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**MOVING TOWARDS DISTANCE SELLING THROUGH  
INTEGRATED SALES AND MARKETING PROCESSES  
CASE: SCANIA SUOMI OY**

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## ABSTRACT

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<b>Faculty:</b>	School of Business and Management
<b>Master's Programme:</b>	International Marketing Management (MIMM)
<b>Year:</b>	2021
<b>Master's Thesis:</b>	87 pages, 12 figures, 7 tables, and 2 appendix
<b>Examiners:</b>	Anssi Tarkiainen & Jaakko Metsola

**Keywords:** sales, marketing, sales process, marketing process, sales and marketing integration, B2B, lead process, distance selling, remote selling, management

During the last years and especially Covid-19 pandemic, companies across various industries are facing inevitable need for finding ways to work remotely while taking a leap towards digitalizing and aligning their sales and marketing operations. Regardless of the increasing interest towards digitalization and sales and marketing alignment, the knowledge about distance selling process still remains quite vague. The main objective of this thesis is to shed more light on the concept of distance selling while highlighting the importance of sales and marketing integration. In addition to academic awareness, it focuses on providing further managerial implications. To support and contribute the theoretical background, the empirical part of this thesis was done in cooperation with Scania Suomi Oy. Due to the complexity of the research context, data gathered from the conducted web survey was analyzed by using a mixed method of both qualitative and quantitative approaches. Therefore, it can be seen as descriptive quantitative analysis that is backed up by numerical data. As a result, the study was able to measure the current level of sales and marketing integration of the case company while providing solutions to identified challenges. Furthermore, it developed a new distance sales model and gave proposal for its implementation. In conclusion, the foundation for long term success of distance selling is the seamless integration of sales and marketing processes that are supported, monitored, and developed by the management.

## TIIVISTELMÄ

<b>Tekijä:</b>	Markus Korkiakoski
<b>Aihe:</b>	Moving towards distance selling through integrated sales and marketing processes. Case: Scania Suomi Oy
<b>Tiedekunta:</b>	School of Business and Management
<b>Tutkinto-ohjelma:</b>	International Marketing Management (MIMM)
<b>Vuosi:</b>	2021
<b>Pro-Gradu tutkielma:</b>	87 sivua, 12 kuviota, 7 taulukkoa, ja 2 liitettä
<b>Tarkastajat:</b>	Anssi Tarkiainen & Jaakko Metsola

**Avainsanat:** myynti, markkinointi, myyntiprosessi, markkinointiprosessi, myynnin ja markkinoinnin integraatio, B2B, liidiprosessi, etämyynti, johtaminen

Viime vuosien ja erityisesti Covid-19-pandemian johdosta yrityksillä on väistämätön tarve etsiä uusia tapoja työskennellä etänä sekä ottaa harppaus kohti myynti- ja markkinointitoimintojensa digitalisointia ja yhdenmukaistamista. Tästä huolimatta olemassa olevaa akateemista tietoa etämyynnistä on saatavilla erittäin niukasti. Tämän tutkielman päätavoitteena on määritellä etämyynnin käsitettä korostaen samalla myynnin ja markkinoinnin integraation merkitystä. Akateemisen tietoisuuden lisäämisen ohella tutkimus pyrkii antamaan käytännön kontribuutiota yrityksille. Aiemman kirjallisuuden tukemiseksi ja kehittämiseksi tämän tutkielman empiirinen osa on toteutettu yhteistyössä Scania Suomi Oy:n kanssa. Tutkimuskontekstin monimutkaisuuden vuoksi suoritetusta verkkokyselystä kerätyt tiedot analysoitiin käyttämällä sekä kvalitatiivisen että kvantitatiivisen lähestymistavan sekamenetelmää. Siksi sitä voidaan pitää kuvailevana kvantitatiivisena analyysinä, jota tukee numeerinen data. Tämän lähestymistavan avulla tutkimus kykeni mittaamaan kohdeyrityksen nykyisen myynnin ja markkinoinnin integraation tason tarjoten samalla ratkaisuja tunnistettuihin haasteisiin. Lisäksi se kehitti uuden etämyyntimallin ja antoi konkreettisen ehdotuksen sen jalkauttamiseksi. Yhteenvedona voidaan todeta, että etämyynnin pitkän aikavälin menestyksen perusta on johdon tukemien, seuraamien ja kehittämien myynti- ja markkinointiprosessien saumaton integrointi.

## **ACKNOWLEDGEMENT**

Writing this study has been a long but rewarding journey. It is a unforgettable end to my university studies and one stage of life. Through this achievement, I am ready to seize new opportunities that lie ahead.

I would like to express special thanks for all colleagues at Scania Suomi Oy for their expertise and valuable input together with D. Sc. Anssi Tarkiainen, who has provided excellent support during this process. In addition, the completion of this thesis could not have been possible without amazing family and friends.

Individually we are one drop. Together we are an ocean.

Thank you!

A handwritten signature in black ink, consisting of a stylized 'M' and 'K' followed by a horizontal line.

Markus Korkiakoski

27.5.2021 in Espoo, Finland

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## 1. Introduction

During the recent years companies across various different industries and geographical locations have faced massive transformation in both business-to-business (B2B) sales and marketing. A most recent example of this have been the Covid-19 pandemic that has forced companies to navigate through financial and operational challenges. It has caused businesses a great need to take a rapid leap towards digitalizing and aligning their operations as well as finding new methods of working from a distance (Craven, Liu, Wilson & Mysore, 2020). Due to these rapid changes, there are still several timely questions regarding B2B sales and marketing left to be answered. Regardless of the company or even industry, businesses are trying to find new ways to harness their limited resources through more effective alignment and digitalization. There has also been several discussions about the future role of traditional sales representatives. These issues are not purely based on ongoing pandemic but rather a long-term transformation of customer behavior. Today's customers are more aware of alternative solutions due to ease of access to almost unlimited information. As mentioned by (Roe, 2020), this allows them to make more rational decisions and compare various alternatives.

On the other hand, especially with B2B customers, providing needed guidance and meaningful two-way conversations throughout the customer journey can provide major competitive advantage over rivals. In order to support sales to reach their objectives, marketing is facing new challenges in creating and providing a variety of educational content. In the best case scenario, this content will not only help customers but also sales representatives to gain more knowledge and self-confidence over the product or service they offer. One report by (Kapost, 2015) shows that while 91 % of B2B marketers are already using some sort of content marketing, 65 % of content is being left unused. This confirms that if the alignment between the sales and marketing is not clear these actions may only lead to waste of critical resources. As sales and marketing teams continue to align their operations the sales funnel is likely to shorten and cycle will continue to build momentum. (Marketo, 2020)

However, having an alignment between the two functions is not an easy task. Even though marketing and sales alignment has been announced as one of the major factors of success, most companies are still trying to overcome issues in establishing comprehensive and cohesive buying experiences (Rowley, 2020). Based on the study by (Aberdeen Group, 2017). Businesses that have tightly aligned sales and marketing operations are generating 32 % higher revenue when compared to others. In addition, another studies show that proper alignment can also lead to 36 % higher customer retention rate while achieving 38 % higher sales win rate. (Handley, 2015)

### 1.1. Purpose of the study

In order to survive in today's continuously evolving competitive landscape companies are facing an inevitable decision of learning how to align sales and marketing actions more seamlessly together. In most cases, it has been studied that sales and marketing alignment is lacking. This is not only resulting to inefficient use of resources but can also have an negative affect on customers' buying experiences. (MacDonald, 2018) There are several industry and company specific sales processes. However, they all seem to share the same underlying fundamentals. Regardless of the increasing interest towards digitalization and sales and marketing alignment, the knowledge about digital personal selling or digital selling process still remains quite vague. In addition, it may also be seen only as disruptive but rather as supportive form of personal selling. (Friesner, 2014a)

During the past couple years I have been working for Scania Suomi Oy in various digital marketing positions and projects. One of the most recent projects, I have been responsible for has been development and implementation of Marketing Suite application. Marketing Suite is a mobile application for sales personnel that is currently available for in-house IOS, Android and UWP (Windows) platforms. Originally I has been created in order to move towards more sustainable way of operating by reducing the paper waste in printing unnecessary product and service brochures. Currently it provides wide range of sales material in digital format which can be individually tailored to fit customer needs. In addition, it also supports an ever-growing need in B2B environment to educate customers throughout their customer journey.



The research problem of this thesis has been constructed in cooperation with the case company, Scania Suomi Oy. It is strongly linked to identified challenges in sales and marketing processes as well as digitalization. The purpose of this paper is to not only study the importance of sales and marketing alignment but to shed more light on distance selling. This thesis will analyze the benefits of distance selling. Rather than viewing it as new and disruptive form of selling, the aim is to see it as complementary to traditional face-to-face sales. The ultimate goal of this work is to apply my academic and professional knowledge by forming a distance sales process model that is both applicable and functional for the case company. Modernizing the B2B sales through the model also requires developing a simple and measurable lead process which will provide the main structure. This new sales process model should be built by utilizing and combining already available tools and resources. In addition, the end result should be modular and applicable regardless of the area of sales.

## 1.2. Literature review

The purpose of this section of the study is to conduct a preliminary literature review. It is presented with the aim of providing a short overview on the existing literature for the main topics covered in the study (De Chastelain Library Guides, 2020). Accordingly, the following preliminary literature review is conducted by summarizing and comparing findings from previous studies about sales and marketing processes, alignment, and common pitfalls. The main focus is to emphasize what benefits can a company receive by aligning their sales and marketing processes. In addition, this preliminary literature review aims to gain more knowledge about distance selling through analyzing the recent trends, digitalization, and development of sales processes. The articles are selected based on their relevance to the topic but also for analyzing the phenomenon from business-to-business perspective. All the articles relevant to the research are listed in the Table 1.

