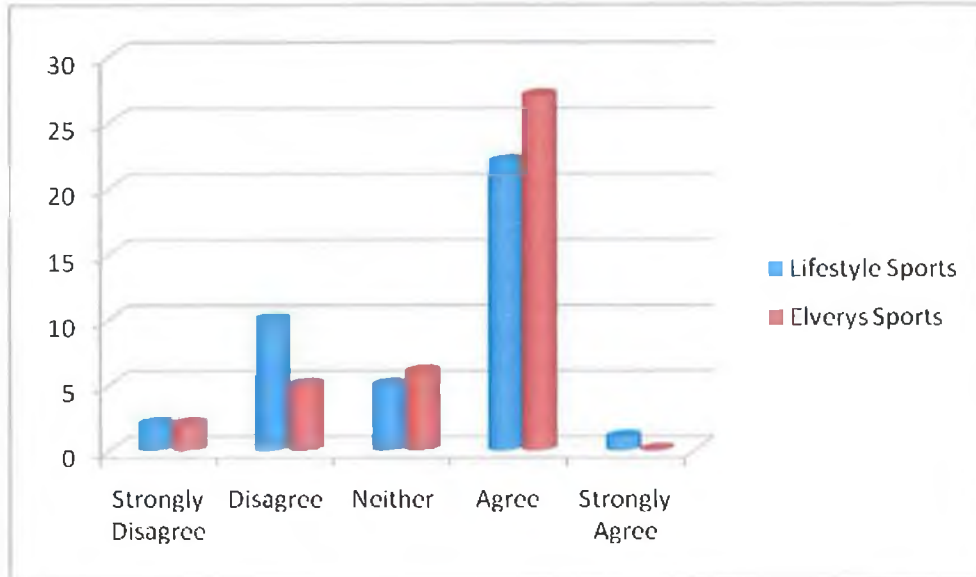


The following four graphs 4.7, 4.8, 4.9 and 4.10 can be grouped together as they all have very similar responses for both Lifestyle Sports and Elverys Sports. The findings from these four questions were that the sales force felt that the sales and marketing departments developed and deployed sufficient training programs that assisted their ability to carry out their job. The sales force also felt that both sales and marketing managers developed and deployed learning and promotional opportunities within their organisations. This shows that there are good levels of communications across all areas of both organisations. It also shows that their communicational structure is working well and the sales force feel they are getting enough support from both sales and marketing departments.

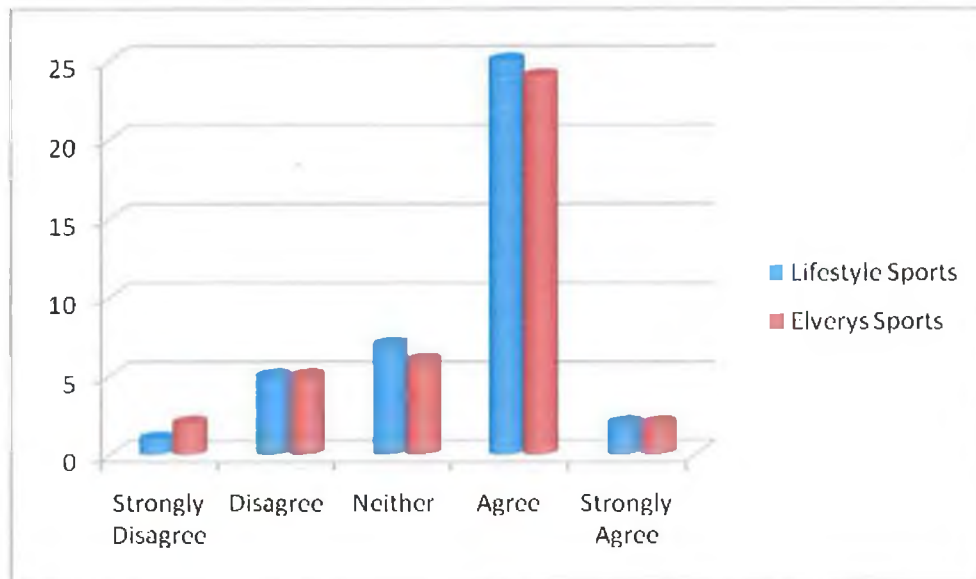
Graph 4. 7 -- Q. 20 Marketing develop and deploy training programs.

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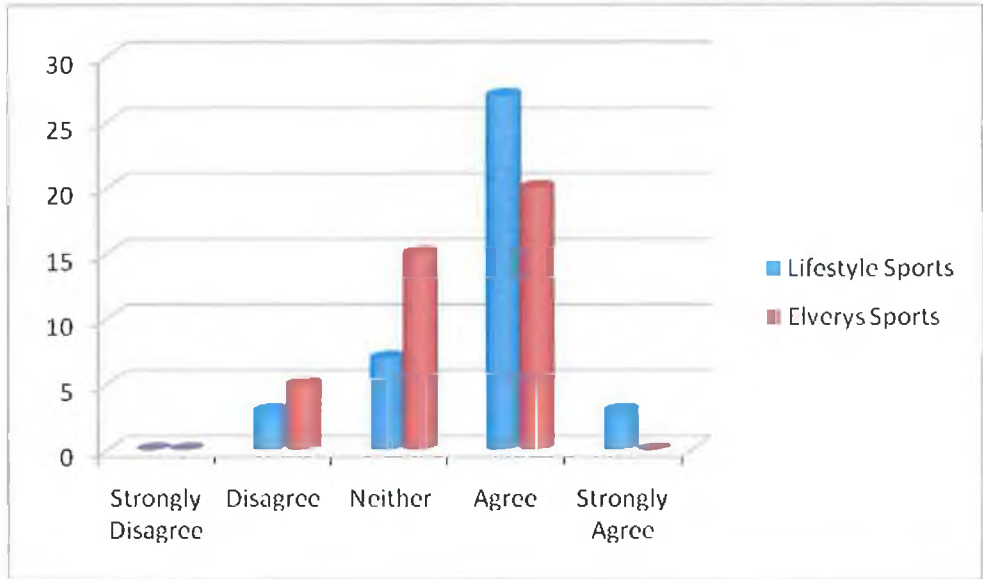
Graph 4. 8 -- Q. 21 Sales develop and deploy training programs.



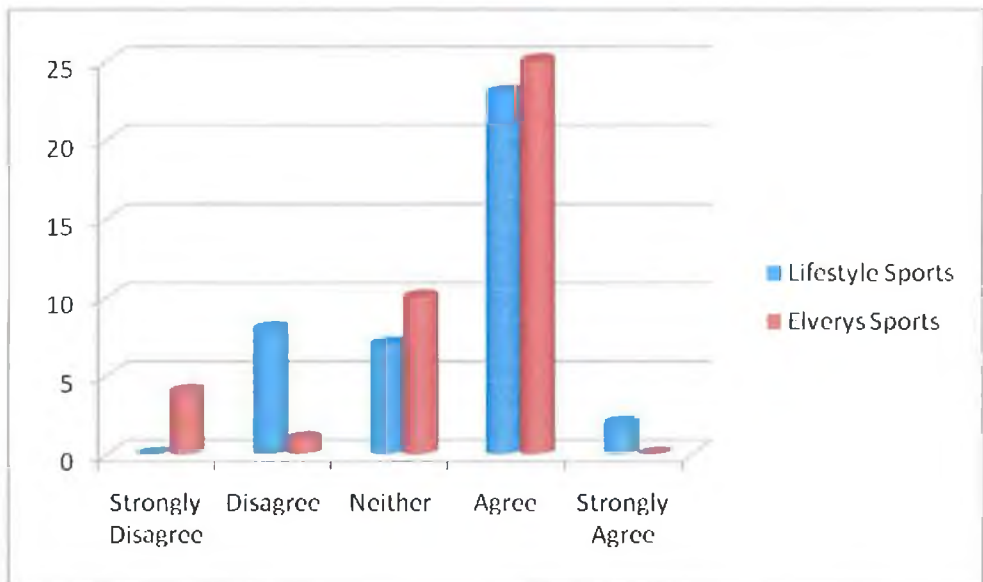
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Graph 4. 9 -- Q. 22 Marketing develop and deploy learning and promotion opportunities.



Graph 4. 10 -- Q. 23 Sales develop and deploy learning and promotion opportunities.



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4.9 Conclusion

To solve the research problem it was necessary to answer five research questions that have been highlighted in the research. These research objectives were developed from the literature review and the research question. The findings were generated using various research collection methods as discussed in chapter three, from this the findings were discussed and analysed under each research objective.

The first research objective was solved by an extensive literature review that was carried to find out what had already been written on the chosen topic. It was necessary for this to be done so that the researcher could understand what was already discussed by other authors in the field of study.

The second research objective was reached by using some of the responses from the interviews with the sales and marketing managers of Lifestyle Sports and Elverys Sports. Also input from the sales force questionnaires was added to backup the manager's responses. The researcher wanted to uncover what gaps if any existed between the sales and marketing departments of the retail stores in the North West of Ireland.

The third research objective was to discover why these gaps did exist. The sales and marketing managers' interview responses and the sales force questionnaires were once again used to reach this objective. It was found that the gaps were caused by norms and attitudes that were embedded into their organisational culture. A cultural difference was noticed in the secondary research which also became evident from the primary research that this was also the case.

The fourth research objective that was used and the final one used for the findings and analysis once again needed the responses from the interviews and questionnaires from the sales force. From the results it became apparent that both organisations had a good communicational structure. The sales forces were happy with the sales and marketing

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department's attempts to assisting them to close the sale. Also communication between the sales and marketing manages was clear and frequent, this had a positive outcome on the communication efforts.

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Chapter Five – Conclusions & Recommendations

5.1 Introduction

The basis of this study was to investigate the relationship between sales and marketing departments in retail outlets in the North West region of Ireland. The researcher interviewed sales and marketing managers from Lifestyle Sports and Elverys Sports and also surveyed forty of the sales force from each store in the specified region.

In order to achieve the primary research, secondary research needed to be carried out in the form of a literature review on sales and marketing and the relationship that has developed between the two functions. Research was conducted using qualitative and quantitative research methods which involved the use of in-depth interviews and questionnaires. From these findings the researcher was able to make conclusions and recommendations on the best way to establishing better integration between sales and marketing.

It was found from the literature review that there were a couple of emerging ways that sales and marketing could become more aligned. It was suggested that the cultural difference between the two functions needed to be addressed. The backgrounds of both departments needed to be looked at. If there was a way to break up the norms and practices of both functions so that they could not just coexist together but also become more alike. Results from the primary research suggested that the best way to get the two functions working more effectively is to give them common goals and to create cross-functional teams in a bid to achieving the common goals.

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5.2 Objective Five – To suggest recommendations to eradicate the gaps in the relationship of the sales and marketing departments.

In order to complete this objective it was essential to conduct and analyse all of the research and findings. This objective was proven by authors highlighted in the literature review; therefore it was necessary for the researcher to prove the same to be true to the sales and marketing departments of retail outlets in the North West of Ireland. From the findings it emerged that there was a cultural divide between the sales and marketing department of Elverys Sports the managers in Lifestyle sports felt that they were culturally similar in the jobs they had to do and also the way they went about doing their jobs. The managers in Elveys however felt that one department needed to be more aggressive than the other due to the roles and responsibilities they had to undertake. The marketing manager felt that the sales department needed to be more hands on and more aggressive than the marketing department. Here is a prime example of where and why the gaps in the relationships can occur.

From the outset the interview findings revealed the sales and marketing managers could not even agree to whether the sales and marketing departments were two separate functions or if they were one function. The sales managers and marketing managers did not even have corresponding responses so the researcher could determine if it was an attitude from either sales or marketing that caused this. But it was revealed that all four responses were conflicting.

In order for the researcher to make recommendations to better integrate sales and marketing it is essential that the gaps are recognised and also the causes of the gaps are recognised. For the recommendations to be viable it is important that the research was carried out in a truthful and ethical manner in order to come up with the correct findings.

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5.3 Recommendations

It has been recommended by the researcher that further study must be carried out on the relationship between sales and marketing departments of business to customer organisations on a larger scale. This study was satisfactory but the researcher felt that a broader scope would uncover more gaps that were possibly missed due to the comparison of only two organisations.

From the findings it was concluded that a cultural gap exists between sales and marketing departments. Marketers are highly analytical, data orientated and project focused. Marketers want to build competitive advantage for the future, this is their main objective. The sales force are more concerned with relationship building with new and existing customers. They feel the work they do is more beneficial to the company as the results are more visible. The recommendation to overcome this cultural gap is to develop an organisational culture that has a strong place in the way in which the organisation is run. An organisational culture is a set of beliefs and norms shared by members of an organisation. This organisational culture needs to be introduced by the top line management. In order for this to work successfully it needs to be incorporated throughout the entire organisation. For this change to work it needs to become the new “way we do things around here”.

It was uncovered that the sales and marketing managers were unsure if the sales and marketing departments were two separate functions or if they carried out the same job. In order for the sales and marketing departments to get more aligned the managers need to understand exactly how the other department goes about doing their sales jobs. Each department has a relative understanding of what the other department does. But it is not enough to just be aware of what they do; they must know how they achieve their goals. The next recommendation by the researcher is that sales and marketing departments develop cross-function teams to achieve their respective goals. It has been discussed in chapter two about how both functions need to be able to change personnel in order to

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fully understand what the sales team is really up against and what the marketing team is really up against. By doing this they will realise that they are extremely similar, the key is to get everybody on the same page. There is no use in both departments starting off in the one direction and then not ending up in the same destination.