The earlier research on sales processes dates back several years. As sales processes have evolved dramatically over the years, the general fundamentals remain. However, the previously linear process has been replaced by more complex entity of multi-channel process which gives buyers unprecedented amount of control across the funnel (Crowe, 2020). According to (Oakes, 1990) success in sales can still be strongly linked upon trust. However, building trust has a rather paradoxical position in the sales process. This is mainly because the act of sales has a tendency to spawn certain antinomies of trust while personal sales

process is trying to build it. Therefore, it can be seen that these instruments of trust formation are self-defeating. Another study by (Hancock, John & Wojcik, 2005) shows that successful collaborative initiatives increased revenues and profits on average by more than 20 percent. Same research states that in order to survive in today's continuously evolving and highly competitive business landscape, businesses must be able to understand the needs and wants of their customers. This can be done through collaborative selling which allows the sales personnel to provide more suitable options for the buyer. These solutions can help businesses to create and capture more value. On the other hand, it is a complex endeavor that requires strong strategical alignment and investments.

Based on article by (Davies, 2010), a sales strategy is much more complex function than often thought. It is not just about finding customers and closing deals. It is more about defining the actual sales process which is then able to reflect an organization, customers, as well as the products and services it offers. In other words, its main focus should be on understanding the customer needs and wants and solving those by providing individually tailored solutions. When executed properly, this will eventually lead to the ultimate objective of sales which is to create positive cashflow for the company. Therefore, developing and maintaining a relevant and well-defined sales process that is supported by a sales funnel is one of the most crucial element of successful sales strategy.

During the past years, there has been increasing interest towards understanding marketing processes. On a general level, this marketing process can be divided into five steps which will be introduced later in this study. A study by (Moorman & Rust, 1999) underlines the importance of marketing as one of the most critical functions in a organization. However, having a marketing function is not enough and companies must learn to pinpoint the actual role of the marketing function. The authors present a view that marketing function can play a crucial part in managing connections between the company and its customers. Therefore, marketing process can help the company not only to communicate with the customers but to also connect them to the product, service, and financial accountability. In addition, by connecting the customer with the company it can generate valuable information about the customer needs and wants. As mentioned earlier, this data can then be handed over to sales personnel for better value creation and service delivery.

The main functions of marketing and sales processes should be clearly recognizable and complementary to each other. When oversimplified, the main purpose of marketing is to generate qualified leads that are then provided to sales in order to convert those into cashflow. As mentioned above, sales and marketing are separate processes but the communication and flow of information and knowledge across these two should be seamless (Matthyssens & Johnston, 2006). There has been increasing academic interest in sales and marketing relationship and alignment. On the other hand, the a great majority of the previous studies are focusing on refining the interface of sales and marketing teams. In addition, these studies have underlined the significance between market orientation and collaboration of sales and marketing functions. The proper alignment of functions has not only improved the flow of internal processes but also had a positive impact on business performance (Meunier-FitzHugh & Piercy, 2013). These results were also backed up by another studies by (Le Meunier-Fitzhugh & Piercy, 2007 ; Le Meunier-Fitzhugh & Lane, 2009) which both aimed to understand the actual benefits in business performance of refining the collaboration of sales and marketing.

In the past, companies have been operating by transactional approach which focuses heavily on sales. In todays, continuously evolving business landscape, companies have move towards more customer-centric approach which also puts more emphasis on marketing. Therefore, both sales and marketing are seen as crucial functions in order to generate revenue (Patterson, 2007). Simultaneously, there is a lack of research on process-based theoretical frameworks. More precisely, on how marketing strategies should be developed while taking into account both sales and marketing functions. By using grounded theory approach and interview data, a study by (Malshe & Sohi, 2009) was able to create process-based model that arranges the specific activities in order to develop and execute a successful marketing strategy. From a managerial perspective, the paper suggests to equally invest in both sales and marketing processes for a more successful strategy execution.

A study by (Strahle, Spiro & Acito, 2013) was done in order to examine the alignment of business-unit level marketing together with functional sales objectives. The results of the study confirmed the common assumption that there are often discrepancies between sales and marketing. These inconsistencies were most often linked to specific product strategies. Furthermore, aligning sales and marketing strategies is crucial but there are several common

pitfalls. This is mainly due to habit of sales and marketing departments setting their strategies and goals separately from each other. In their paper, *When Sales and Marketing Aren't Aligned, Both Suffer* (Ritz, Steward, Morgan & Hair Jr, 2018) conducted in-depth interviews across industries in order to uncover the dangers of misaligned goals. They were able to identify that especially B2B sales management often lack alignment in the fields of product pricing and sales force compensation strategies. This can emerge in practice as demotivation of sales personnel which can eventually lead them to replace company's objectives in order to gain individual benefits. Research also underlined the high costs of misaligned goals. As the companies today face heavy rivalry from the competitors together with complicated demands from customers they need to put more emphasis aligning sales and marketing together. It is safe to say that in most cases lack of alignment only has a negative effect on business performance. On the other hand, when sales and marketing are operating in synchronized order there are often substantial improvement on performance KPIs.

Therefore, coexistence of sales and marketing is no longer enough. In order to create value for the company and for customers, they need to work and thrive together. In most cases, sales and marketing are not interconnected which can lead to them not getting along due to undervaluing each other's contribution to value creation. In their article, (Kotler, Rackham, Krishnaswamy, 2006) analyze the reasons behind the war between sales and marketing while trying to identify the best practices to avoid it. Kotler et. al. (2006) base their analysis on the different roles of marketing that are often strongly linked to the level of establishment in organization. Paper also reveals that too often companies have sales or marketing function embedded inside another. As marketing department grows size and experience it soon starts to become more independent. Later on this can cause internal issues when two departments clash while trying to overpower each other in order to gain more impact on profit generation or even respect within the organization. Article identifies two main sources of friction that are economic and cultural. It also introduces an instrument for companies to gauge how well their sales and marketing are aligned and integrated.

There are continuous changes in the role and functioning of sales and marketing. However, especially in B2B sector there is not much academic research for the new emerging trends in the field. More specific, while sales research has been successful in making many both theoretical and managerial inroads, there are still plenty of areas where practitioners and

academics would benefit from new research outcomes (Geiger, Guenzi, 2009). Based on a case study by (Storbacka, Ryals, Davies, Nenonen, 2009) revealed how sales is changing. the paper proposes that the change of sales can be analyzed through three interrelated aspects; from a function to a process, from an isolated activity to an integrated one, and thirdly, seeing sales becoming more strategy-centric instead of operational. Based on these three aspects, the study suggests that in the long run changes in the role of sales will affect sales processes. Furthermore, this will also change the way that the sales function cooperates with other functions within an organization. This goes hand in hand with another prior study by (Webster, 1992) that revealed how new organizational forms are eventually replacing market-based transactions and hierarchical organizations that can be considered as traditional due to their bureaucracy. In addition, it underlined the importance of a new conception of marketing. This new genre was identified to focus more on managing strategic partnerships while positioning the firm in a way that it maximizes its delivered value to customers. This was crucial, as customer relationships where seen as the key strategic resource of business.

In addition to more natural evolution of strategy, digitalization plays a key role in transforming both the sales and marketing processes. During the recent years, the impact and understanding of new technology has gained significant attention. Marshall, Moncrief, Rudd & Lee (2012) discuss the changing aspects of technology that occur within the sales environment. Their article also illuminates the buyer-seller relationship revolution that is mainly driven by digitalization. The constant changes in customer preferences makes sales process feel constant pressure. Therefore, sales function needs to change to meet these preferences. Studies have shown that digitalization not only sets new challenges for sales but can enhance performance when properly harnessed. There are almost unlimited alternatives how digitalization can enhance sales performance but they all seem to revolve around creating new sales channels, strengthen the sales tools, and provide more advanced analytics. Several businesses have invested in new technology such as CRM to manage sales personnel or to boost the sales process. However, having the latest software of tool is simply not enough. In order to gain high adoption rates, (Nienhaus & Tielker, 2020) underline the fact that the technology must be perfectly aligned with the business and other functions such as marketing.

It is safe to say that digitalization is rapidly changing B2B business. However, while most companies think they are dynamic they are actually very fixed to their way of operating and continue doing what they have always done. That to be said, by understanding the true potential of digitalization and having the knowledge of developing sales and marketing processes can generate serious value and competitive advantage. An article by (Lässig, Leutiger, Fey, Hentschel, Tornier & Hirt, 2015) emphasizes that the purchase decisions will eventually be shaped by digitalization. This eventually take place regardless of the company’s own actions. In a nutshell, if a potential customer is not able to find relevant information in the information gathering phase of their purchasing process they may select another product or service provider. In conclusion, the changes in customer behavior and an acceleration of digital trends have been taken into account for years. However, during the year of 2020 it has taken an enormous leap due to the Covid-19 pandemic. It has truly changed the way how B2B buyers and sellers communicate and interact with each other. In their article, (Gavin, Harrison, Lun Plotkin, Spillecke & Stanley, 2020) define this as a digital inflection point. This means that both B2B sales and marketing operations can be vastly different to time before the pandemic.

*Table 1. Earlier studies about the development of sales and marketing processes leading towards distance selling*

<b>Author(s) &amp; Year</b>	<b>Focus</b>	<b>Key findings</b>
Oakes (1990)	The evolution of sales process and the paradoxes of trust	Today’s complex entity of sales processes give buyers unprecedented amount of control across the funnel. In addition, the success in sales can be strongly linked upon trust which has a paradoxical position in the sales process. The act of sales has a tendency to spawn certain antinomies of trust while personal sales process is trying to build it.
Davies (2010)	The role of strategy in building a b2b sales process	Sales strategy is a complex function that defines the actual sales process which main focus should be on understanding

		the customer needs and wants and solving those by providing individually tailored solutions.
Moorman & Rust (1999)	Defining and understanding the role of marketing	Companies must learn to pinpoint the actual role of the marketing function which can help the company not only to communicate with the customers but to also connect them to the product, service, and financial accountability.
Matthyssens & Johnston (2006)	The importance of relationship between sales and marketing	Marketing and sales processes should be clearly recognizable and complementary to each other. However, the communication and flow of information and knowledge across these two should be seamless.
Le Meunier-Fitzhugh & Piercy (2013) Le Meunier-Fitzhugh & Piercy (2007) Le Meunier-Fitzhugh, Lane (2009)	Aim to understand the benefits in business performance by refining the collaboration of sales and marketing	Studies underlined the significance between market orientation and collaboration of sales and marketing functions. In addition, the proper alignment of functions did not only improve the flow of internal processes but also had a positive impact on business performance.
Strahle, Spiro & Acito (2013)	Sales and marketing alignment and functional implementation	There are often discrepancies between sales and marketing. These inconsistencies were most often linked to specific product strategies and aligning sales and marketing strategies is crucial.
Ritz, Steward, Morgan & Hair Jr (2018)	Common pitfall of misaligned goals in	The common pitfalls of alignment are due to habit of sales and marketing departments setting their strategies and

	sales and marketing alignment	goals separately from each other. In most cases misaligned goals only lead to monetary losses and negative effect on business performance.
Kotler, Rackham, Krishnaswamy (2006)	Ending the War Between Sales & Marketing.	Many companies have sales or marketing function embedded inside another. The natural growth of marketing can cause internal issues as the two departments are trying to overpower each other in order to gain more impact on profit generation or even respect within the organization.
Storbacka, Ryals, Davies, Nenonen (2009)	The changing role of sales: Viewing sales as a strategic, cross-functional process	Sales becoming increasingly strategy-centric instead of operational. Furthermore, in the long run changes in the role of sales will affect sales processes which will also change the way that the sales function cooperates with other functions within an organization.
Marshall, Moncrief, Rudd & Lee (2012)	Revolution in Sales: The Impact of Social Media and Related Technology on the Selling Environment.  the buyer-seller relationship revolution that is mainly driven by digitalization	discuss the changing aspects of technology that occur within the sales environment. Their article also illuminates the buyer-seller relationship revolution that is mainly driven by digitalization. The constant changes in customer preferences makes sales process feel constant pressure. Therefore, sales function needs to change to meet these preferences. Studies have shown that digitalization not only sets new challenges for sales but can enhance performance when properly harnessed.



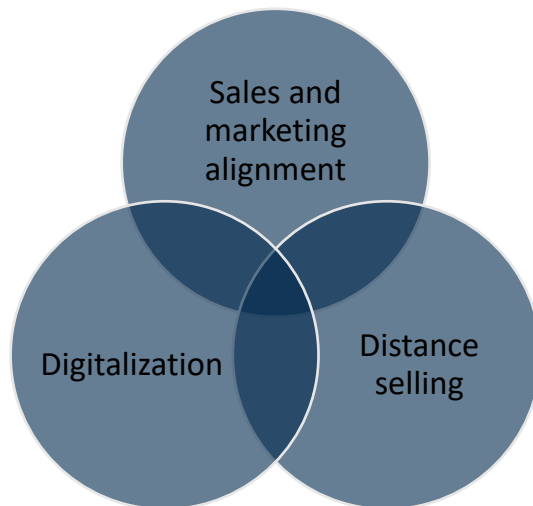
Gavin, Harrison, Lun Plotkin, Spillecke & Stanley (2020)	The B2B digital inflection point: How sales have changed during COVID-19	The changes in customer behavior and an acceleration of digital trends have been taken into account for years. However, this has taken an enormous leap due to the Covid-19 pandemic which has truly changed the way how B2B buyers and sellers interact with each other. This can be seen as a digital inflection point where both B2B sales and marketing operations will undergo a permanent change.
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### 1.3. Research questions

As mentioned above, the purpose of this study is to increase knowledge about sales and marketing alignment. Furthermore, the paper focuses on developing a distance sales process for the case company that is fully applicable and functional. As this thesis is done in cooperation with Scania Suomi Oy, the aim is to bring as much value as possible. With the results and distance sales model created in this study the company should be able to recognize possible outcomes and implement it to practice. From the theoretical point of view, this study builds on the found research gap in preliminary literature review.

Based on these objectives, the focus is to shed more light on the found issue where sales tend to have harder time what comes to understanding the continuously evolving customer needs. On the other hand, marketing is often facing a challenge when trying to create relevant content that the sales personnel are confident with while also providing additional value for the buyer. Based on the preliminary literature review, there has been increasing interest towards aligning sales and marketing processes in order to gain benefits on business performance. However, there have not been many practical implementations that map out the process flows of both sales and marketing functions. In addition, the prior studies seem to lack the knowledge of harnessing the key findings and power of digitalization into practice. This can be clearly seen when addressing the concept of distance selling which still remains quite vague to many. Traditionally, distance selling is being seen substitutive to

face-to-face selling process. However, this is too simplistic as they can also be complementary to each other. The founded research gap is visualized in the Figure 1.



*Figure 1. Research gap based on the preliminary literature review*

**Main research question of the study is:**

MQ: How can distance selling be implemented through integrating sales and marketing processes?

In order to gain more holistic view, main research question is divided into sub-questions. These questions are formed in order to gain more deeper knowledge in sales and marketing alignment but also distance sales. Therefore, the sub-questions for the study are the following:

**Sub-questions of the study are:**

SQ1: What are the key factors when integrating sales and marketing processes?

SQ2: What are the key differences between traditional form of B2B sales and distance selling?

SQ3: What are the main components of a distance sales model?

SQ4: What is the current state of case company's sales and marketing alignment?

SQ5: How can Scania Suomi develop the level of sales and marketing integration?

#### 1.4. Theoretical framework

The main purpose of theoretical framework is to act as an structure that guides the research. It defines the relevant theories and applies them to the identified research problems under study. The main purpose of this work is to study the possibilities of building a distance sales model through sales and marketing integration. Therefore, the selected theories aim to construct a strong understanding in both processes as individuals which allows further investigation for common pitfalls. In addition, the paper specifically aims to shed more light on a rather new concept of distance selling. This is done by combining exiting academic literature in order to understand its key components and natural evolution behind it. The research also seeks to provide valuable assistance for implementing an actual distance sales process by focusing on customer-centric approach and highlighting the importance of management. The theoretical framework for this study is described in the Figure 2 which consists of several concepts that are discussed during the study.

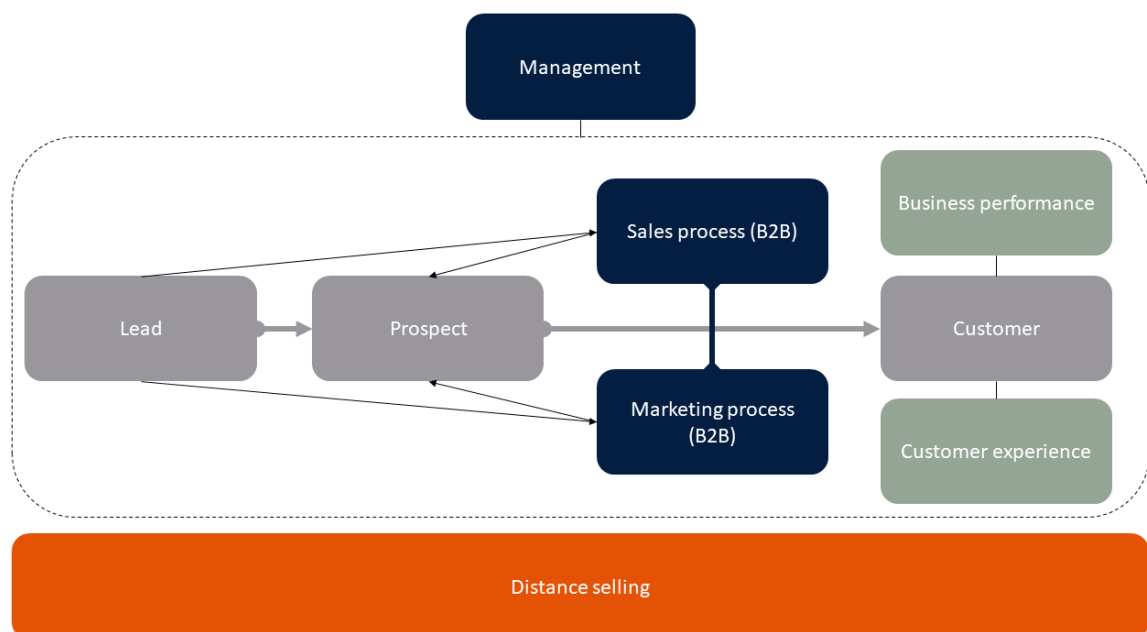


Figure 2. Theoretical framework of the study

## 1.5. Definitions and Delimitations

Defining the delimitations of the study is crucial in order to set a boundaries or limits for the study. It limits the work so that the study's focus and objectives do not become impossible to achieve. In addition, it allows creation of more deeper knowledge. (Ellis & Levy, 2009)

This study is focused on Scania Suomi Oy internal sales and marketing processes and operations in Finland. It only analyses the relation of these functions and customers on the Finnish B2B market. Therefore, it does not apply to other operational countries, resellers or subsidiaries of the brand. All the other locations and functions have been delimited out of this study due to their individualistic characteristics that cannot be generalized as an outcome of this study. The chosen target group for the qualitative study is an diverse group of sales personnel that have been selected based on their personal demographics but also on professional experience. The findings of this study are valuable for the case company as this particular group of individuals have not been targeted previously. The study has been implemented inside the organization to find out valuable insights on the topic.