In the findings it was revealed that the sales and marketing managers of Elverys Sports did not see or experience any problems or obstacles when communicating with the other department. It was also discovered from the findings that when communication occurs between departments with different backgrounds and objectives it is possible that problems will arise. It is a worrying situation that they do not realise there is a problem. This allows the researcher to believe that their levels of communication are not as good as they claimed in their responses to the interview questions. It is recommended by the researcher that the sales and marketing departments of both organisations allocate and schedule regular meeting regarding solving outstanding problems. When issues do arise both departments will be aware of a time and place that these issues can be addressed and not overlooked.

The final recommendation that is made by the researcher to achieve better integration between sales and marketing departments is to establish similar mind-sets of the staff in both departments. This is a key area that is discussed in the literature review in chapter two. There are six mind-set differences that are discussed. It is these differences that need to be understood by both departments of Lifestyle Sports and Elverys Sports if there is any chance of aligning or better integrating them.

5.4 Limitations

This study had a number of limitations that could have made this research project more in-depth. The researcher found the time constraints very limiting, the time period from start to finish was about six months. For the purpose of the research this time frame only

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allowed the researcher to include two organisations in the research. If there was a larger time allocation a more extensive study could be carried out on a larger region and the possibility of more conclusive findings.

The second limitation that was realised by the researcher was the level of responses to the questionnaires and the method of collection and distribution. The researcher would not recommend using questionnaires. They are a valid method of data collection but there was a poor level of response and some of the respondents had to be asked on a number of occasions for the completion of the questionnaires. This turned out to be extremely expensive and time consuming which in turn delayed a portion of the primary research.

5.5 Further Study

There are many different areas of further study that can be undertaken in relation to the relationship between sales and marketing departments. Here are some areas of further study suggested by the researcher.

- An investigation could be carried out on the relationship between sales and marketing departments of a wider area of business to customer organisations.
- A comparative study could be carried out on the marketing activities of retail outlets on the West coast of Ireland and retail outlets on the East coast of Ireland.
- Future study could be carried out on the relationship between sales and marketing departments in organisations in the republic of Ireland compared to organisations across the border in Northern Ireland.

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- From the secondary research it emerged that there was very little research found on sales and marketing departments of retail outlets. The majority of the research was carried out on large business to business industries.

5.6 Conclusion

The purpose of the study was to investigate the relationship between sales and marketing departments of retail outlets located in the North West region of Ireland. This was carried out with a view to obtaining findings that would lead to recommendations being developed that would further add to the existing body of literature. From the findings documented in chapter four the researcher was able to develop and formulate conclusions and recommendations that are hoped will add to the existing literature.

The literature review discovered that improvements need to be made in a few key areas of sales and marketing for them to become more integrated. Gaps do exist in the relationship between the two function but not all the gaps were evident in this research project. In the primary research some of these areas emerged as places to begin to try and integrate both sales and marketing. It was found that in order for this to work it needs to be a full committed effort from both sides and also upper management. The motivation needs to be generated from the CEO. Both departments do not report to each other they report to the CEO or Senior Sales VP. This is the first step to aligning sales and marketing departments. It is a long journey but the integration needs to start somewhere.

This dissertation explains in great detail what the researcher wanted to achieve from the beginning. It outlines the different steps that were taken to reach a successful conclusion on the relationship between sales and marketing departments of retail outlets located in the North West region of Ireland. The researcher is satisfied that the research was completed to the best of their ability and documented in a clear and concise manner. It is

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very important for the researcher that the results of the investigation showed that there are gaps existing between sales and marketing departments. It is a positive outcome to the research that the initial research problem that was discussed at the beginning has been answered. It was reached through an extensive investigation of primary and secondary data both of which were essential to the successful completion of the research project. It can be concluded that the investigation was successful and that there are gaps between sales and marketing departments. These gaps must to be addressed so that they can have a positive impact on the overall business performance.

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Appendices

Appendix A: Outline of In-depth Interviews

Appendix B: Transcripts of In-depth Interviews

Appendix C: Questionnaire for Sales force

Appendix D: Results of Sales Force Questionnaires: Tables

Appendix E: Results of Sales Force Questionnaires: Graphs

Appendix F: Qualitative Responses of Sales force Questionnaire

Appendix A

In-Depth Interview Questions for Marketing Manager

- What is your understanding of marketing?
- In your opinion are marketing and sales two different functions?
- Do you have a current marketing plan/strategy in place?
 - If so, has this strategy changed in the last 12 months?
- What do you think are the most important roles and responsibilities of the marketing department?
- What do you think are the most important roles and responsibilities of the sales department?
- Is there contact between the sales and marketing departments?
 - What are the main forms of contact between each department?
 - How regular is the contact between the two departments?
- How well do you feel you communicate with the sales department?
- Are there any problems or obstacles encountered when communicating with the sales department?
 - If yes, how do they arise?
 - How do you over come these problems?

- Is the sales department open to new ideas from your department?
 - Can you give examples?

- Is the sales department open to criticism from your department?
 - Can you give examples?

- Do you know what tasks and objectives the sales department is working to achieve?

- Do sales regularly update you on what is going on in their department?

- In your opinion, do the sales and marketing departments use shared resources?
 - If yes what resources are they?

- Would you say that both departments share common goals?
 - If yes, what would you say they are?

- Do you think there is a cultural difference between the two departments?
 - If yes, in what ways do they differ?

- Should sales and marketing departments have a “rise together and fall together” attitude in your opinion?

- Should sales and marketing departments be more integrated in your opinion?

In-Depth Interview Questions for Sales Manager

- What is your understanding of marketing?
- In your opinion are marketing and sales two different functions?
- Do you have a current sales plan/strategy in place?
 - If so, has this strategy changed in the last 12 months?
- What do you think are the most important roles and responsibilities of the marketing department?
- What do you think are the most important roles and responsibilities of the sales department?
- Is there contact between the sales and marketing departments?
 - What are the main forms of contact between each department?
 - How regular is the contact between the two departments?
- How well do you feel you communicate with the marketing department?
- Are there any problems or obstacles encountered when communicating with the marketing department?
 - If yes, how do they arise?

- How do you overcome these problems?
- Is the marketing department open to new ideas from your department?
 - Can you give examples?
- Is the marketing department open to criticism from your department?
 - Can you give examples?
- Do you know what tasks and objectives the marketing department is working to achieve?
- Do marketing regularly update you on what is going on in their department?
- In your opinion, do the sales and marketing departments use shared resources?
 - If yes what resources are they?
- Would you say that both departments share common goals?
 - If yes, what would you say they are?
- Do you think there is a cultural difference between the two departments?
 - If yes, in what ways do they differ?
- Should sales and marketing departments have a “rise together and fall together” attitude in your opinion?
- Should sales and marketing departments be more integrated in your opinion?

Appendix B

Transcript of In-Depth Interview with Mark McHale, Operations/ Sales Area Manager Lifestyle Sports.

Date: 23-06-09 Time: 10:00

Hello Mark, thank you very much for taking this opportunity to speak with me today. I have a few questions I would like to ask you but first I will explain what my dissertation is about. For my dissertation as part of the completion of the Msc. in Marketing in IT Sligo, I am investigating the relationship between sales and marketing departments of retail outlets in the North West region of Ireland.

As part of this study I have chosen to undertake in-depth interviews with sales and marketing managers of two retail outlets that are based in the North West. I also hope to survey 50 front line staff members of both retail outlets.

Interviewer- As a sales manager for Lifestyle Sports what is your understanding of marketing?

Mark- Marketing is obviously how the company is portrayed to the public, what promotions that we run or any internal or external forms of communication to customers and consumers.

Interviewer- In your opinion is marketing and sales two different functions?

Mark- They would be two different functions, we would have anyway. There is a lot more foresight in marketing; you must keep an eye out for any trends that are coming up. In sales we need to know what are you going to be doing in the next three, four, five weeks and on the shop floor?

Interviewer- Do you have a current sales plan/strategy in place?

Mark- Yeah we do, at the minute we are planning to change away from the sports end of things and go more down the fashion route. So by going down the fashion route we are getting in better brands and we are hopefully trying to improve the image.

Interviewer- If so, has this strategy changed in the last twelve months?

Mark- It has, we changed it from a more sports orientated to more fashion within the last six to twelve months. So we were sourcing out the brands and to see what brands were associated to sports.

Interviewer- What do you think are the most important roles and responsibilities of the marketing department?

Mark- Obviously were Emma is concerned she will have to look to the future to see if there is any trends, to see if there is any specific areas, any local interest or where would be good for us to target a certain market with a certain strategy. Even with the local areas as well as having a broader strategy for the company as a whole around Ireland.

Interviewer- What do you think are the most important roles and responsibilities of the sales department?

Mark- Well obviously we would have to give ideas, we would be asked our opinion and what we think or try to come up with ideas that will work. It's a year-on-year thing so a lot of things are happening on an annual basis, so what have we learned from last year and what are we going to take on this year, certain local events. We are on the ground so we can feel that out; we can be aware of and take part in local community events. At the same time there is the implication of the marketing strategies that are handed down from the marketing department. The sales department needs to be able to think on their feet the whole time. If you see something is not working sometimes we have to be flexible to change the focus of the plan/ strategy.

Interviewer- Is there contact between the sales and marketing departments?

Mark- Yes there is meetings; we would all meet together, buying department, operations, sales department and marketing department.

Interviewer- How regular is the contact between the two departments?

Mark- Every two weeks.

Interviewer- How do you feel it works having sales and marketing in the one room as opposed to both departments being in different locations?

Mark- We used to be at different ends of the building but that did not make much sense so now we are both beside each other. It works very well like this and much better.

Interviewer- How well do you feel you communicate with the marketing department?

Mark- Good yeah, I feel we have a good relationship.

Interviewer- Are there any problems or obstacles encountered when communicating with the marketing department?

Mark- Yeah well I suppose nobody likes having their work criticised you know so marketing might not have done something or maybe the feedback coming back to them from the ground wasn't good. You are bound to get some resistance to that. That happens in everything that you do. People need to be able to take criticism on board. I have seen campaigns that flop and people realising that they are going to flop. The sales department sometimes has to stand up and stop the campaign before too much time or money is wasted on it.

Interviewer- If yes, how do they arise?

Mark- The problems would be aired at the meetings we have and they would arise through flop campaigns or points of sale that just do not work. The sales department is asked to give their feedback on what is happening at store level. With fifteen to twenty people in a room you will get people who do not agree. You will have fifteen to twenty different personalities.

Interviewer- How do you over come these problems?

Mark- Well majority rules, you can give your feedback and see but at the end of the day we will go with the majority of what the people are thinking. There is no point in going with one person that is saying 'no' when the rest of the people are saying 'yes'.

Interviewer- Is the marketing department open to new ideas from your department?

Mark- Yes I would say they are.

Interviewer- Can you give examples?

Mark- If there is any local stuff happening, there was something happening in Wexford, they were having a local event so the store manager there would tell me there is such and such happening so I would say fax it up to the marketing department, to see if we can get a bit of money to advertise or to join in the event. City West are a prime example there always offering us areas for posters and advertisements.

Interviewer- Is the marketing department open to criticism from your department?

Mark- As much as everyone as anybody is, I don't think we would be afraid to say we didn't like something but how well it would be taken by the marketing department would be another story.

Interviewer- Can you give examples?

Mark- If there was a campaign that didn't work we would tell them what happened and why it happened and what they could do to prevent it happening again.

Interviewer- Do you know what tasks and objectives the marketing department is working to achieve?

Mark- Yeah we would, we would always be informed, again at the meetings are a great chance to inform us about what the strategy is so I know what the window campaign is going to be for the next six months or the direction the company is taking. We also have to be aware of the particular brands we are going to be working with. We would need to have knowledge about all that.

Interviewer- Do marketing regularly update you on what is going on in their department?

Mark- Yes they do at the same meeting every two weeks.

Interviewer- In your opinion, do the sales and marketing departments use shared resources?

Mark- Yes, we are quite closely linked up here and we would combine and share what ever was available to us.

Interviewer- Would you say that both departments share common goals?

Mark- Yes we would I would be very conscious of the direction that the company is going and our market share and being better than the competitors. Instant sales are great and they are what companies need to survive. I would be very interested in our market share and increasing that market share and challenge our competitors on a bigger level than just closing sales on the shop floor. The sales staff must meet all their targets not just sales targets but also customer service. If you increase your customer service you increase the amount of people that come back to your store. Every single benchmark they must hit not just entirely sales focused.

Interviewer- Do you think there is a cultural difference between the two departments?

Mark- No not here, but I can see how there might be in other companies.

Interviewer- Do you think there is an educational difference between sales and marketing?

Mark- I think the further up you go they get more and more linked. A sales assistant on the shop floor isn't going to have a big clue about marketing or the marketing strategy the same way as a junior assistant would. But as you go up into senior management they are very closely linked. You have to have a good awareness of the market to be a good regional manager. Likewise Emma needs to have a good grasp as to what goes on at the ground level and how these strategies are being implemented. It's great coming up with brilliant ideas but if they are not workable on the shop floor then they will not be able to

be used. To a point the educational differences are very far apart but then as you go up the ladder the more education is needed. Our role here in sales is very multi-task, we take in everything, and I have to know HR, all the marketing activities and what the buyers are doing. We have to deal with every other department.

Interviewer- Should sales and marketing departments have a “rise together and fall together” attitude in your opinion?

Mark- Yes absolutely, if everybody has bought into it beforehand then everybody will understand what needs to be done, the responsibility will be shared.

Interviewer - Should sales and marketing departments be more integrated in your opinion?

Mark- Yes I think they need to be. You get a lot of marketing people that are visionaries but actually they are not very practical about how things work on the ground. This is why it is important for the sales department to be able to have an input at the early stages of a marketing campaign. There are different benefits and features that both departments can offer to the table. They need to both works together to get the best out of the campaign.

Transcript of In-Depth Interview with Emma Dowling, Marketing Manager for Lifestyle Sports.