The main focus of the study is to research and develop a distance sales process that provides a framework for future implementation within the case company. As mentioned earlier, the end result should be modular and applicable regardless of the area of sales. However, this study and the created model is only focusing only on service contract sales. These contract sales can be considered as additional sales right after the actual vehicle has been sold to the customer. Another delimitation of these study is based on implementation of the model. The purpose of this study is strongly linked in developing this model, not implementing it to practice. In addition, while implementing the complete model in the sales journey, case company also takes the responsibility of training and educating the sales personnel who this may concern.

## 1.6. Research methodology

The empirical part of this paper is conducted as a case study, and it aims to gain supplemental insight and deeper understanding of the relatively unknown phenomenon of sales and marketing alignment along with distance selling. In addition to academic awareness, it enables further managerial implications. Due to the complexity of the research context, this study is conducted by using both qualitative and quantitative approaches and methods.

Qualitative research is most widely applied in cases where there is a need to create more open discussion while gaining deeper understanding. On the other hand, quantitative research is being used in order to support the qualitative data by providing more statistical, mathematical, and numerical research methods. (Hirsijärvi, Remes & Sajavaara 1997, 160)

The chosen research strategy for the paper is case study. This is mainly because the research is strongly connected to a specific real-life issues within a specific organization. In other words, case study is an empirical inquiry of a practical issue where the main point of interest is examined in its “natural habitat”. In addition, case study is a solid tool for placing preliminary work before actual operations. On the other hand, often the lack of numerical evidence causes case studies to have a very little basis for more general level findings and conclusions. (Teegavarapu, Summers & Mocko, 2008)

The theoretical part of the paper refers to prior academic literature such as articles published in professional, peer-reviewed sales and marketing journals. In addition to academic articles, the reviewed theories are based on other existing literature of the topic such as books and electronic publications from relevant and applicable sources. Primary empirical data is collected by semi-structured online surveys of selected group of sales personnel of the case company. Secondary data is from discussions with case company sales and marketing development managers. In addition, some internal information and data is collected from corporate website and intranet. The primary focus of collecting the empirical evidence was to gain a holistic view of the current sales and marketing processes within the case company.

## 2. Sales and Marketing Alignment

The purpose of this chapter is to define and gain deeper knowledge of sales and marketing alignment. This is done in order to identify the key factors and common pitfalls when integrating sales and marketing processes. In addition, this also aims to highlight the importance of sales and marketing integration which can be considered as one prerequisite for distance selling.

## 2.1. B2B Sales process

In order to gain better understanding of the B2B sales process, it is crucial to define how B2B sales sets apart from B2C sales. On a general level the main distinctive factor is that business-to-business (B2B) sales refers to the process of sales organizations who sell their product or service to another businesses. The sales process itself is a series of phases and steps that take place when the sales organization is interacting with its potential or existing customers. A sales strategy is commonly seen purely as making and sealing deals. However, this does not reveal the crucial underlining factors of sales strategy. In other words, sales strategy is all about defining a sales process that reflect the sales organization, its customers while also focusing on the products and services it offers. As customer needs and wants have drastically evolved throughout the years, sales strategy must begin with understanding these emerging demands. As mentioned in an article (Piercy, Cravens & Morgan, 1997) this will not just make the sales process more defined but also has a tendency to increase the probability of reaching the actual goal of closing sales. On the other hand, there is no single solution of building and maintaining a sales process. All organizations differ which makes their sales processes vary as well. In order to function properly sales processes must be properly aligned with marketing processes. Information from both these functions will impact the other process while it is also good business practice to have clear separation between their operations.

Another study from (Davies, 2010) reveals the crucial steps when developing a B2B sales process. It also makes a clear division between sales and marketing objectives. When simplified, the ultimate goal of marketing is to generate high-quality leads that the sales can convert to income. When building B2B sales process, the key is to understand the natural evolution of sales and customer journey. The first step is to understand the customer demand. Customer demand can be divided into two main components that are customer's need towards a product or service or their ability to pay for it. Understanding both dimensions of customer demand is crucial in order to plan the offering or angle of entry. In addition, it also allows an organization to gather useful information for segmenting their customers. The next step in creating a B2B sales process is to develop a solution. In order words, an offering that meets the customer demand. The solution can be planned in advance or together with the customer, this varies based on the solution, business, and industry. When evaluating the solution with the customers it is important to keep them naturally engaged (Lacey & Morgan,

2009). Taking the customer feedback into account is also critical as this is the step they have a high risk of leaving the table. The retreat is usually sparked by misleading information, solution not meeting the demand, or the company is not able to implement customer feedback into development of the solution. After the customer demand and solution creation steps are complete, the next phase is to negotiate a deal with the ultimate goal of resolving all business and related and legal issues. During the sales process, losing some deals along the way cannot be avoided (Davies, 2010). In addition, when the sales is able to close a deal it may be seen as an end of the sales process but it is rather a new beginning of a long-term relationship management with new inquiries for customer needs.

In order to build a successful sales strategy it is crucial to understand and develop an applicable sales process. After identifying the steps of the sales process it is beneficial to place them in chronological order (Heinman, Miller, Sanchez & Tuleja, 2004). Building the sales funnel not only helps to understand the complexity of sales process but also provides an practical guideline for managerial purposes. In their paper, (Moncrief & Marshall, 2005) define the traditional seven steps of selling which can be seen as one of the oldest but still relevant paradigms in the sales discipline. As seen in Figure 4. sales process can be illustrated as a funnel that tracks customers in various stages. The funnel shape represents the gradual narrowing of potential customers and deals. As the funnel progresses, the number of customers will reduce but the confidence will go higher.



*Figure 4. The Seven Steps of B2B sales process*

## 2.2. B2B Marketing process

In addition to sales, B2B marketing has also come a long way. In order to gain better understanding of the B2B marketing process it is crucial to define how B2B marketing sets apart from B2C marketing. On a general level the main distinctive factor is that B2B marketing refers to the process of sales and marketing organization who are communicating about their products or services to another businesses. The marketing process itself is a series of phases and steps that take place when the sales organization is interacting with its potential or existing customers (Mroz, 1998). Marketing strategy is commonly seen as just creating and placing ads and various campaigns. However, it is much more complex and crucial element of company's capability to understand and engage their potential and current customers. In other words, marketing strategy is all about defining a marketing process that reflect the organization, its customers while also putting emphasis on the products and services it offers. As customer needs and wants have drastically evolved throughout the years, creating a marketing strategy must begin with understanding these emerging demands. That to be said, today's marketing actions need to be clearly linked to a specific purpose as well as measured in order to gain better view of its impact and influence. Based on an article by (Cortez & Johnston, 2019) in the field of B2B, the role of marketing is also very often underestimated and overpowered within B2B sales organizations.

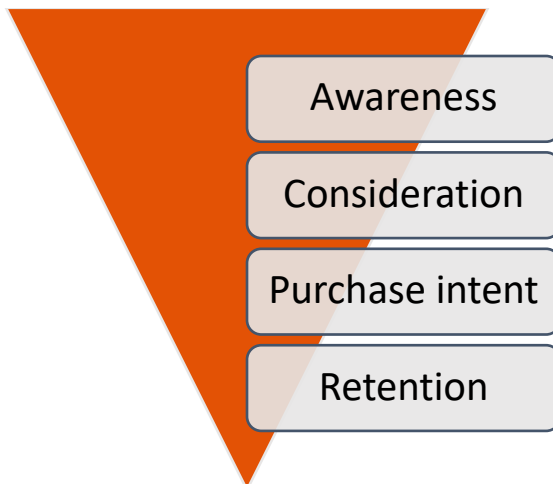
An article by (Cagnon, 2016) proposes The Marketer's Action Plan (MAP) which is a model for B2B marketing processes. As shown in Figure 5, MAP consists six stages of marketing development and execution that can be applied to both general level execution or more limited projects and campaigns. The process begins with creating a marketing plan. There are no single solution to this but the main aim is to plan a set of tactical marketing projects that are aimed to meet the carefully chosen objectives. In addition to planning the set of actions, it is crucial to map out needed key performance indicators (KPI) that help to analyze the effectiveness of marketing. Third step is critical because this is the phase during which the plan is executed into practice. After this rollout, the next phases are measuring and tracking the progress through the KPIs selected in the second step of the process. As the results have been gathered and analyzed properly, the process can be improved based on the potential defects. The last step of the MAP model is the follow through which is mainly focusing on gathering the potential leads and feeding that information to the sales.