Date: 23-06-09 Time: 11:00

Hello Emma, thank you for taking this opportunity to speak with me today. I have a few questions I would like to ask you but first I will explain what my dissertation is about. For my dissertation as part of the completion of the M.Sc. in Marketing in IT Sligo, I am investigating the relationship between sales and marketing departments of retail outlets in the North West region of Ireland.

As part of this study I have chosen to undertake in-depth interviews with sales and marketing managers of two retail outlets that are based in the North West. I also hope to survey 50 front line staff members of both retail outlets.

Interviewer- What is your understanding of marketing?

Emma- Its one of those, if you ask a marketing person they will break it down to services marketing, brand marketing and ultimately marketing is about promoting a product so that we can drive sales to make a profit. So that's ultimately what marketing is about, letting people know about your product and service and enticing them to want it. You do that through the correct way, the four P's product, price, place, promotion. Having it in the right place, the right sort of promotion that is going to attract your target market and that's my overall understanding of marketing. Ultimately marketing is about letting your target market know what product or service you have to offer and attracting them through the door to buy that, so ultimately driving footfall and driving sales.

Interviewer- In your opinion is marketing and sales two different functions?

Emma- No they are not two different functions, they are not mutually exclusive. So like the chicken and the egg, you cannot separate them out. For example the sales team cannot be out here functioning separately to the marketing team, because if that was happening I

could be working on a three for two offers on a certain brand of our product. So buy two hoodies get a third free and I would have the nicest point of sale in the world and have worked out all of the margins and everything else on that promotion and yet the sales guys are over here promoting footwear. You cannot have that, they have to marry up so you have to be on the same page do in order for any of my marketing campaigns to work effectively the sales team have to implement them within the stores and drive those sales based on an agreed set of promotions. The way that it works here is the product and the marketing team sit down we work out what sort of discount we are going to give, what products it's going to be on and what the point of sale is going to look like. Then we brief the sales team and let them see that this is the product, then they will go and brief their sales team and that's how it works. The sales team come back to us and say we are under severe pressure from one of our competitors they keep undercutting us on price, do something for us. At that point we sit down and look at what kinds of promotion we can implement that will help the sales managers in those stores and put the competition under pressure. So it's a two way conversation all of the time.

Interviewer- Do you have a current sales plan/strategy in place?

Emma- We have a marketing plan, we plan by quarter. Now we have quarter three done and dusted so we are looking at quarter four at the moment which will be dominated by Christmas. The overall marketing strategy has been shifted slightly, we have to sit down and evaluate that because we have changed the focus of the business from less sport specific to more sports fashion and sports function. Because this is happening the marketing strategy needs to alter to reflect that shift in the business. We haven't got a written down strategy at the moment we had a five year plan that we were working to but that has been altered. The marketing plan though is more of a tactical monthly and quarterly plan so for example I know what my windows are going to look like from now until the end of September. That's all planned out and I have all the various window 1 and window 2 planners done, art work mapped out, we have storyboards. The visual merchandising manager and I will work storyboards so we can work out colour themes going through the quarter so we know how the stores will look.

Interviewer- If so, has this strategy changed in the last twelve months?

Emma- It has changed. As I mentioned we had a five year plan. We were three and a half years into it. We achieved a lot of what we wanted to from it. There was a need to change that plan because the market conditions had changed we needed to move with the times. In our business we are reliant on the product that is supplied to us by the brands, but when you are working with brands like Nike and Adidas their finger is always on the pulse, they are always anticipating and dictating trends, that helps. We keep an eye on what trends are emerging and in what markets. Our next sets of windows are music festival inspired because that is what's in the minds of our target market at the moment. This time next year the whole music festival thing could be dead you just don't know. We try to be as groovy and hip as we can be. We do keep an eye on trends and we try to keep up with what is happening at the trade shows. Our buyers are all heading off to the "Bread and Butter" Trade Show at the end of the month. At that all of the various brands will be presenting so we will get a look at what is trending for next year for spring/summer.

Interviewer- What do you think are the most important roles and responsibilities of the marketing department?

Emma- Managing the marketing budget and ensuring we are not over spent. Managing the communication strategy for the business, that is above the line, below the line and through the line. Working closely with the sales and product departments to make sure that everything is in line for example, I will know what the buyers are buying before the sales managers will know; we have to make sure this channel of communication because sometimes the buyers and the sales managers would not be working that closely together. All of that information needs to flow through the marketing function so that's important, also driving footfall into the stores. I do a lot with sponsorship, sponsorship agreements and local area marketing; we are involved in the Dingle Marathon, the Galway Cup this year, the Rat Race and also the Sligo-Mayo Sports Awards. That kind of local stuff only the stores that are in that locality would know those events are happening.

Interviewer- What do you think are the most important roles and responsibilities of the sales department?

Emma- Implementing the marketing plan would be number one. Operationally operating the stores and that the stores look well and motivating their sales team. Motivating their staff is important, and that's one of the things that our sales managers do well to be fair to them.

Interviewer- Do marketing and sales departments report to a separate director or does one department report to the other.

Emma- No our sales managers would be our operations department, they report to Dan Ryan. Marketing is a separate department but I also report to Dan Ryan so he is our Trading Director. We have separate lines of report but it is a pretty flat structure.

Interviewer- Is there contact between the sales and marketing departments?

Emma- Constant

Interviewer- What are the main forms of contact between each department?

Emma- Email, phone and in person and every two weeks we have a buying and operations meeting and at that meeting I do a briefing of what is coming up and what the stores can expect to see. I show the sales managers any artwork that they can expect to see in their stores. I also write up a briefing note for each individual promotion and send it to the sales managers for them to implement it in their stores.

Interviewer- How regular is the contact between the two departments?

Emma- You would pick up the phone as you need to speak to them and they would as they need to speak to you. There is no rigorous time schedule; there is direct calling if needed. We are not scared of each other. We do have formal communication so anything that needs to be formally briefed is put into a formal email structure and the fortnightly meetings are also formal.

Interviewer- How well do you feel you communicate with the sales department?

Emma- I think there is a good relationship.

Interviewer- Is there any problems or obstacles encountered when communicating with the sales department?

Emma- Oh god yeah of course, but that's the same anywhere if you get two people in a room to talk there is always going to be some sort of misunderstanding. To be honest nothing insurmountable, the odd time you would get a promotion that is not executed correctly in some of the stores, a simple phone call can rectify that. It's nothing critical or nothing which will damage the business.

Interviewer- How do you overcome the problems?

Emma- Pick up the phone and sort it out. It's always a constant learning curve. We do not have very rigorous rules.

Interviewer- Is the sales department open to new ideas from your department?

Emma- I think yeah, we have changed the way we display products in the stores and changed the point of sale that we use and the materials that we use. We are changing the rate that we advertise and things like that. The sales departments are quite responsive to that and are really good with feedback, they will come back and say the ad at Christmas was great or the ad at Christmas was not great. They are not afraid to speak their mind, they do give regular feedback. They are pretty responsive to new ways of doing things; they are not completely set in their ways. If you come up with an idea and they feel it won't work they will tell you but they will why, they will give you the practical reasons to why it would fail.

Interviewer- Is the sales department open to criticism from your department?

Emma- It depends on how you do it. Criticism is only productive when you can offer solutions. If you're just going in and saying it doesn't work and do not give reasons for why you think that, it's not good enough. If you have an idea that you think could be

executed properly, it is how you communicate it. They are open to criticism once it is constructive.

Interviewer- Do you know what tasks and objectives the sales department is working to achieve?

Emma- I would have a vague idea. I don't know their specifics but I do know they have sales targets to reach each week. They have got certain stock, stock targets to hit; they also have shrinkage targets to hit. They have to manage their budgets, their hourly budgets for store work hours. The targets they have are quite rigorous. I wouldn't know their hours but I know they have strict hourly and wages budgets. The sales managers will have the details on all their budgets and targets.

Interviewer- Do sales regularly update you on what is going on in their department?

Emma- Yes, that happens at the buying and operations meeting. Within the buying and operations meeting is where marketing and operations/ sales sit down with each other and discuss what is coming through from the product department, what is happening in the stores and what is happening in the marketing department. We all sit around the table and if at that stage you have got an opinion on something you can discuss it. If I had a hair-brained scheme for something like a free jersey with every pair of football boots, its at that meeting that one of us says well we did that before and we lost our shirts.

Interviewer- In your opinion, do the sales and marketing departments use shared resources? Let me ask it a different way. Would sales and marketing be fighting for the same pot of money or would they have two separate budgets?

Emma- We have two completely separate budgets, the sales department however would be looking to spend my budget. I would have to say no to certain requests but I would explain to them why. I get a lot of "can we advertise for this and can we advertise for that". The vast majority of my budget goes on points of sale and various bits and pieces for the stores. The marketing budget is completely separate to the operations budget. I wouldn't know what the wages budget would be for the stores and they wouldn't know what my budget would be for marketing. Ultimately it would be the Trading Director or

the Managing Director that we would ask for more money rather than from another department's budget.

Interviewer- Would you say that both departments share common goals?

Emma- Yes, drive sales and make a profit and that is what sales is measured on as well, they are measured in the profitability of their stores. If they have got a store that is consistently performing under budget week in week out that will be looked at and they will be ask why is this happening? What is going on in that store? We are both measured on the same bottom line.

Interviewer- Would it be fair to say marketing would have more long-term goals and sales have more short term?

Emma- Yeah, that's why there is a difference between a purely retail marketer, a brand marketer and a sales service marketer. There is a distinction between various disciplines within marketing. I have come through retail chains that is where I have started so I always have been quite bottom-line focused because when you are working for large retail chains ultimately that is where your performance is measured. The most important things are to reduce costs, drive sales and drive footfall. Once you get the customer through the door it's up to the sales team to make that sale but it's up to me to get that customer through the door. If you're working as a brand marketer within that sort of framework then you are looking at market share, you are looking at the overall perception of the brand and the brand equity. It is quite airy-fairy to nail down, how do you measure the brand equity of a Gucci watch. I can measure a radio campaign by the amount of footfall in the stores because we have footfall counters so we can measure and convert. If I get ten people in the stores and only two of those people buy then at some point I was able to get ten people in, why did eight people leave without buying anything. What went wrong at store level that we didn't minimum 50% conversion? That is how we measure it so I would be quite bottom line focused.

Interviewer- How do you know someone has entered a store?

Emma- There is no way of knowing but all you can do is try and build a knowledge of an uplift of footfall and trends from year to year. If I get a spike in footfall after I have advertised and this time last year it was a flat figure then what do you attribute that to, a) advertising or b) how good the store windows look and whether the display as attractive enough to make people want to walk into the store. There are also environmental factors that must be considered, like the weather conditions, what football matches are on, sporting events or if we have got a jersey launch. You need to look at all those things but ultimately it is cash in tills.

Interviewer- Do you think there is a cultural difference between the two departments?

Emma- I am the department so I am my own culture there is nobody else in marketing. I don't know I couldn't answer that.

The last three retailers I worked with, the sales team sat in the operations department and the marketing team sat in the product and marketing department. There was always that separation, there always was friction between the two sets of departments. You are always trying to hit your goals and your targets but that friction is ultimately towards pointing and going in one direction.

Interviewer- Would you say there is an educational difference between marketing and sales?

Emma- Most sales managers know what type of marketing works they might not know the technical reason why you would use yellow in a point of sale. They wouldn't necessarily know the colour theory behind that. They would know what works and what catches the customer's eye but that being said I wouldn't necessarily know how to run a wages budget for a store. Every department has their own skills sets. I don't think one is superior to the other. Culturally it is not something I am aware of.

Interviewer- Should sales and marketing departments have a “rise together and fall together” attitude in your opinion?

Emma- The whole company should have a rise together and fall together attitude, it should not just apply to separate departments, the accounts, HR, operations everybody. If the company doesn't have that attitude then you may forget about it. If you have an accounts team that are sitting on their hands and not processing invoices then you are not going to be able to pay for products to get into your stores. So no it's a company wide thing and not department specific. Morale comes from the top down and not the bottom up, leadership comes from the top so that attitude has to be coming through the top to filter through. If you have got a particular enthusiastic manager who is I there every day and is positive and has a positive attitude that filters down through the rest of the team so it's a top down approach. If you have got twenty people or are not pulling together in the one direction its not going to work you need somebody at the helm. There has to be a captain of a ship to tell you what direction to go because otherwise their will be no consistency.

Interviewer- Should sales and marketing departments be more integrated in your opinion?

Emma- It just depends, business by business. It depends on what your business is and what you are selling. Whether it's a service led business for example if you were selling high end luxury vehicles your sales team have to be really clued in to what your marketing team are doing. The sales teams have to hit all of the same points to what your marketing team has laid out in its brochures so when you get down to personal selling you have to be really integrated. It's on a business by business so for Lifestyle Sports there would be no need for us to be holding each others hands to do our jobs, it wouldn't make sense. The structure that we have works quite well for our business. It doesn't make sense for the sales team to report to marketing nor does it make sense for marketing to report to them. By doing this you are going to have short term tactics and promotions. Having the departments separate works but it also depends on the nature of the business you are in. A flat structure works best; you cannot have one department working as a banana republic. All of the departments have to work together and they have to have

good lines of communication. If communication is poor within a business the business will fail.

Interviewer- Thank you for taking the time to speak with me and for your assistance with my primary research.

Transcript of In-Depth Interview with Anne-Marie Hanley, Marketing Manager for Elverys Sports.

Date: 02-07-09 Time: 10:00

Hello Anne-Marie, thank you for taking this opportunity to speak with me today. I have a few questions I would like to ask you but first I will explain what my dissertation is about. For my dissertation as part of the completion of the M.Sc. in Marketing in IT Sligo, I am investigating the relationship between sales and marketing departments of retail outlets in the North West region of Ireland.

As part of this study I have chosen to undertake in-depth interviews with sales and marketing managers of two retail outlets that are based in the North West. I also hope to survey 50 front line staff members of both retail outlets.

Anne-Marie- Let me first explain the management structure we have here, there is a marketing manager and head operations manager. All the operations area managers would report to the head of operations and the store managers would report to the area managers. We do not have anyone with the title sales manager but the operations area managers would effectively be our sales managers.

Interviewer- That's perfect thank you. Now we can get started with the interview, what is your understanding of marketing?

Anne-Marie- My understanding would be a lot of things, it's a big part of our activities here in our head-office. It gets the product into the hands of the consumers so communication, in our case it isn't really about packaging, well some of our products have packaging, labeling, how they advertise, who they are targeted to and where it is located in the store. Now not all of those things are looked after by marketing totally. I would work with our merchandising manager to decide where the products sit in the store, how they are displayed, all of that kind of thing. It's about taking the product that our buyers buy and getting it into the hands of our consumers, and everything in between.

The head of buying and I would work together on pricing and promotions, the merchandising manager and I would work on placement in the store. Then I would work with the operations manager on sales training and that kind of thing.

Interviewer- In your opinion is marketing and sales two different functions?

Anne-Marie- Eh yes, but there is a bit of overlap. There are different parts to sales. There are corporate sales and consumer sales. Corporate sales are like you know working with Centra/ Super-value that kind of thing, trying to bring a promotion to their consumers. I would work with them, bulk orders. Then the head of operations looks after all the store managers. Sales at a store level would be fully their responsibility. I would give them marketing tools that would allow them do their job. There is a lot of overlapping but they are different functions. Ideally you would have a marketing manager and sales manager working closely together in a company.

Interviewer- Your operations manager is your sales manager effectively.

Anne-Marie- Yes, Yes exactly, we work with each other rather than report to each other.

Interviewer- Does your operations manager and you report to the same manager or separate managers.

Anne-Marie- We both report to the CEO.

Interviewer- Do you have a current sales plan/strategy in place?

Anne-Marie- Yes, oh yes I would. We would agree our marketing around September/October time; it will be reviewed every month, two months, and three months. We have to have a plan and try to stick to it as closely as possible. It makes it a little easier in our industry to stick to a plan because we buy 6-9 months in advance; it's not like the market changes dramatically at the last minute.

Interviewer- Could you give me a brief outline of what plan you have at the moment?

Anne-Marie- We have advertising campaigns rolled out at the traditional shopping periods, Christmas, January sales, mid-term that kind of thing. Then we would have a lot of activities happening around key product launches, Man. United, Liverpool etc... Due

to the 'R' word, we have to have a lot more promotions happening so at non traditional shopping periods we have to have price promotions to draw people into the store. We have had to cut back quite a bit on PR and sponsorship; it tends to be the first thing that gets cut in any marketing department when there are cut backs. But we still have long-term deals in place that will activate at a smaller level. Elverys are the main sponsor of the Mayo GAA senior football team. Other things we scale back on might be charity events.

Interviewer- If so, has this strategy changed in the last twelve months?

Anne-Marie- Yes, twelve months ago we would have had a bigger pot of money for a start and we would have plans in place for more brand building which at times like these its not a priority really, you would be thinking more shorter term tactical campaigns where as brand building is a longer term strategy. We had to scale back in that regard and come up with a lot more price promotions.

Interviewer- So you now have more short-term goals than long-term goals.

Anne-Marie- Yeah, we would have had plans in place to open more shops, at the moment we are not opening any but at the same time we are not closing any. That plan is not scrapped it's just put on hold for now.

Interviewer- What do you think are the most important roles and responsibilities of the marketing department?

Anne-Marie- Communication is important so that everybody knows the marketing plan and marketing priorities. Everyone down to the assistants in the stores knows what is the current focus, the new Man. United jersey or the Liverpool jersey so they know everything that is happening. I suppose advertising is a main role of mine to plan that ahead of time and target it according to our focus. Training as well I would do some of that with the sales staff. It is important that they are getting the knowledge they need to sell the product. Promotions as well, coming up with clever promotions that will get people into the store. A good mix of promotions is needed; you cannot always be slashing your prices. There has to be added value and it has to be linked back to sports. We are the

leading authentic sports retailer so we do not always want to be talking about price and not about sport. We do promotions like win a trip to the Heineken Cup.

Interviewer- What do you think are the most important roles and responsibilities of the sales department?

Anne-Marie- Again communication is important they need to know targets, what targets have been set? Training is also really important, they need constant refresher training on customer service and on product training.

Interviewer- Going back to the targets, would you find that meeting targets is the sales department responsibility or would it be a shared responsibility?

Anne-Marie- I'd say in the customer transaction marketing provides certain tools to get the customer into the store and seeking out a product, and by the time the customer is at the decision process I think we've done the job there and I think that is where sales kicks in. The training must be done for the staff member to close the sale. I do not think there is anything marketing can influence to close the sale.

Interviewer- Do you think there is a hand over period at some stage?

Anne-Marie- Yeah I think there is. I think that is where it is, at once the consumer has enough information to make a decision, and then I do not think marketing can influence whether they buy or not. I think that is down to sales.

Interviewer- Is there contact between the sales and marketing departments?

Anne-Marie- Yeah there is a lot.

Interviewer- What are the main forms of contact between each department?

Anne-Marie- The head of operations is based at head office level so I would talk to him very frequently in a week. Now with the area managers on ground level and they are in and out of several shops and I would be on the phone or text to them everyday. On a more formal basis we would meet every week for a conference call just to talk about any issues that have come up during the week or to quickly run down through the books for

the coming week or to quickly run down through the books for the coming week. We would have cluster meetings quarterly where we would meet all the shops, the marketing, buying, HR, and sales, all managers would meet store managers.

Interviewer- How well do you feel you communicate with the sales department?

Anne-Marie- Well at this stage, we have kind of mastered it at head office level because for a long time there was memos been sent out and the store would just throw out the information. But now they are being monitored that they implement everything that is sent out and if they are unsure of anything they will immediately call or email back. We are quite open to questions and the stores know that. The communication has become a lot better. Their performance is measured on the implementation of every campaign so they make sure they understand it before it goes up.

Interviewer- Is there any problems or obstacles encountered when communicating with the sales department?

Anne-Marie- No, not that I am aware of, I'm sure there is in some companies but I have not come up against any recently. I think we have it all ironed out.

Interviewer- Is the sales department open to new ideas from your department?

Anne-Marie- Yeah, yeah, because we have been rolling out so many new promotions since last July when things started going down hill we started new promotions that they wouldn't of been familiar with or comfortable selling. They embraced them and have seen that they have worked with customers like the promotion so yeah they like to see new promotions coming.

Interviewer- Is the sales department open to criticism from your department?

Anne-Marie- Yeah I think so, we do mystery shopping, and it is very measurable. We measure our sales staff through a mystery shopping survey. On the survey I have marketing areas and if an opportunity to find out where and why they are falling short. We are open to criticism as well, the shoppers are asked where the messages on the posters clear. Also the store is checked to see if everything is implemented.

Interviewer- Would the store manager happy for you to come down and change it around if it wasn't working?

Anne-Marie- We feel we have the expertise at head office level and we are the best people to supply that information. Store managers do not have that much lee-way to lay-out the shop themselves.

Interviewer- Are the store managers open to not having that freedom?

Anne-Marie- They will put their point across but if our rational makes sense to them, they will understand and take it on board. At the same time if they have good reason to have something one way we will listen to them and take their feedback on board. It may be something we actually roll out the idea in all stores.

Interviewer- Do you know what tasks and objectives the sales department is working to achieve?

Anne-Marie- Eh yeah, we would have meetings twice a month. The meeting would involve me, head of buying and head of operations. We put all of our objectives on the table to make sure that there is nothing contradicting or conflicting. We are all working towards the same commercial objective, profit wise, turnover so we have to make sure that when all three sets of objectives are put together they are going to work. I would know what their targets are and how they are going to get there.

Interviewer- Do sales regularly update you on what is going on in their department?

Anne-Marie- Yeah weekly, we would see weekly figures and what is happening at store level. We would see why a department was up or down that kind of thing and at area level we would see that on a monthly basis. I have access to sales figures so I can run whatever reports I want.

Interviewer- In your opinion, do the sales and marketing departments use shared resources?

Anne-Marie- Yes, well the resource I was thinking of was training. We would work with the brands to get information. We would share that with the operations so we have the

internet training website where all the information is. Everybody that works in sales uses it as the bible. Marketing would have more input to the website than output.

Interviewer- What about budget, would they work from the same budget?

Anne-Marie- Eh no, they work from two separate budgets. They are two separate departments really. Marketing has a team of four and sales are a completely separate department.

Interviewer- Would you say that both departments share common goals?

Anne-Marie- Yes, definitely, more so than ever. Its figures that count, its turnover and we are all working to achieving that. In the bigger scheme of things customer service is huge, it's hugely important to the company and in my best interests that that level is maintained at a high level and it's within their interests as well in operations. So yeah I would say all our goals are the same.

Interviewer- Improving market share would be a goal the marketing department would be concerned with, but would you say sales would be looking towards that as well?

Anne-Marie- They would, but they would at more of a local level. Our manager in Retail Park in Galway for example, that's our flagship store. Lifestyle is a couple of doors away and from him and he would be monitoring them closely, how well they are doing what was the footfall. He would have conversations with the manager there; they would talk about how their day or week went. He would be on top of things were they are versus competitors.

Interviewer- Do you think there is a cultural difference between the two departments?

Anne-Marie- I suppose there is really, different personalities really, a sales manager might be more aggressive than a marketing manager. There is a bit of a difference but in times like these your greedy for money and you have to be aggressive when it comes to sales. We are probably more alike now than ever before.

Interviewer- Would you say there is an educational difference between marketing and sales?

Anne-Marie- I don't think so, I think it is really down to the personality of the individual. A lot of directors here have worked their way up from working in our stores. But it is not something that I would be conscious of and I do think that sales is not something that you can learn out of a book. It is about personality and attitude.

Interviewer- Should sales and marketing departments have a "rise together and fall together" attitude in your opinion?

Anne-Marie- Yes definitely, if marketing are investing in advertising campaigns you should see that being reflected in the sales and likewise when you talk to a store manager they are always keen to hear what's coming next? What are we planning? What are we currently working on? So automatically it is a little boost for them when we have an ad campaign going out. If there is nothing happening which is not very often you will see troughs in the sales.

Interviewer- Should sales and marketing departments be more integrated in your opinion?

Anne-Marie- Yeah definitely, yeah I know there is a great flow of communication at the minute but I think it could be even better if it was more so, like trade visits that kind of thing. I think there is always room for improvement.

Interviewer- That's it, thank you again Anne-Marie for taking the time to speak with me.

Transcript of In-Depth Interview with Jacqui McGee, Operations/ Sales Manager of the North West of Ireland for Elverys Sports.

Date: 10-07-09 Time: 17:30

Hello Jacqui thank you for taking this opportunity to speak with me today. I have a few questions I would like to ask you but first I will explain what my dissertation is about. For my dissertation as part of the completion of the M.Sc. in Marketing in IT Sligo, I am investigating the relationship between sales and marketing departments of retail outlets in the North West region of Ireland.

As part of this study I have chosen to undertake in-depth interviews with sales and marketing managers of two retail outlets that are based in the North West. I also hope to survey 50 front line staff members of both retail outlets.

Interviewer- What is your understanding of marketing?

Jacqui-I believe that the fundamental meaning for marketing is driving promotions, developing advertisements and delivering on the points of sale. Marketing also develops into brand awareness and how the brand is delivered and expressed to the public/ customers and consumers.

Interviewer - In your opinion is marketing and sales two different functions?

Jacqui- No, they need to go hand in hand. Sales and marketing need to be able to work together there needs to be a good understanding between both areas.

Interviewer - Do you have a current sales plan/strategy in place?

Jacqui- Yes we have an overall strategy that is followed, it runs along side the company vision and what the company stands for. Elverys Sports prides itself on customer service and being able to provide the best prices and products to its customers. It has had this mantra for a number of years now; it is what the company is structured on.

Interviewer - Do you have a weekly or monthly strategic plan that works on a short term basis?

Jacqui- Yes, we have weekly plans that are set, and also we have quarterly targets that must be met. The sales targets are very important and at the end of the day it's the money in the till that keeps any company moving forward.

Interviewer - If so, has this strategy changed in the last twelve months?

Jacqui- Yes it has drastically changed in the last twelve months. Customers are now very much price driven, they know they can go somewhere else to get it cheaper and still keep the same value. That's another thing customers now look out for, the best value products; they shop around for them now. We must be conscious that when we get them into the shop we must provide them with the best service we can and also offer them the best value. Customer service again is so important, now you may see a lot of companies being forced to look closely at developing and improving their customer service areas.

Interviewer - What do you think are the most important roles and responsibilities of the marketing department?

Jacqui- Promotions, being able to make the customers aware of what we have to offer. The ability to make the customer aware of what we sell is crucial. Currently we have a promotion of 25% off cheapest purchase when you buy two or more items, the signage is yellow and red for starters this immediately attracts the eye and they are drawn to the notice. Marketing needs to be in your face, they need to be able to get the attention and create awareness. They also must deliver the message in a clear and concise way that the receiver understands. They must successfully get their point across. The sharpness of the point of sale is also an important responsibility of the marketing department. It must be positioned correctly and deliver the correct message.

Interviewer - What do you think are the most important roles and responsibilities of the sales department?

Jacqui- Once again, I don't want to be repeating myself but customer service and customer awareness is very important. Then obviously you would have closing the sale

and generating revenue at the end of the day is the end goal. The sales department must be aware to the customers needs and be trained in such a way that they can deal with customer demands effectively and also in a way that has a positive outcome for both parties.

Interviewer - Is there contact between the sales and marketing departments?