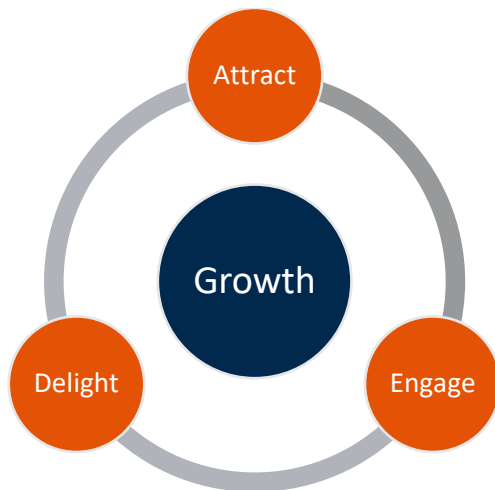
*Figure 5. The Marketer's Action Plan*

Similar to sales, in order to build a successful marketing strategy it is crucial to understand and develop an applicable marketing process. After identifying the steps of the marketing process it is beneficial to place them in chronological order (Piercy, 1998). Building the marketing funnel not only helps to understand the complexity of marketing process but also provides an practical guideline for managerial purposes. In addition, this process model will act as a guide for prospects and leads. Due to customer centric environment, it is a model that exhibits customer journey in phases that are aligned with relevant marketing actions. The B2B marketing funnel, can be a relevant tool when aligning sales and marketing functions. When operating in B2B environment, the funnels are unique based on the more individualistic offerings and sales cycles (Noble, 2010). Similar to other business related models, there are no single right form of the marketing funnel. Based on a study (De Haan, Wiesel & Pauwels, 2016), it can be generalized through four key phases. As seen in the Figure 6, the first element is awareness where prospects are considered to be in purchase related discovery phase. At this point they may be not aware of a solution that will fulfill their demand. During the following consideration stage where sales team will play a key role of guiding these new leads further down the funnel. If the previous steps are successful the buyer will continue to purchase phase where they make the actual purchase decision. The final phase is the retention where new customers analyze their purchase decision. This stage is critical as it lays the foundation to long-term profitability.



*Figure 6. The B2B marketing funnel*

Contrastingly, The B2B marketing funnel is not complete model for complex entity of marketing processes. This is mainly because it views customers as an outcome instead of resource. Because of this, a complementary model has been developed. Flywheel model is able to reform the marketing funnel into more dynamic framework where customers are seen as active participants. It underlines the importance of inbound marketing across buyer's journey while giving more effective way of turning prospects into leads. Based on a study (Meyer, 2019), it can also reduce the friction between sales and marketing functions by providing more holistic approach. When executed properly, flywheel is able to harness the entire organization for creating more value through enhanced customer experience. As shown in Figure 7, the flywheel model can be divided in three main elements. It is also crucial to remember that the model is connected to the inbound methodology. Based on an article (Hubspot, 2020) The attract phase is all about having beneficial content that will attract visitors and abolish various obstacles. The engage phase is focusing on building meaningful two-way relationships by providing buyers the additional information and ability to engage based on their individual preferences. The delight phase is all about providing needed customer support. Similar to retention phase of marketing funnel, it also lays foundation to long-term profitability and success.

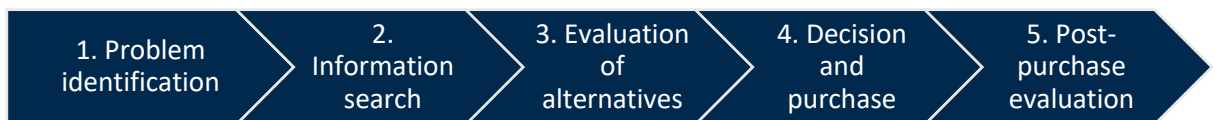


*Figure 7. B2B marketing flywheel model*

### 2.3. B2B buyer behavior

As mentioned in the previous chapters, B2B sales and marketing processes are both heavily linked to building customer satisfaction and value creation. This complex and demanding environment is characterized by continuously changing buyer behavior and swift pace of digitalization. This has led to information overload that can derail the traditional buyers journey. As mentioned in an article (Fill & McKee, 2011), When working towards achieving long-term success, companies must be able to understand these demands in order to create more buyer-centric strategies. When studying customer behavior, it is crucial to make clear distinction between B2B and B2C operations. These two are often seen as opposites to each other due to two very different types of customer needs. B2B related purchases are often related to high-level executives or professional buyers, bigger price tags, quantities, and overall more individually tailored sales process. However, as the B2C sales have also evolved towards more customer centric model of operating, these two share increasing amount of similarities. As mentioned in the article (Lilien, 2016), it is commonly generalized that all B2B buyers are specific on their needs and always act in accordance to rational decision- making. As this may be true in some industries, there are also many underlying factors that weaken this assumption. Regardless of most of B2B customers being professional buyers they are still quite noticeable under the influence of external forces such as brands. Therefore, some marketing actions function for both B2B and B2C customers.

Based on a study by (Stankevich, 2017), in order to gain develop and implement effective sales and marketing strategies it is crucial to gain holistic view on the consumer decision making process. In both B2B and B2C operations it begins with problem identification where buyer will preliminary define their need and wants. Second step is information search where consumer are actively seeking for relevant content to support their decision making. After the search is over, buyer will evaluate all potential alternatives. During this stage of the process, they may also demand for additional information. After the buyer has made the decision, they are ready to proceed with the purchase. During the last phase of the consumer decision-making process, new customer will carry out a post-purchase evaluation. During this phase, customer will analyze the overall buying process and the purchased product or service itself. Based on buyers feelings of satisfaction they will face cognitive dissonance or pleasure. In addition to these steps, is also important to acknowledge that the level of involvement will have a great effect on the process. In other words, high involvement B2B purchases are more likely to proceed gradually step by step where low involvement purchases have tendency to skip second and thirds steps. Consumer decision-making process is can be seen in Figure 8.



*Figure 8. Consumer decision-making process*

In their article (Edelman & Singer, 2015) are discussing the need of creating new value at every stage of the customer journey mapping (CJM). This is often done through analyzing customer experience CX. Therefore, CJM is defined as a timeline that highlights the customer purchase journey and various interactions from initial contact to the engagement and possible long-term relationship with an organization. Typically this is built based on a persona that mimics a stereotypical group of potential customers. It is often illustrated as a form of infographic timeline with the main focus of identifying key interactions that the customer has with the organization. As digitalization and easier access to information has dramatically reduced the gap between buyer and seller, companies must learn to be more capable of understanding their customers personal needs and wants. By properly utilizing journey mapping as a tool, companies can plan their action ahead while remaining proactive

instead of reactive. In addition, it also enables an valuable opportunity to build trust and relationship between the two parts.

#### 2.4. Common pitfalls

There are several pitfalls that companies across industries face when aligning their sales and marketing processes. In addition to this, almost all B2B businesses are experiencing really similar issues regardless of the industry or the solution they offer. One common struggle is the lack of proper technology for managing current and potential customer base. Based on an article (Homburg & Jensen, 2007), this is only the surface of much deeper issue of lack of cooperation between sales and marketing functions. In order to function effectively, both departments should actively interact with each other and share valuable information during the consumer decision-making process. In addition, inter-functional conflict and a lack of communication or alignment between sales and marketing activities will not only cause damage on cross-functional relationships but also economical losses. Therefore, while it is necessary that sales and marketing are each separate functions but viewing them as one powerhouse for creating revenue and value would be more beneficial especially in the long-run.

In their article (Kotler, Rackham, Krishnaswamy, 2006) identify the main causes of misalignment between sales and marketing functions. The analysis is based on the different roles of marketing that are often strongly linked to the level of establishment in organization. The great majority of small businesses do not have a separate marketing function. As the business grows there is a bigger need for an individual marketing function with a proper skillset. In these cases, it is no longer just focusing of 4Ps but rather to effective segmentation, targeting, and positioning. As the marketing department grows size and experience it soon starts to become more independent which can cause friction between the two departments. This friction can be divided further into economic and cultural elements. The economic friction relates mostly to sharing a certain budget while the cultural friction is often more entrenched. This is mainly because cultural friction origins from different types of people that operate in sales and marketing departments. Sales and marketing are not often not interconnected and each group have a tendency to undervalue each other's contributions to business (Ritz et al., 2018). When generalized, marketers tend to be more analytical, data oriented, and project focused with the long term goal of building competitive advantage.

Sales personnel focus more on existing customers, building relationships while having a more short-term focus of closing deals and while maintaining a steady flow of revenue. This often leads to a belief that marketers do not understand the customer needs and sales are so focused on individual customers that they do not understand the market situation or future.

In their article, *When Sales and Marketing Aren't Aligned, Both Suffer* (Ritz, Steward, Morgan & Hair Jr, 2018) revealed that misalignment is often origins from the habit of sales and marketing departments setting their strategies and goals separately from each other. Research also underlined the high costs of misaligned goals. Several studies show that the lack of alignment only has a negative effect on business performance. When generalized, challenges of selling a B2B related product or service can be categorized into three factors. As established in (Corsaro & Snehota, 2011), the first one is misaligned mindset between sales and marketing which is heavily connected to two sources of friction mentioned earlier. Second factor is lack of internal selling which underlines the importance of cooperative planning and setting the mindset within the company. The third factor that often diminishes the B2B sales is underestimating the power of services. It is crucial to understand that services provide the company highest change to differ from the competitors. However, this is often overlooked or totally misunderstood especially in B2B markets that can be considered traditionally very product-centric.

## 2.5. Sales and marketing alignment

During the recent years companies across various different industries and geographical locations have faced massive transformation in both business-to-business (B2B) sales and marketing. This is mainly as a result of continuously increasing rate of trade together with quickly shifting customer demand. In addition, (Sandeep, 2019) states that B2B buyers no longer need to rely on information from sales. Based on their own research from great variety of available information, buyers are able to accomplish 70 percent of the purchase cycle without any personal guidance from the sales. Therefore, marketing plays a crucial role in providing information and education customers through the buyer journey. In order to survive the competition, it is crucial that both company's strategy and internal processes are well-aligned for better outcome. In the earlier days sales and marketing has often been seen as serving two very separate functions of business (Rowley, 2020). As mentioned before, sales and marketing are still remain separate functions but viewing them as one powerhouse

for creating revenue and value would be more beneficial especially in the long-run. Therefore, coexistence of sales and marketing is no longer enough. In order to create value for the company and for customers, they need to work and thrive together (Kotler, Rackham, Krishnaswamy, 2006). In most cases, sales and marketing are not interconnected which can lead to them not getting along due to undervaluing each other's contribution to value creation.