Jacqui- Yes there would be although it would be director driven communication. The store managers would report to me I would report to my Head Operations Manager and then he would speak to the marketing department. However if I needed to speak with Anne-Marie the Marketing Manager there would be no problem to pick up the phone and speak to her.

Interviewer - What are the main forms of contact between each department?

Jacqui- Marketing will phone sales, emails and use whatever form of contact is deemed appropriate for the level of urgency.

Interviewer - How regular is the contact between the two departments?

Jacqui- Marketing and sales departments meet weekly and have weekly phone conferencing. There are reports filled out and are presented at the meetings, feedback is also given at these weekly meetings. Direct contact can be made if and when necessary. With the sales managers out and about and the marketing manager working from head office it can be difficult for everyone to be in the same room but there is never a problem reaching someone in a store or on the phone.

Interviewer - How well do you feel you communicate with the marketing department?

Jacqui- I feel there is good communication between both departments.

Interviewer - Are there any problems or obstacles encountered when communicating with the marketing department?

Jacqui- No there are no problems in communicating that I can think of.

Interviewer - If yes, how do they arise?

Jacqui- There is no problems.

Interviewer - Is the marketing department open to new ideas from your department?

Jacqui- They are open to new ideas to a certain extent, but they would not be on every promotion. There is an evaluation of every sales promotion. There is an evaluation sheet that we would fill out in order to give feedback and our opinions on the promotion. This I suppose would be another form of communication. We can put what ever we feel necessary on the evaluation forms.

Interviewer - Can you give examples?

Jacqui- If we feel the layout of a campaign would work differently we let the marketing department know. Also if we came up with a marketing strategy or sales promotion if feasible they would run with the idea. But they could not be this open to every promotion and strategy.

Interviewer - Is the marketing department open to criticism from your department?

Jacqui- Yes, they need to be, the evaluation sheets allows the sales department to criticise promotional campaigns that didn't work. It is important that this information is passed over in order for lessons to be learned from it. Some times there are particular issues that the marketing department would not be aware of and would need it brought to their attention.

Interviewer - Can you give examples?

Jacqui- If there was a campaign that didn't work we would tell them what happened and why it happened and what they could do to prevent it happening again.

Interviewer - Do you know what tasks and objectives the marketing department is working to achieve?

Jacqui- Yes, we would be aware of long-term overall strategies but some short term objectives we wouldn't necessarily need to know about. Some of their ongoing objectives

would be to drive sales, generate point of sale information and to deliver the Elverys Sports message. We are Irish and we are customer focused.

Interviewer - Do marketing regularly update you on what is going on in their department?

Jacqui- Yes, there are regular updates on a weekly basis but as I mentioned in the previous answer something's we don't need to know about and would not be relevant to the sales department.

Interviewer - In your opinion, do the sales and marketing departments use shared resources?

Jacqui- No they use separate resources for both departments. They have separate budgets and separate facilities. Marketing would use head office whereas the operations/ sales area managers would use the stores as a base depending on where they are around the country.

Interviewer - Would you say that both departments share common goals?

Jacqui- Yes, they have to share common goals. In order for them to be productive they must be working to achieve the same outcome.

Interviewer - If yes, what would you say they are?

Jacqui- They must to work together on promotions and staff incentives. Everybody must be on the same page.

Interviewer - Do you think there is a cultural difference between the two departments?

Jacqui- No not now they have similar cultures but if you had of asked me that question this time twelve months ago I would be giving you a totally different answer. The answer would have been yes they have different cultures. Now they have become closer to understand the finer details of getting to know their customers better and building relationships.

Interviewer - Should sales and marketing departments have a “rise together and fall together” attitude in your opinion?

Jacqui- What do you mean please explain

Interviewer - Should there be a hand over period of the sale during the sales cycle. Is there a stage where marketing can wash their hands of the sales and say I have done all I can its up to you now, or should they both have an input through the whole process and be responsible for the outcome together as a team.

Jacqui- They should to a certain extent anyway. It must be a top down approach, it must come from management. At some point marketing can only do so much until it falls to the individual personality and sales ability of each member of the front-line staff. Marketing however are always very active to find out how the promotion is doing once it hits the shops and if there is any changes that can be made to increase the productivity. They don't just send the campaign to the shop and leave it at that, they play an active role in seeing the campaign get off the ground even by calling to stores and helping out with the physical displays.

Interviewer - Should sales and marketing departments be more integrated in your opinion?

Jacqui- Yes, but in this company I believe they are very integrated. There are good relationships here and this is due to the chain of command and the structure. Everyone is on a similar level there is little/no hierarchical structure. This is the way it needs to be in order for it to work properly. This is why a lot of companies do not succeed. This company is on one level, not too many rung on the ladder to go up. Even employing people is different now; there is a type of person they look for when recruiting for marketing and sales (especially sales) rather than just people who can wrap and bag. They employ the sales person, somebody that can sell. It's their attitude that gets them the job. We want people it comes naturally to and who have the eye for marketing. I can see why companies fail in this area.

Appendix C

Questionnaire for Sales force

1. How long have you being working in a sales position?

2. What is your understanding of sales?

3. The marketing department meets with members of the front-line staff.

Daily	Weekly	Monthly	Yearly	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. The front-line staff has an input to the marketing plan.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Does the Marketing department make a contribution to the work of the sales team?

Yes	No	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Do you feel that the contribution made by the marketing department helps to close more sales?

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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7. Do the marketing department request feedback from the front-line staff?

8. If yes, does the sales force willingly cooperate in supplying feedback to the marketing department?

Strongly Disagree Disagree Neither Agree Strongly
Agree

9. There is common ground between sales and marketing.

Strongly Disagree Disagree Neither Agree Strongly
Agree

10. Are there sales targets left for you?

Yes No

11. If yes, does the sales force have an input into the monthly sales targets?

12. Who takes the responsibility when sales targets are not met?

13. Do the sales managers regularly discuss issues like idea generation, promotions and product development?

14. Do the marketing managers regularly discuss issues like idea generation, promotions and product development?

15. Do sales and marketing departments have regular meetings?

Yes No

16. The marketing department actively participates in the sales process?

Strongly Disagree Disagree Neither Agree Strongly
Agree

17. Do sales and marketing share a strong “We rise or fall together” culture?

Strongly Disagree Disagree Neither Agree Strongly
Agree

18. Do sales and marketing report to the same manager?

Yes No

19. There is regular movement of staff between sales and marketing departments.

Strongly Disagree Disagree Neither Agree Strongly
Agree

20. Marketing develop and deploy training programs.

Strongly Disagree Disagree Neither Agree Strongly Agree

21. Sales develop and deploy training programs.

Strongly Disagree Disagree Neither Agree Strongly Agree

22. Marketing develop and deploy learning and promotion opportunities.

Strongly Disagree Disagree Neither Agree Strongly Agree

23. Sales develop and deploy learning and promotion opportunities.

Strongly Disagree Disagree Neither Agree Strongly Agree

Appendix D

Results of Sales Force Questionnaires: Tables

Q. 1 How long have you been working in a sales position?

Answers	Lifestyle Sports	Elverys Sports
1-5 Years	82.5%	82.5%
6-10 Years	10%	17.5%
11-15 Years	2.5%	0%
16-20 Years	5%	0%

Q. 2 What is your understanding of sales?

Qualitative Responses (See Appendix F)

Q. 3 The marketing department meets with members of the front line staff.

Answers	Lifestyle Sports	Elverys Sports
Daily	5%	2.5%
Weekly	2.5%	0%
Monthly	27.5%	12.5%
Yearly	22.5%	12.5%
Never	42.5%	72.5%

Q. 4 The front line staff has an input into the marketing plan.

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	20%	30%
Disagree	45%	47.5%
Neither	25%	12.5%
Agree	10%	37.5%
Strongly Agree	0%	2.5%

Q. 5 Does the marketing department make a contribution to the work of the sales team?

Answers	Lifestyle Sports	Elverys Sports
Yes	27.5%	40%
No	25%	35%
Don't Know	47.5%	25%

Q. 6 Do you feel the contribution made by the marketing department helps to close more

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	2.5%	7.5%
Disagree	2.5%	17.5
Neither	32.5%	25%
Agree	55%	50%
Strongly Agree	7.5%	0%

Q. 7 Do the marketing department request feedback from the front-line staff?

Answers	Lifestyle Sports	Elverys Sports
Yes	72.5%	42.5%
No	27.5%	57.5%

Q. 8 If yes, does the sales force willingly cooperate in supplying feedback to the marketing department?

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	0%	2.5%
Disagree	0%	5%
Neither	20%	50%
Agree	57.5%	37.5
Strongly Agree	22.5%	5%

Q. 9 There is common ground between sales and marketing.

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	2.5%	7.5%
Disagree	7.5%	12.5%
Neither	12.5%	27.5%
Agree	60%	52.5%
Strongly Agree	17.5%	0%

Q. 10 Are there sales targets left for you?

Answers	Lifestyle Sports	Elverys Sports
Yes	85%	95%
No	15%	5%

Q. 11 If yes, does the sales force have an input into the monthly sales targets

Answers	Lifestyle Sports	Elverys Sports
Yes	35%	40%
No	40%	40%
Don't Know	10%	15%

Q. 12 Who takes the responsibility when sales targets are not met?

Answers	Lifestyle Sports	Elverys Sports
Everybody	22.5%	25%
Marketing Managers	57.5%	45%
Sales Managers	2.5%	25%
Don't Know	17.5%	5%

Q. 13 Do the sales managers regularly discuss issues like idea generation, promotions and product development?

Answers	Lifestyle Sports	Elverys Sports
Yes	75%	87.5%
No	20%	10%
Don't Know	5%	2.5%

Q.14 Do the marketing managers regularly discuss issues like idea generation, promotions and product development?

Answers	Lifestyle Sports	Elverys Sports
Yes	52.5%	37.5%
No	40%	40%
Don't Know	7.5%	22.5%

Q. 15 Do sales and marketing departments have separate meetings?

Answers	Lifestyle Sports	Elverys Sports
Yes	25%	25%
No	75%	75%

Q. 16 The marketing department actively participate in the sales process?

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	7.5%	10%
Disagree	30%	27.5%
Neither	15%	35%
Agree	45%	27.5%
Strongly Agree	2.5%	0%

Q. 17 Do sales and marketing share a strong “We rise together or fall together” culture?

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	2.5%	7.5%
Disagree	17.5%	30%
Neither	37.5%	32.5%
Agree	27.5%	30%
Strongly Agree	15%	0%

Q. 18 Do sales and marketing report to the same manager?

Answers	Lifestyle Sports	Elverys Sports
Yes	32.5%	60%
No	67.5%	40%

Q. 19 There is regular movement of staff between sales and marketing departments.

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	7.5%	5%
Disagree	42.5%	45%
Neither	35%	40%
Agree	12.5%	10%
Strongly Agree	2.5%	0%

Q. 20 Marketing develop and deploy training programs.

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	5%	5%
Disagree	25%	12.5%
Neither	12.5%	15%
Agree	55%	67.5%
Strongly Agree	2.5%	0

Q. 21 Sales develop and deploy training programs.

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	2.5%	5%
Disagree	12.5%	15%
Neither	17.5%	15%
Agree	62.5%	60%
Strongly Agree	5%	5%

Q. 22 Marketing develop and deploy learning and promotion opportunities.

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	0%	0%
Disagree	7.5%	12.5%
Neither	17.5%	37.5%
Agree	67.5	50%
Strongly Agree	7.5%	0%

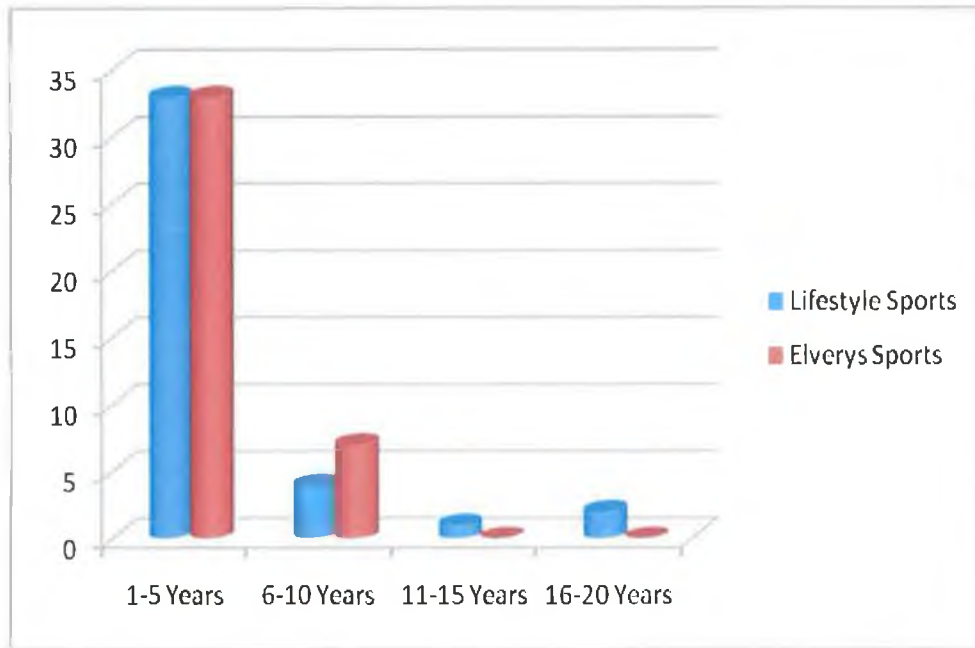
Q. 23 Sales develop and deploy learning and promotion opportunities.

Answers	Lifestyle Sports	Elverys Sports
Strongly Disagree	0%	10%
Disagree	20%	2.5%
Neither	17.5%	25%
Agree	57.5%	62.5%
Strongly Agree	5%	0%

Appendix E

Results of Sales Force Questionnaires: Graphs

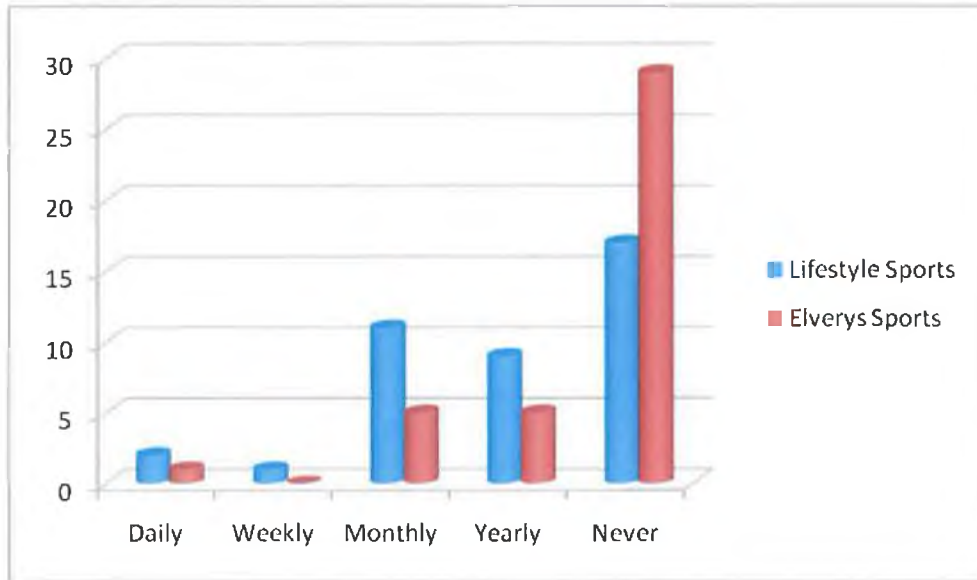
Q. 1 How long have you been working in a sales position?



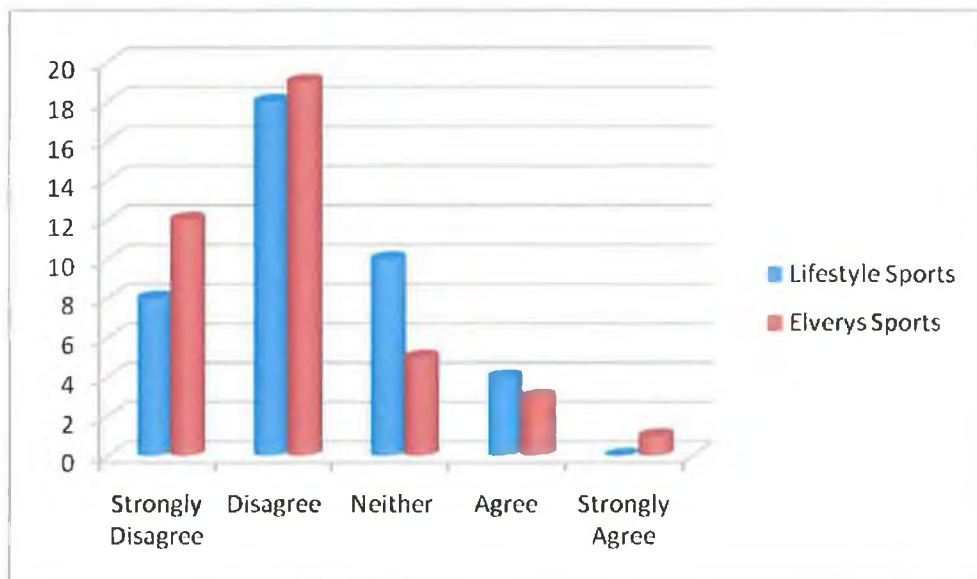
Q.2 What is your understanding of sales?

Qualitative Responses (See Appendix E)

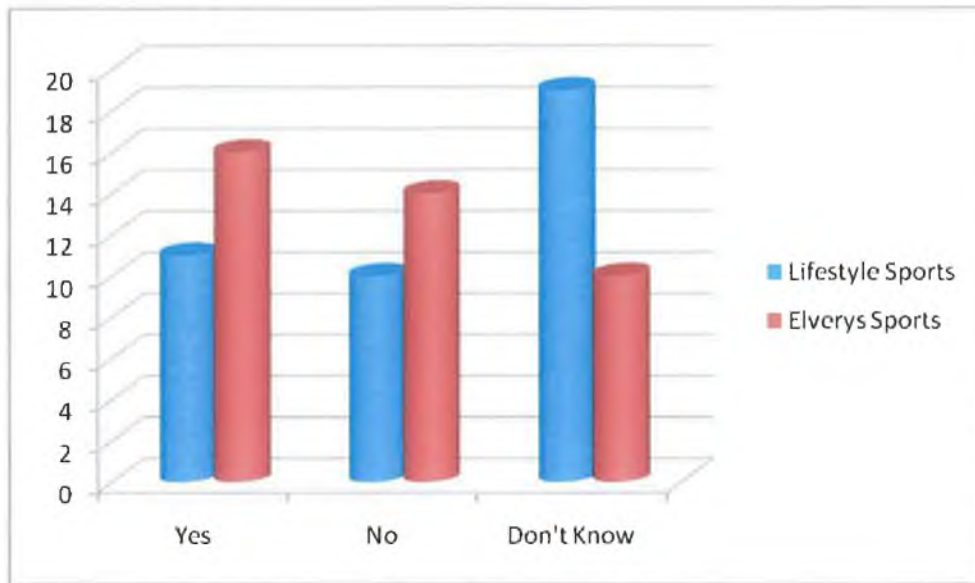
Q.3 The marketing department meets with members of the front line staff



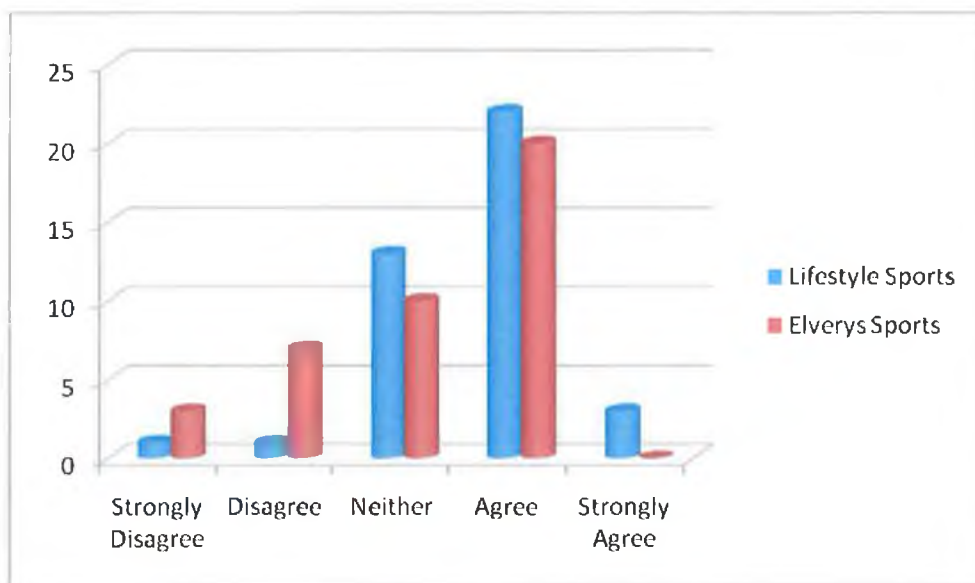
Q. 4 The front line staff has an input into the marketing plan.



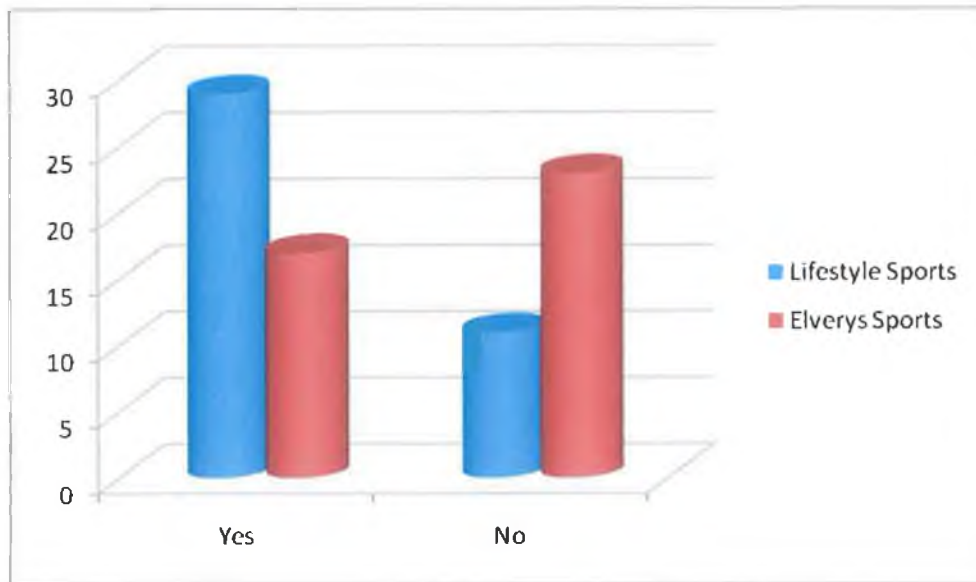
Q. 5 Does the marketing department make a contribution to the work of the sales team?



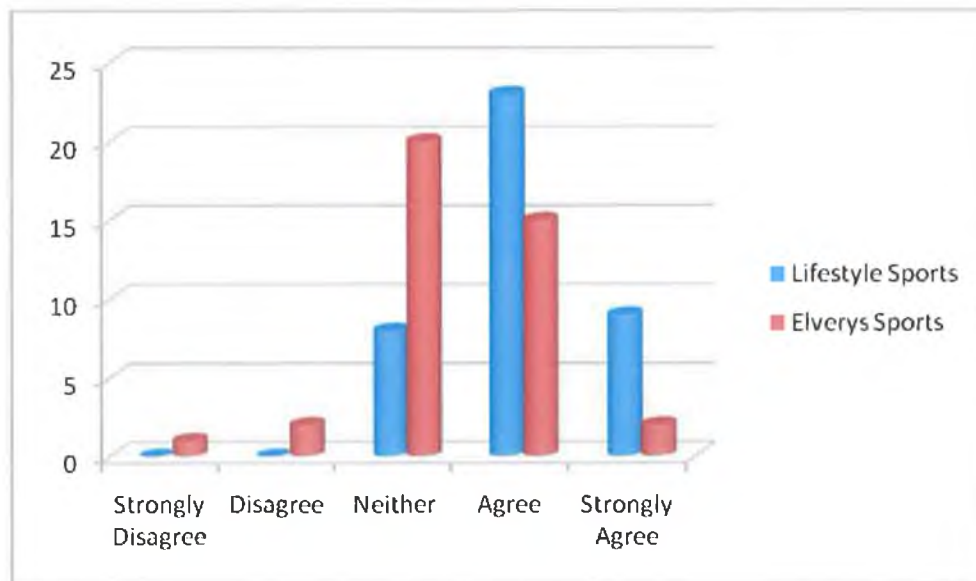
Q. 6 Do you feel the contribution made by the marketing department helps to close more sales?



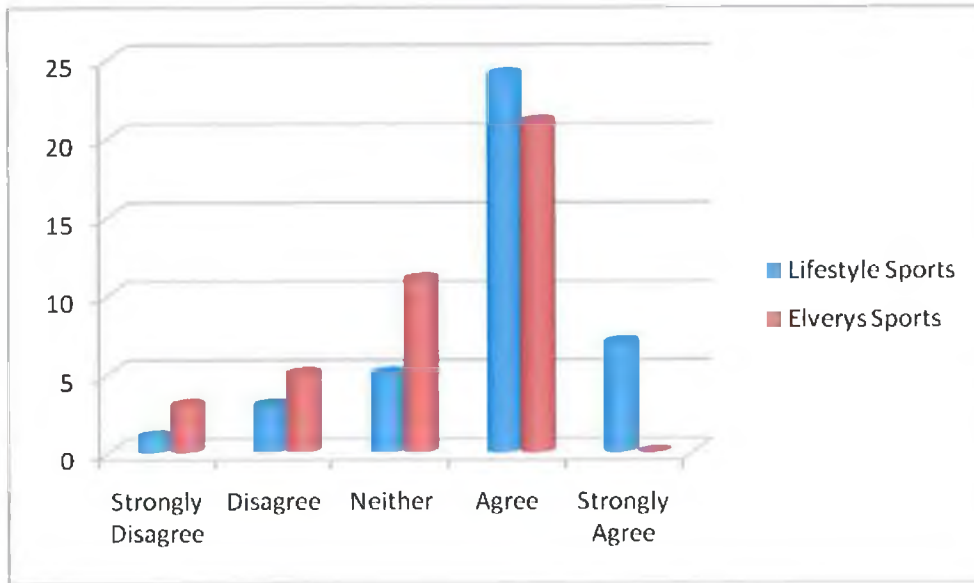
Q. 7 Do the marketing department request feedback from the front-line staff?