The key to success is understanding and implementing the correct relation between the two departments. This mainly relates to harnessing the existing resources more effectively but also sharing valuable information (Hall, 2017). Therefore, this alignment is more likely to produce short term wins but also long term success. When properly aligned, sales and marketing are operating in synchronized order that often has a substantial improvement on performance KPIs such as sales cycles, market entry costs, and lower overall cost of sales. Therefore, it is crucial that the company utilizes relevant KPIs to gauge progress while also measuring the overall level of sales and marketing alignment.

There are no single way to implement sales and marketing alignment. The needed steps are heavily tied on the type of business and current level of alignment. However, the foundation towards efficient alignment is to understand the shift from transactional buying process to customer-centric buying journey (Sheth, Sisodia & Sharma, 2000). As mentioned in their article, (Lemon & Verhoef, 2016) suggest that understanding customer experience and journey is valuable asset for companies. After mapping out a customer journey and determining the needed touchpoints, companies must set relevant and clearly measurable KPIs to track the progress. All the taken actions must be tied together and interaction has to be consistent. When the both functions are properly aligned they should have a clear vision of their objectives and understand how the sales and marketing processes intertwine (Meunier-FitzHugh & Piercy, 2013). Marketing should focus on which leads to target, pass to sales, and convert. Parallel, sales should focus on which leads are opportunities to be followed, nurturing throughout the process and closing the sales while leaving the door open for further opportunities.

### 3. Key components of Distance selling

The purpose of this chapter is to study the evolution of sales process. This is done in order to lay theoretical foundation for the distance sales process. As there are currently very limited amount of academic literature about distance selling, this chapter focuses on defining distance sales process through existing and more widely known sales and marketing theories that can be seen as its main building blocks. In other words, the chapter aims to study various sales and marketing theories and frameworks that can be harnessed as a structure when creating a distance sales process.

#### 3.1. The evolutionary path to distance selling

As is the very nature of sales, salespeople have always used various selling techniques and ways to interact with their customers. These methods have come a long way from manipulative selling to more refined approach. In addition, it also puts more strategic emphasis on skilled salesforce. (Avila & Inks, 2017) Behind the evolution of the sales process lays continuously changing consumer buying habits. During the past decades, sales processes have undergone a massive transformation towards more market and technology-driven models. Today's customers not only expect individually tailored solutions but also highly skilled sales personnel who are experts in their offering, business and the industry as a whole. (Le Meunier-FitzHugh, Bauman, Palmer & Wilson, 2011) This underlines the key characteristics of today's customer who are looking for solution for their problem and added value instead of making decisions on price alone. This provides the sales an opportunity to build meaningful two-way relationship with their customer. As mentioned in the article (Sexton, 2017), a conclusive study published by University of British Columbia revealed that the incidental similarities and connections between two parties increased the likelihood of purchase. In other words, personal level connection between sales and customer can lead to sales leverage. However, if the provided solution or the way of operating is not valued by the customer they are most likely going with a competitor who is able to respond better.

Digitalization has provided many new platforms and tools for the salespeople. In addition, the digital revolution in marketing has become more important source of competitive advantage. Furthermore, digitalization has transformed the nature how firms create, capture



and deliver value. Accompanied with continuously increasing importance of interpersonal connections it lays promising ground for the concept of social selling. Social selling can be simplified as the use of various social channels and tools to find and engage prospects with relationship building strategies. (Belew, 2014) Additionally, social selling puts more emphasis on salesperson's authority and educative obligations. This underlines the importance of more consultative styled both sales and marketing actions that can be carried out by distance selling process.

Distance selling is a rather new concept that has no clear academic recognition. Therefore, it has no single term or framework. Some articles have named this form of selling as remote or virtual sales but this paper aims to establish the term of distance selling. In this context it can be defined as the sales process between buyer and seller where all possible touchpoints are carried out without traditional face-to-face interactions. This underlines to importance to gain more comprehensive knowledge through various studies that are all even partly related to the topic. Due to the Covid-19 pandemic, remote work has increased more than was thought to be possible. This underlines the possibility that most of the existing technology had been underused. In their webinar (Sorri, Parkkinen, Pykäri, 2020), Distance selling can be described as sales work that is done other ways than face to face. Most commonly it is done by phone, email, or website. However, due to pandemic there has been an exponential growth in the use of video chat tools such as Microsoft Teams. Due to its digital nature, distance selling can be considered as far more cost-effective but building trust and long-term relationships require often more work than traditional face-to-face selling. Therefore, during distance selling it is even more important to provide customer valid information in a clear and comprehensible manner in advance to decision-making.

A study by (Rodríguez, Svensson & Mehl, 2020) states that companies across various industries are increasingly substituting face-to-face encounters with digital ones. However, in B2B context this is often done at sales stages that are less critical. The need for face-to-face encounters positively correlates to the level of complexity of the purchase details. The study also put emphasis to inter-connected marketing and direct sales function. Another article (Lingqvist, Plotkin & Stanley, 2015) revealed that the majority of B2B customers want both human and digital interactions along their buying journey. Digital tools that provide valuable information such as comparing tool or configurator are highly valued but

interaction with skilled sales personnel is still often needed in order to close the deal. On the other hand, once the purchase is made tables turn and almost 85 percent of customers prefer digital channels for renewal, cross- or upselling (Angevine, Plotkin & Stanley, 2018). However, distance sales does not work in isolation and in order to function properly there is a need to identify and tailor it's key components to fit business characteristics. In addition, it is crucial to align it with other business functions and analyze the flow with a proper set of KPIs.

### 3.2. Value-based selling

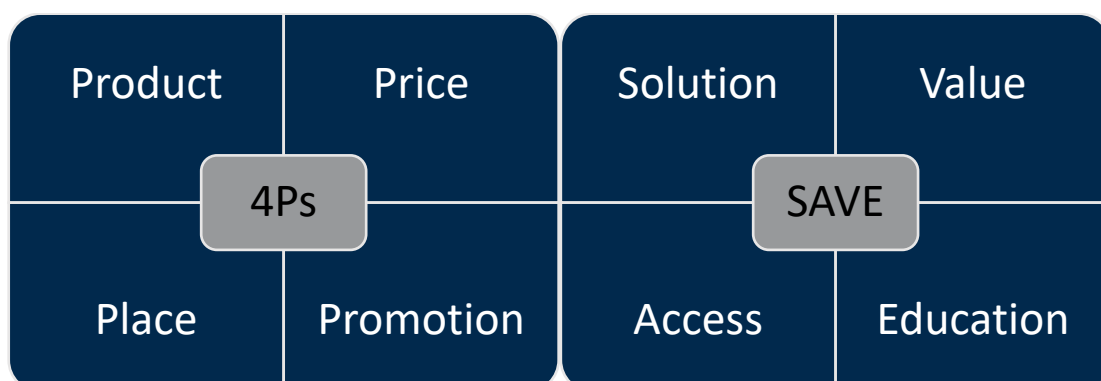
During the past decade there has been a major shift towards more service oriented ecosystem. This not only underlines the importance of selling more tailored service solutions but also aims towards better understanding customer support. In other words, companies with more customer-centric approach are not only able to satisfy the customer needs and wants but also build additional value to their business offering. Because of this, there has been continuously increasing interest towards understanding value-based selling. Value-based selling can be defined as degree to which sellers work in cooperation with their customers in order to create increase value-in-use. This is mainly done by communication contribution to business profitability in monetary terms. In their paper, (Terho, Haas, Eggert & Ulaga, 2012) discuss that the success behind value-based selling strongly lays foundation to the fact that in the end customers are always looking to add value to their existing business via purchases. Furthermore, value-based selling can be utilized in unison with SAVE model. These models are complementary to each other as they both underline the importance of educating and working cooperatively with customers. In addition, the ultimate goal in both is to understand customer business which enables properly tailored offerings that not only provide additional value but also helps the company to set itself apart from the competition.

As mentioned in the study by (Töytäri & Rajala, 2015), understanding value-based selling and its benefits makes companies more capable of aligning their B2B sales and marketing actions. However, many companies struggle to implement value-based marketing into selling practice. This mainly traces itself back to misalignment of sales and marketing actions as well as lack of proper training for the salesforce. That to be said, quite often most salesmen are familiar of selling a physical product but they have a hard time of describing the added value to the customer. This can be encountered by focusing and sales and

marketing alignment, providing adequate training and encouraging sales force to build meaningful two-way relationships with their customers. Therefore, it is all about open dialogue, transparency, and trust. On the other hand, one of the most important factors that affect the ease of adopting value-based selling is the organization management's capability of creating correct environment.

### 3.3. From 4Ps to SAVE

Over the decades, several different models have been created in order to provide the necessary tools for making a viable marketing plan. These various marketing mixes are generally based on the type of business as well as whether the company is selling a product or a service. (Friesner, 2014b) The marketing mix is traditionally divided into four sections, also known as 4Ps which aims to help businesses to define their marketing options. Based on (Greval & Levy, 2014) the first section is Price which refers to the actual monetary value of a certain product. Pricing can be seen as one of the most crucial decisions in business because it has to be in balance between the costs and customer's ability to pay. Accordingly, pricing can also be used as a tool for product differentiation. The second section of the 4P model (Figure 9. ) is the Product which defines the actual physical output of the transaction. In order to make the purchase, customer needs to see the product useful, functional or attractive. Other marketing actions are not sufficient if the product lacks these characteristics. The third key component of the marketing mix is Place which refers to the location where customer is able to interact and purchase the product. Furthermore, location can cover the geographical location of the business but also whether the business has a physical storefront or an online store. The final section of the model is Promotion which covers all marketing related activities related along the way of the customer journey.