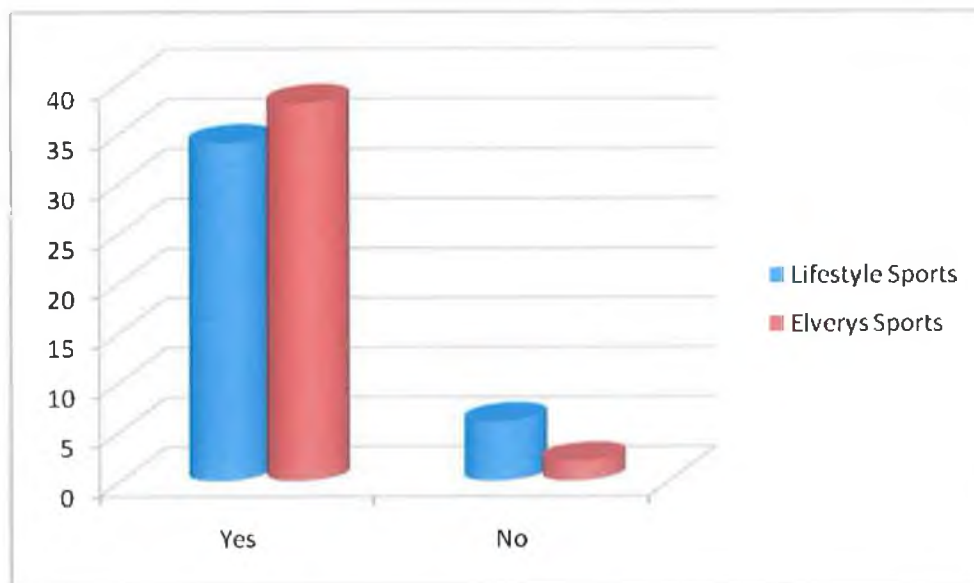
Q. 8 If yes, does the sales force willingly cooperate in supplying feedback to the marketing department?



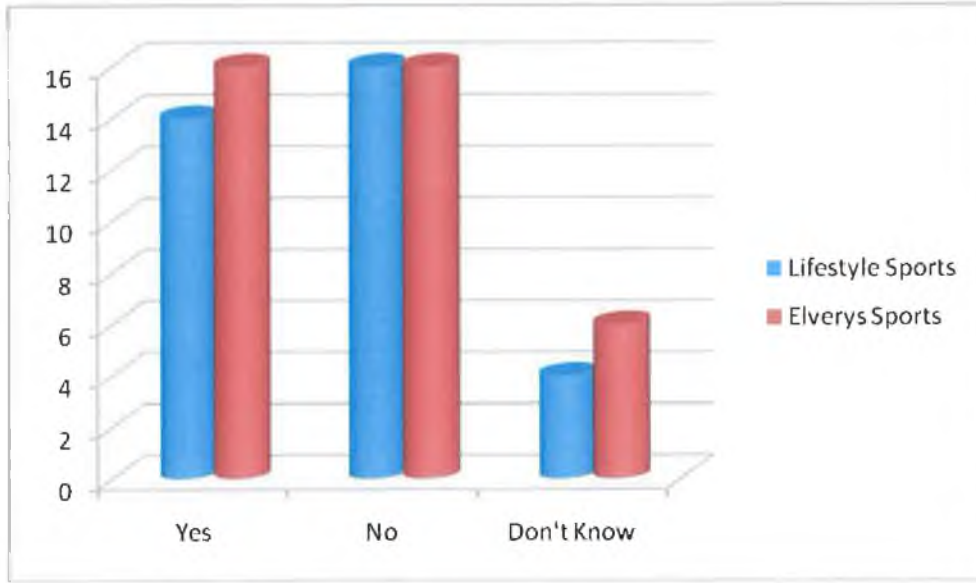
Q. 9 There is common ground between sales and marketing.



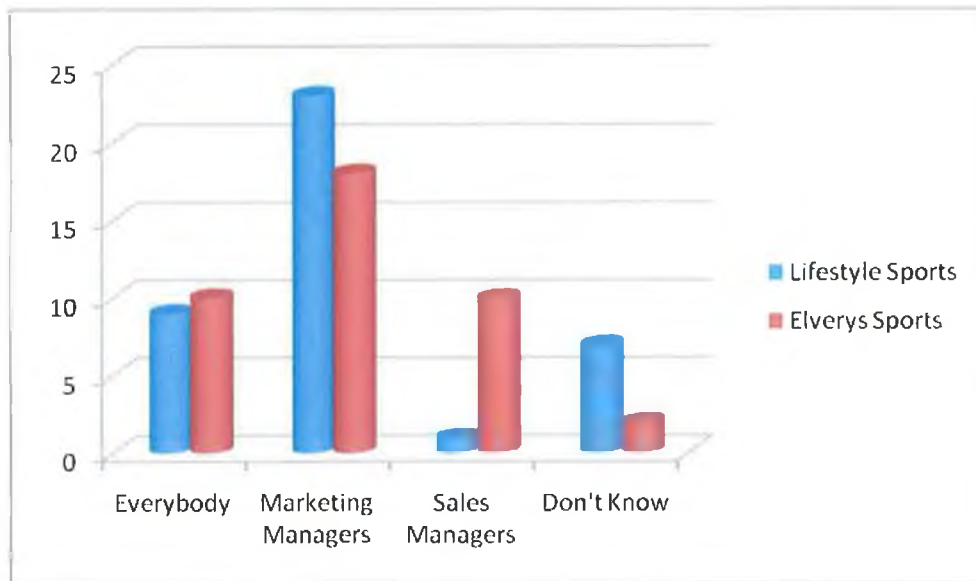
Q. 10 Are the sales targets left for you?



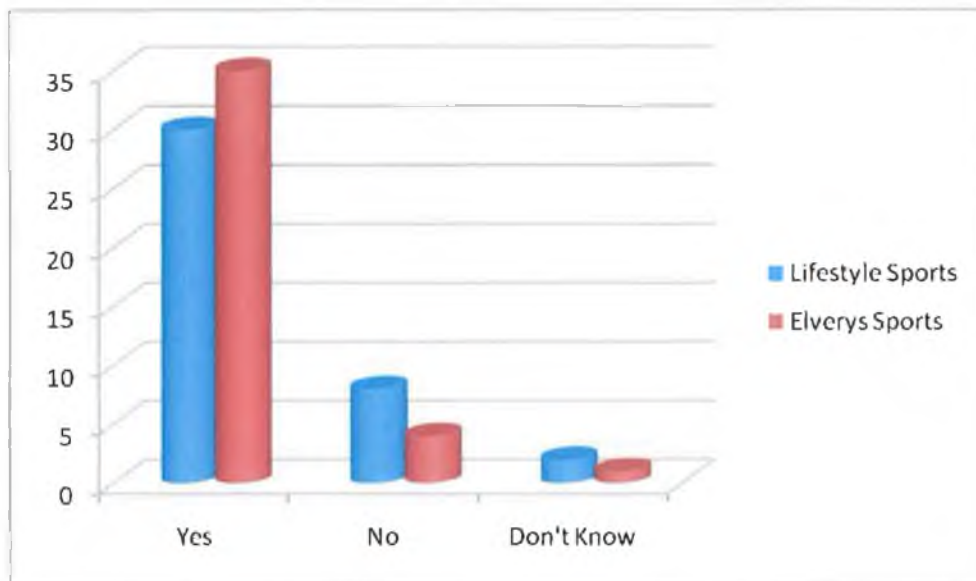
Q. 11 If yes, does the sales force have an input into the monthly sales targets



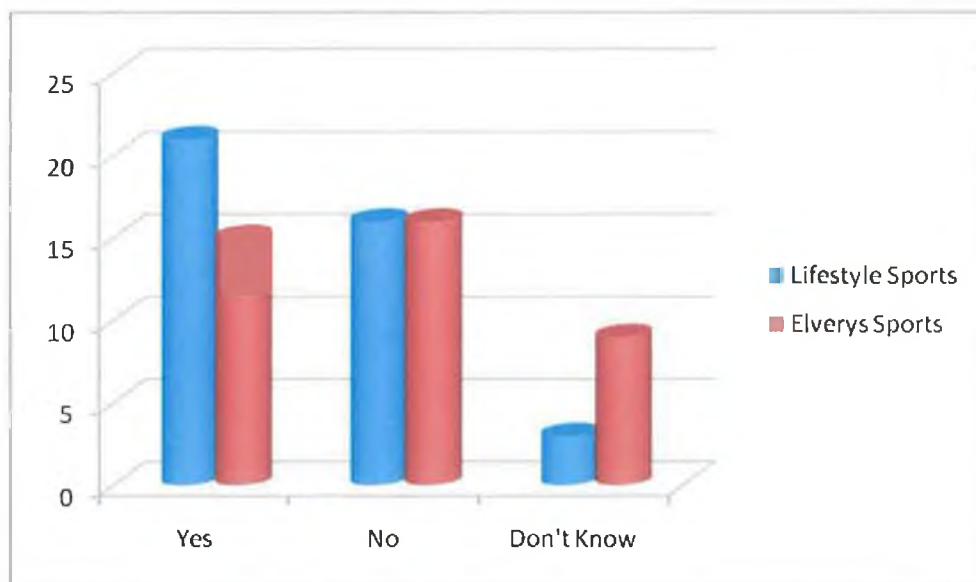
Q. 12 Who takes the responsibility when sales targets are not met?



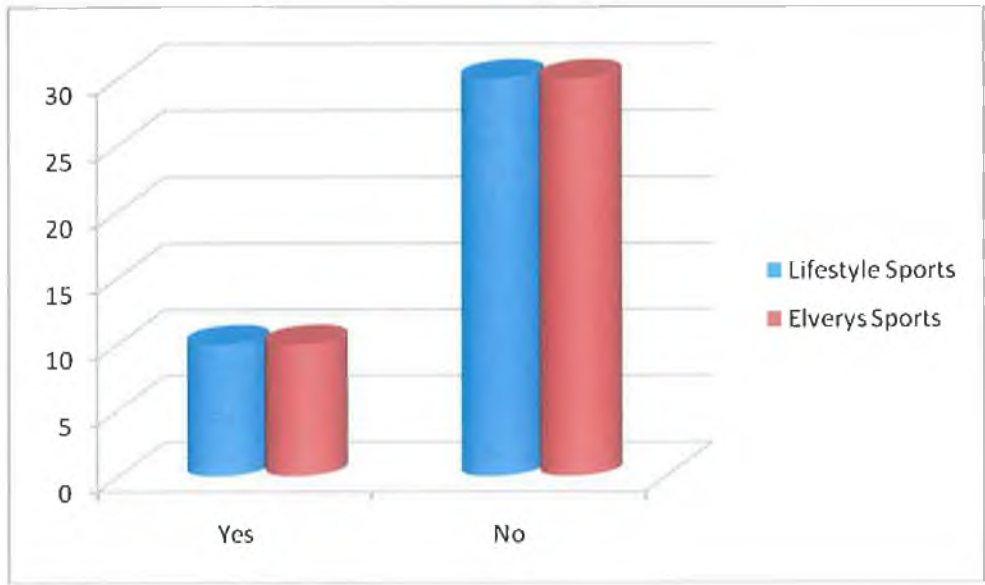
Q. 13 Do the sales managers regularly discuss issues like idea generation, promotions and product development?



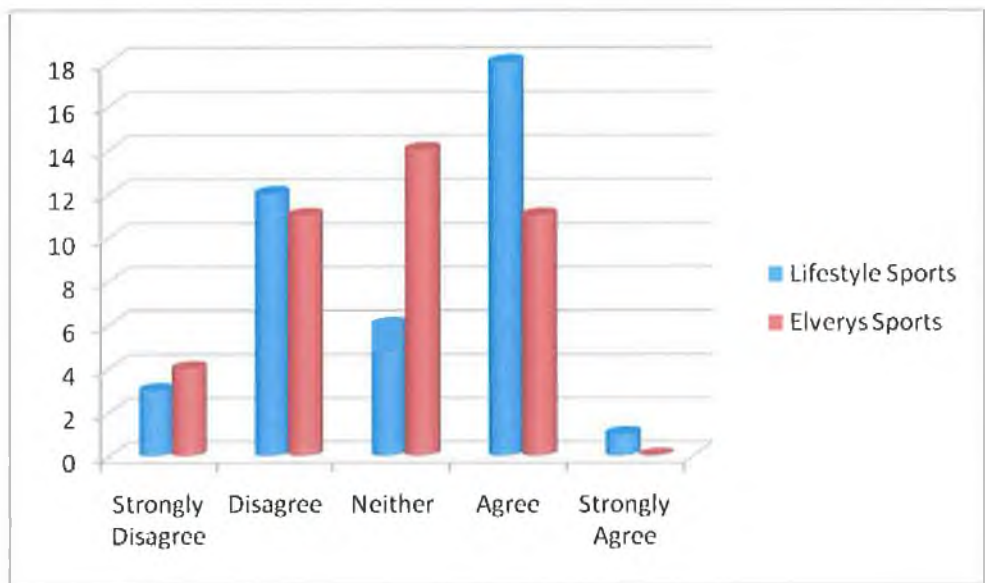
Q.14 Do the marketing managers regularly discuss issues like idea generation, promotions and product development?



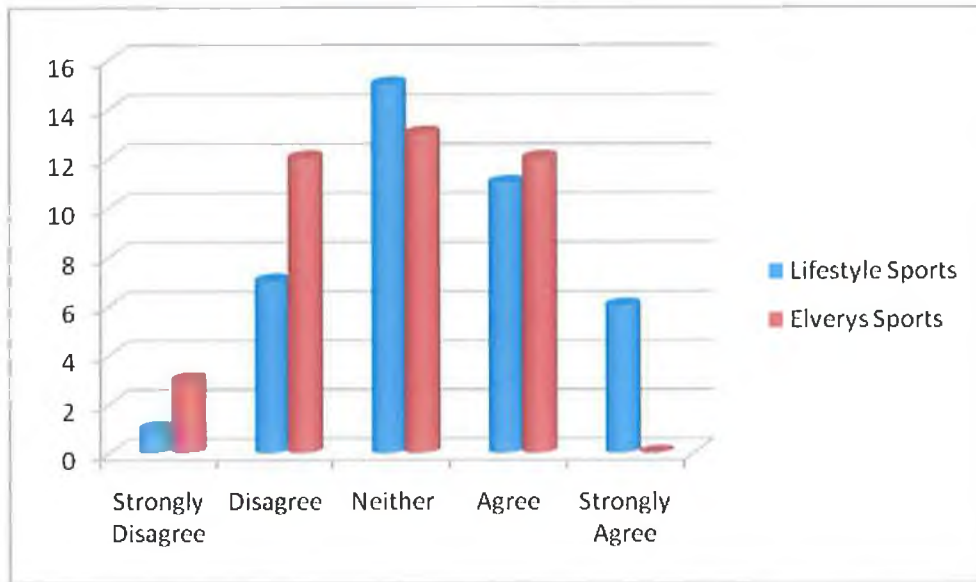
Q. 15 Do sales and marketing departments have separate meetings?



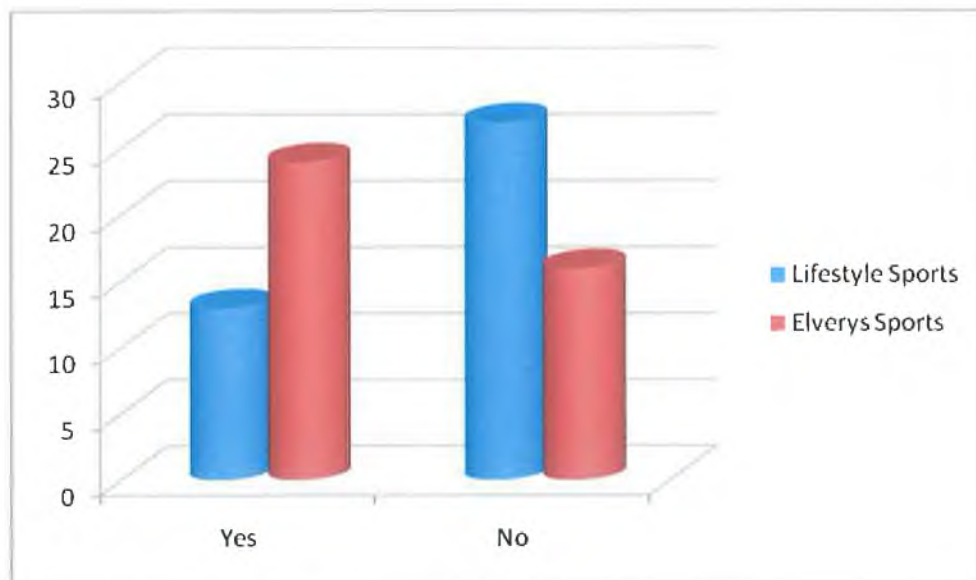
Q. 16 The marketing department actively participate in the sales process?



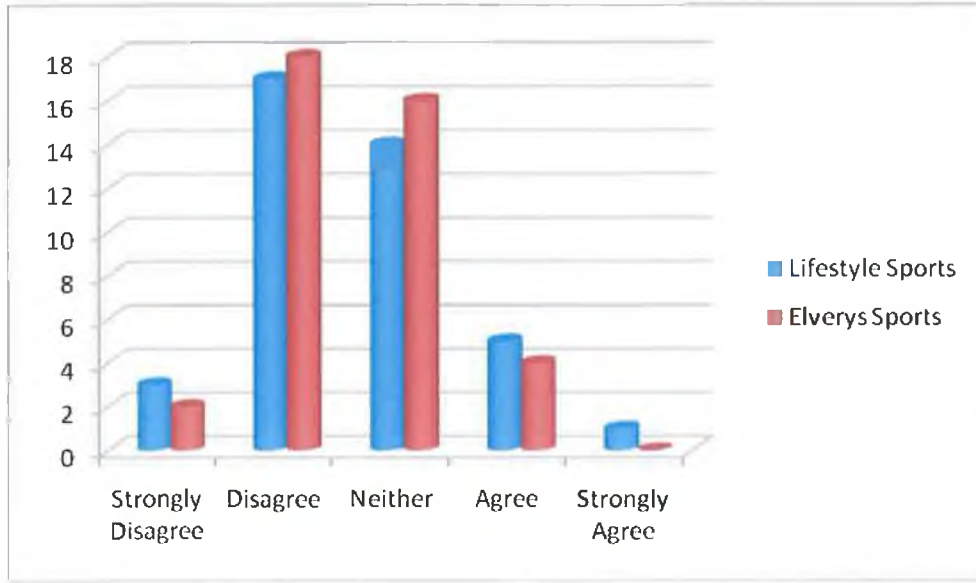
Q. 17 Do sales and marketing share a strong “We rise together or fall together” culture?



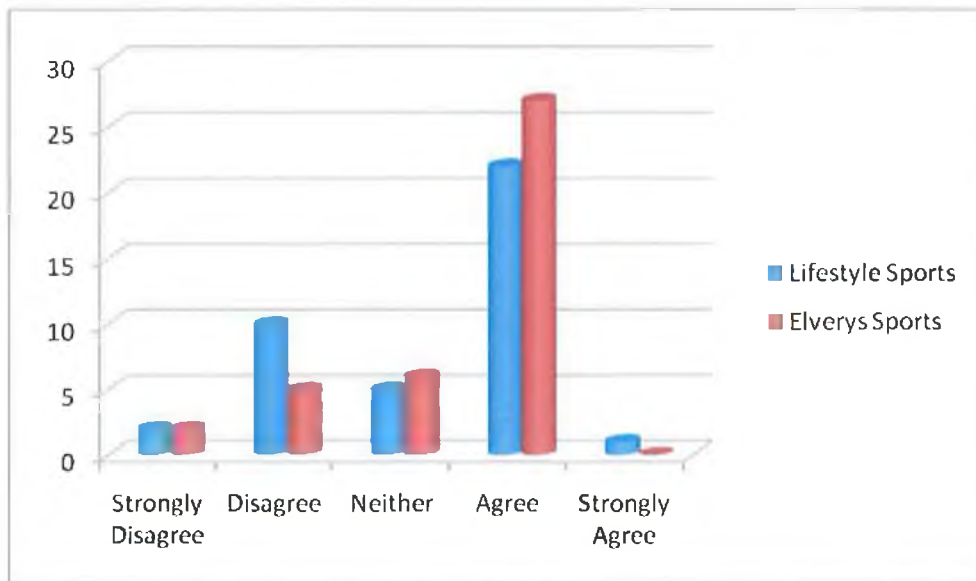
Q. 18 Do sales and marketing report to the same manager?



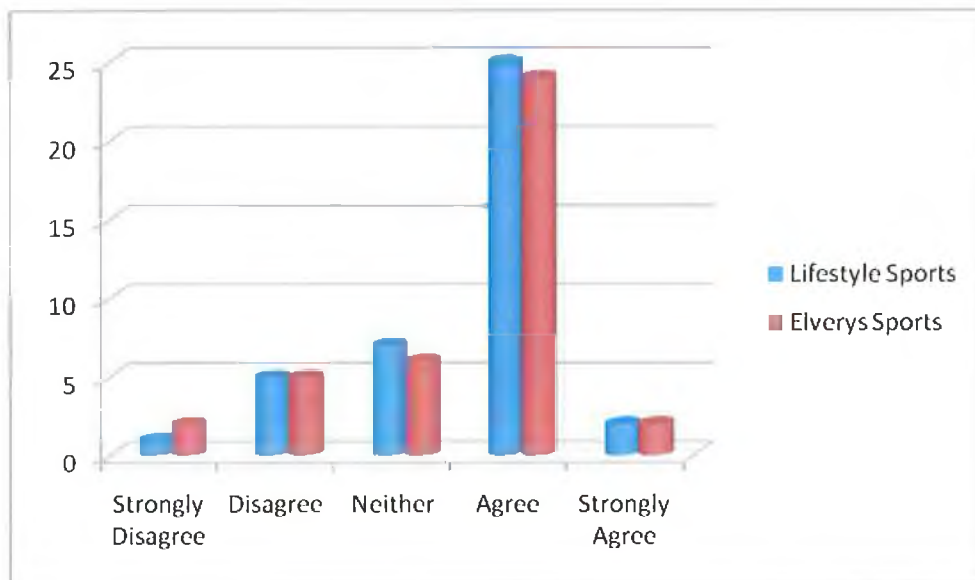
Q. 19 There is regular movement of staff between sales and marketing departments.



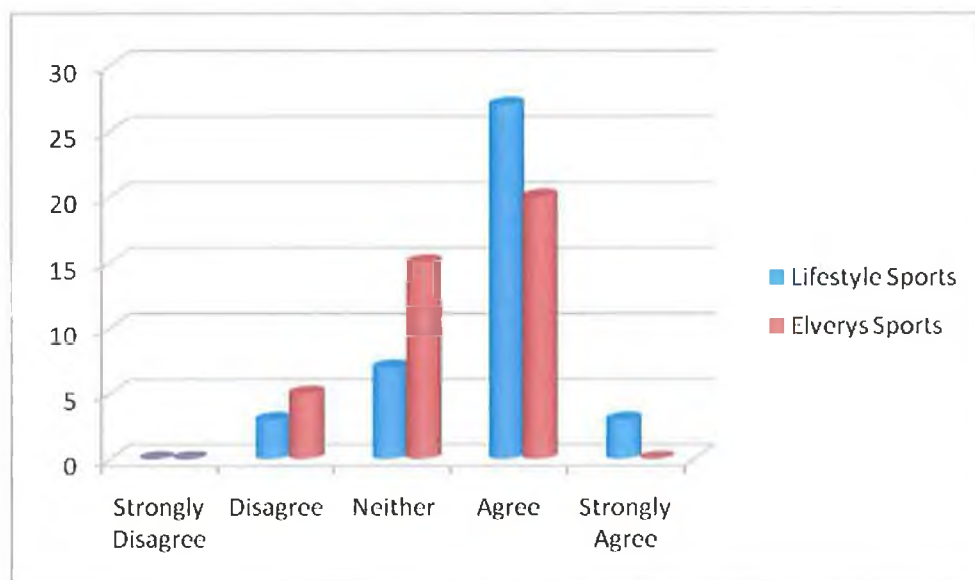
Q. 20 Marketing develop and deploy training programs.



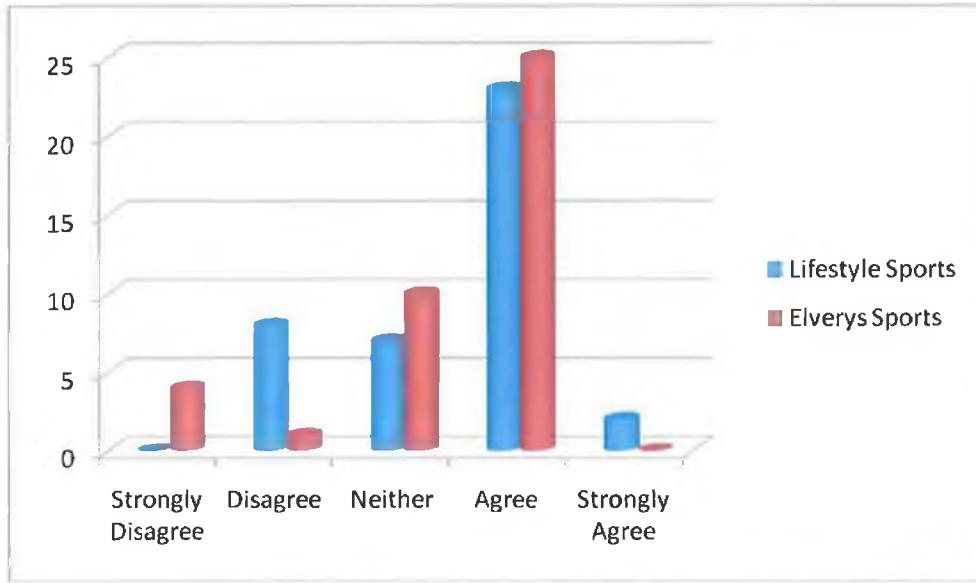
Q. 21 Sales develop and deploy training programs.



Q. 22 Marketing develop and deploy learning and promotion opportunities.



Q. 23 Sales develop and deploy learning and promotion opportunities.



Appendix F

Qualitative Responses of Sales force Questionnaire

Q.2 What is your understanding of sales? -- Responses for Lifestyle Sports.

- Sales involve promoting products and selling them to make a profit.
- Don't Know.
- Providing excellent customer service to customers.
- Encouraging customers to spend money.
- Helping customers through customer service and increased sales.
- Satisfying the customers needs.
- Customer satisfaction.
- Understanding customer needs.
- Sales to try and make a profit by supplying customers with what they want.
- Selling goods to customers.
- Providing what customers want.
- Getting money in the till from selling products.
- Selling sports products.
- To provide customers with a service.
- Satisfying customers needs.
- Meet customers needs and to reach sales targets.
- Sales generate money in tills.
- Sell products in return for money.
- To provide customers with sports products.
- Selling goods.
- To help the customer understand the benefits of the products.
- Generate revenue.
- To provide excellence in service through whatever means possible.
- To provide a service to a customer.
- Try to satisfy the customer's needs.

- To give good service to the customer.

Q.2 What is your understanding of sales? -- Responses for Elveys Sports.

- Sales are getting each customer to spend as much money as possible.
- To sell as much products to customers as possible.
- Don't Know.
- Reduce stock and entice customers into the shop.
- To make sales.
- To get money into the till.
- To sell as much as you can.
- Sell products to customers.
- To sell to the customers and make money for the business.
- Getting customers to spend money.
- Target and sell a product in confidence.
- Sell products.
- It is about promotions.
- Meeting the customer needs.
- Good product knowledge and sales.
- Driving sales to increase profit.
- To give your best advice about the products you sell.
- To advise customers on what to buy.
- Getting the customers to buy products.
- To make sales.
- Reduce stock and make sales.
- Sell products.
- Getting customers to spend money.
- Sell stock.
- Sales and promotions.

- Serving the customer.
- Good product knowledge and sales.
- Increase profit.
- To communicate with customers.
- Give advice to customers.
- It s about knowing what customers want.