### *Figure 9. 4Ps model & SAVE framework*

Later the traditional 4P model has been accompanied with newer models of marketing mix. Models such as 4C and 7P became widely used based on changes in product offerings as well as the role of the customer. Based on a paper by (Ettenson, Conrado & Knowles, 2013), these models were simply not enough to reach full potential in B2B marketing. Because of this the SAVE framework was developed to accompany the previous models. Similar to 4P model, SAVE framework is also composed of four elements that are; Solution, Access, Value, and Education.

As shown in (Figure 9.), Solution replaces the original element of Product due to the shift towards more service oriented business landscape. Instead of Place, SAVE model introduced Access in order to understand and develop integrated cross-channel presence along the entire customer journey. Thirdly, the new model emphasizes Value over Price which also indicates the transformation towards more customer centric approach. The final element of SAVE framework is Education that enriches the previous perception of Promotion. In the B2B sector most of the buyers can be considered as professionals. Because of this, it is crucial to share the needed information and educate instead of aiming for the coverage. In conclusion, paper by (Wani, 2013), defines that SAVE framework benefits managers to understand and manage their B2B marketing actions more efficiently. Furthermore, it helps to emphasize the importance of selling a complete solution that provides added value to buyer. Due to these characteristics it is safe to say that it is suitable for B2B customers who are continuously shifting towards even more rational style of buying. In practice this means that today's customer do not purely rely on purchasing price but rather on the total cost of ownership.

#### 3.4. Account Based Marketing

Account based marketing (ABM) can be defined as a strategy that combines sales and marketing functions for developing a targeted marketing program based on specific accounts. This is strongly connected to the very foundation of digital marketing of understanding the customer behavior while maintaining a consistent flow of tailored communication across selected channels. (Crane and Heinz, 2017) Distinctive factor of ABM is that it treats accounts as if they're individual buyers. Instead of stretching vital

resources on a large market segment for weak coverage, ABM relies on aligned sales and marketing efforts for better understanding these accounts by creating more tailored and coordinated content can provide major benefits for selling more effectively while shortening the sales cycles and increase ROI.

Today, businesses should pay more attention to the lifetime value of their customers. This requires strategies for long-term value creation which can be achieved through more comprehensive approaches to these individual accounts. An article by Cameron (2016) reveals that due to the wide range of digital technologies, there are several approaches to ABM. The recent evolution of IT technology also plays a crucial role in bringing the sales and marketing closer together. In practice this can be seen through increase in marketing analytics, more comprehensive CRM-systems, and marketing automation. However, ABM is implemented differently based on available resources within a company. In some cases, the strategy can be built on a simple list of prospects that forms an account list. More advanced way is to use integrated CRM system which also provides better options for tracking the customer journey as well as better scalability. Because ABM provides a tailored approach for each account it is also able to support the buyer better through their decision-making process. In addition, it is crucial to underline the fact that ABM does not operate in isolation. Therefore it can be accompanied with other marketing strategies such as inbound marketing.

### 3.5. Inbound methodology

As mentioned earlier, today's buyers are empowered due to having access to virtually indefinite information needed in order to make a purchase decision. (Toman, Adamson & Gomez, 2017) This means that the customers have constantly growing power in both the buying and selling process. In order to a business to thrive, it is crucial to transform sales and marketing processes to fill this void. Inbound methodology can be applied to almost all types of businesses regardless of their size or offering due to its characteristic of matching sales to needs of these empowered customers. Inbound methodology can be defined through its counterpart outbound. Inbound aims to attract customers through unique and tailored experiences in order to create added value for the customer. On the other hand, outbound is putting more emphasis on generic content which aims to gather more mass for the sales

funnel. An article by Hubspot (Carmicheal, 2020) states that while this can be beneficial in some cases it is also more vulnerable to wasting resources with people that are not interested of the actual offering. More specifically, inbound is aiming to provide content for potential or existing customers that are actively seeking solutions to solve their problems.

In terms of inbound sales, the potential lead often comes directly from customer who is reaching out to gather more information about a product or service. It prioritizes the need and wants of individual customers and aims to nurture the lead by providing useful information and support throughout the customer decision-making process. This is very different compared to outbound where sales are often the result of prospecting a customer who has not yet expressed interested towards the business. In other words, by guiding and working in close cooperation with the customer the salesforce takes more consulting role. Adapting sales process to the buyer journey can be seen as a major shift from push oriented selling to more customer centric model. However, even inbound sales do not operate in isolation and it needs to be carefully aligned with marketing. (Steenburgh, Avery & Dahod, 2011) Inbound marketing can also often provide the first touchpoint with potential customer as they come across useful information that could help them to solve their problem. As mentioned by Opreana & Vineran (2015), in addition to findability, this is also a great opportunity to create additional value by providing educational and useful content for the product or service.

### 3.6. The role of sales and marketing alignment in distance sales process

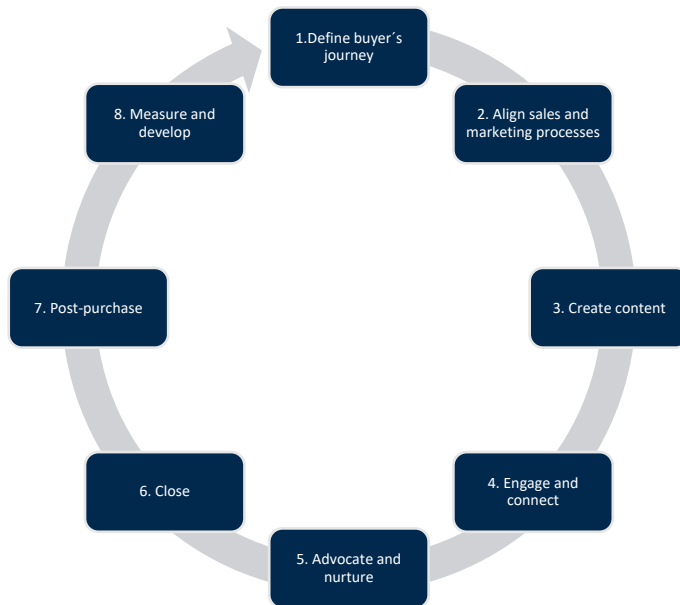
As mentioned earlier, in today's continuously evolving business environment the coexistence of sales and marketing is simply not enough. Because of this, both functions need to work together in order to thrive and create additional value for their customers. In their paper Kotler et. al. (2006) reveal that in most cases, sales and marketing are not properly interconnected which can lead to undervaluing each other's contribution. Lack of communication and inter-functional conflicts not only cause damage on cross-functional relationships but also economical losses. In order to end the war between these two functions, it is crucial to analyze both sales and marketing processes in conjunction while identifying the common drivers and pitfalls. As mentioned by (Homburg & Jensen, 2007) with the aim of function effectively both sales and marketing departments should actively interact with each other and share valuable information before and along the consumer

decision-making process. Furthermore, while it is often a reality to have sales and marketing as separate functions it would be beneficial to view them as one powerhouse for generating additional value and therefore more revenue in the long run.

During the recent years, digitalization has played a key role in transforming both the sales and marketing processes. Marshall et. al. (2012) discuss the changing aspects of technology while highlighting the revolution in buyer-seller relationship. Since customers have almost unlimited access to information their grown expertise and various preferences put more pressure on the sales process. Several studies have shown that while digitalization sets new challenges it also provides great opportunity to enhance performance when properly harnessed. Therefore, the sales must adapt to this new way of interacting with the customers. These changes in B2B customer behavior can be seen as natural evolution for years but during the Covid-19 pandemic in 2020 it took enormous leap forward. Ongoing pandemic has truly changed the buyer-seller interactions. In their article, Gavin et. al. (2020) define this as a digital inflection point which can lead to unexpected and rapid evolution of both sales and marketing operations. Acquiring state of art tools such as powerful customer relationship management (CRM) systems will not solve this challenge on their own. In their paper, (Nienhaus & Tielker, 2020) underline that the true potential of sales technology can be obtained only through well-aligned strategy and alignment with other functions such as marketing.

The ultimate goal of this case study is to boost sales by creating a modular and applicable distance sales process. More specifically, the key is to eliminate or dramatically reduce the face-to-face interactions to achieve better efficiency. In order to map out a practical and effective distance sales process both sales and marketing functions must be seamlessly aligned throughout the customer buying journey. By reflecting and applying theoretical background of the study reveals multiple touchpoints that can be naturally built between sales and marketing processes along the customer journey. Furthermore, these identified touchpoints have been remastered into new 8-step distance sales cycle that is heavily relying on integrated set of sales and marketing actions. It is built as a complementary model to fill the gap between traditional sales and marketing processes. It provides a robust framework of distance sales process that can be applied to various businesses across B2B sector. In other words, it is designed to break the barriers of seeing sales and marketing as separate functions.

In addition, it reforms both sales and marketing funnels into more dynamic and customer-centric framework. It underlines the importance of both functions across buyer's journey while giving more effective way of turning prospects into leads and creating more value through enhanced customer experience.



*Figure 10. Distance sales cycle*

The first step of distance sales process starts by defining the buyer's journey. This should be done in cooperation with management, sales, and marketing departments. As mentioned by (Moorman & Rust, 1999), it is crucial as both B2B sales and marketing processes are both heavily linked to building customer satisfaction and value creation. This complex and demanding environment is characterized by continuously changing buyer behavior and swift pace of digitalization. In other words, adapting sales process to the buyer journey can be seen as a major shift from push oriented selling to more customer centric model. (Steenburgh, Avery & Dahod, 2011) When aiming for long-term competitive advantage, companies must create more buyer-centric strategies that help to understand these demands and deliver value. The second step relies heavily on the first one as the alignment of sales and marketing functions should be planned based on customer behavior. In this step both sales and marketing departments showcase their playbook. The main goal is to build a seamless funnel where both functions work in close cooperation aiming to delivers a far



more consistent buying experience for the customers within each account. The key is so have open two-way conversation with the sales and marketing functions as they both have valuable insight to share in the setup and during the distance sales process. (Töytäri & Rajala, 2015) In addition, it is crucial to identify the set of KPIs that will be tracked so the distance sales process can be analyzed adjusted in the future. After this is complete, the third step is to create and expand unique content that is able to capture the initial interest of potential customers. This is where inbound marketing plays a crucial role of providing the first touchpoint with potential customer by providing useful information that could help them to solve their problem. These leads should then be identified, filtered and feed to sales for the fourth step of engaging and connecting with the potential customers. In terms of inbound sales, the potential lead often is a customer who has been actively gathering more information about a product or service. (Opreana & Vineran, 2015) Therefore, connecting and engaging should always be done subtly and on customer terms in order to build trust and maintain good customer-centric relationship. The fifth step can be considered as most crucial in terms of sales as B2B related purchases are often related to high-level executives or professional buyers, bigger price tags, quantities, and overall more individually tailored sales process. The main focus on this step is that the sales takes a more consultative role while operating in close cooperation with the customer. By continuous support and account-specific expertise it aims to nurture the lead throughout the customer decision-making process. This step is very critical in terms of trust building which is often considered as Achilles heel in distance sales. Although this phase is strongly focused on sales, it requires to be backed up by marketing. As sales force works in close cooperation with customers they need to inform marketing if there is any noticeable gaps in the marketing material or inbound content in general. In other words, in the advocate and nurture stage of the process marketing need to make sure that sales have enough and relevant support material to provide for their customers. (Cameron, 2016) Similar to previous steps, success of sixth stage of the distance sales cycle is very dependent on the prior actions made. Closing a deal and turning a prospect into customer is often defined as most difficult part of the sales process. However, potential customer's buying decision can be eased if they have been given enough relevant information and support in the nurture stage of the cycle. The closing stage also reveals the amount of trust between buyer-seller relationship. (Marshall et. al., 2012) Especially in more complex B2B context, sales must stay consistent and guide the customer through the purchase decision by providing any needed assistance and professional help. After the actual

sales transaction has been made, the seventh step of distance sales cycle is designed to fit the last phase of consumer decision-making process which is post-purchase evaluation. based on the academic literature, one of the most common pitfalls of any sales and marketing process is this follow-up step where the customer assesses whether they are satisfied or dissatisfied with a purchase. It provides a great opportunity to get feedback on the product or service itself or customer service along the customer journey. This feedback is not only beneficial for the company but also for the customer as they are able to freely express their feelings while staying connected to the company. In the last step of distance sales cycle is dedicated to measuring and developing the process based on analyzing the KPIs that were commonly set by management, sales and marketing in the beginning stages of the cycle. As mentioned in an article by (Sheth et. al., 2000), this will help to understand and calculate the effectiveness of the lead process and even monetary value of each account. As a conclusion, this forms a robust framework of distance sales process that involves both sales and marketing processes. In order to gain better understanding of this model, it is crucial to analyze and gain more comprehensive knowledge of its functionality with the help of gathered empirical data.

## 4. Methodology

The purpose of this chapter is to introduce the case study as well as to define how this has been conducted by using mixed research methods. In addition, it focuses also on data collection and further analysis within the limits of reliability and validity.

### 4.1. Case description

This case study has been made in close-collaboration with Scania Suomi Oy. As a short introduction, the Scania Group is one of the world's leading manufacturers of trucks, buses, marine and industrial engines. In 2020, the Group's turnover was approximately EUR 12 billion and at the end of 2020 it employed approximately 50,000 people. Scania operates in more than 100 countries and has production in both Europe and Latin America. The first set boundary of this study is to focus only on Scania's actions in Finland. Scania Suomi Oy that acts as individual B2B resale organization that offers customers individually tailored product and services that support their business. In 2020, Scania Suomi Oy's net sales were EUR 286

million. The company employed 607 people. (Scania.fi, 2021) The topic of this case study has been planned in cooperation with the case company representatives from sales and marketing departments in order to build a study that is both practical and useful but also provides room for academic research. Due to market demand and ongoing Covid-19 pandemic Scania Suomi is looking a new digital way to modernize its sales process and reduce face-to-face interactions. While this is a part of natural evolution of sales process, Covid-19 pandemic has definitely fueled the need to leverage the digital sales process. The main objective of this case study is to create a modular and applicable distance sales process that is aligned company's business strategy. In addition, this model need to be easily measured and analyzed along the customer journey. Currently there are no recognized or mapped process for distance selling which offers a great opportunity to apply a framework from theory to practice. In other words, the new theoretical model of distance selling cycle is applied into Scania's business environment with the aim of refining the sales and marketing alignment to achieve better prospect to customer lead process. On the other hand, this is such a broad assignment that there is a need to set up a series of boundaries and delimitations. First of all, in this case the sales process is defined to cover only additional service sales that can be seen as upselling after the customer has made a purchase of a new vehicle. Therefore, all the leads are already identified and individual accounts and can be targeted based on their individual preferences. While the distance sales process is mainly tailored to fit upselling of services it is simultaneously designed to be as modular as possible. This provides an opportunity to test the created framework in practice and implement it to other areas of sales if found useful. The new distance sales model will be made to fulfill Scania's standards while utilizing all the current knowledge as base construction. In other words, the current sales and marketing processes are being analyzed and modified to fit the new model with the mindset of eliminating unnecessary modifications. Before implementing the newly created distance sales cycle to Scania's actions it is crucial to collect supportive data to gain better knowledge about company's current situation regarding sales and marketing alignment. In addition, it aims to investigate expectations, prejudices and attitudes towards distance selling. This information can provide a significant advantage to plan easier adoption and smoother transition for the new distance sales model. In addition to creating applicable distance sales process it should be connected to tools that already exist in the company. One example is the recently developed and implemented Marketing Suite application that has been designed mainly for sales personnel. It has been originally created

in order to move towards more sustainable way of operating by reducing the paper waste in printing unnecessary product and service brochures. Currently it provides wide range of sales material in digital format which can be individually tailored to fit customer needs. In addition, it also supports an ever-growing need in B2B environment to educate customers throughout their customer journey. On the other hand, it does not work in isolation and needs to be connected to the actual sales process.

#### 4.2. Data collection method and analysis

Data collection is a systematic process of gathering various information that serves as evidence for a research discovery or result. Selected data types can vary depending on the phenomenon under study, ranging from numerical measurements for statistical analysis to observing nature of interest through interviews. Regardless of the method chosen or aim to quantitative or qualitative data, it must always be accurate. In order to maintain integrity of research, it requires honest collection method that is tailored to fit its specific purpose. (Harvard, 2021) In this paper, primary empirical data is collected by semi-structured online surveys of selected group of sales related personnel of the case company. Secondary data is from discussions with case company sales and marketing development managers. In addition, some internal information and data is collected from corporate website and intranet. The primary focus of collecting the empirical evidence was to gain a holistic view of the current sales and marketing processes within the case company.

Based on the phenomenon to be studied as well as ongoing Covid-19 pandemic, the most logical option was to conduct an web survey. Selected data collection method was built by using SurveyPal experience and feedback management platform which has already been used in the case company for collection various data. The tool provided a rather convenient way of gathering and storing data. In addition, it enabled an option to place a set of rules that altered the viewed questions according to the role of the respondent. The main logic was that all respondents answered to sections 1 & 2. After this the rest of the survey was presented based on the respondent's role selected in the background information. Sales personnel answered to sales related sections 3 & 4 while marketing and management personnel filled in parallel section 3 which was more suitable for their activities. The web survey was carried out in Finnish but for this thesis the questions and answers are translated to English.

As shown in Appendix 1. the structure of the survey was a combination of carefully planned multiple choice questions accompanied with open-ended question in order to obtain more holistic view of each question. The web survey was sent out as an general email to total of 86 recipients across the organization that work in sales, marketing or related managerial positions. These professionals were selected based on their suitability for understanding the concepts and phenomenon being studied. In other words, their knowledge and views within the case company would provide the best available data to study sales and marketing alignment while building a applicable distance sales process. It sought to explain the purpose of this study while offering an optional opportunity to share anonymous answer through shared survey link. The survey was live for one week and was accompanied with an automated reminder for all those who had not yet responded halfway through the deadline. During this one week period the survey was seen by 58 individuals and answered by 38 which set the overall response rate to 44,2 %. The following Table 3. shows the background information of all the participants.

*Table 2. Background information of the participants*

Sales	Sales management	Marketing	Others
27 (71 %)	5 (13, 2 %)	4 (10, 5 %)	2 (5,3 %)

B2B experience <1 year	B2B experience 1-5 years	B2B experience 5-10 years	B2B experience >10 years
1 (2,6 %)	5 (13,2 %)	8 (21 %)	24 (63,2 %)

Scania experience <1 year	Scania experience 1-5 years	Scania experience 5-10 years	Scania experience >10 years
3 (7,9 %)	9 (23,7 %)	12 (31,6 %)	14 (36,8 %)

As mentioned earlier in research methodology, the empirical part of this paper is conducted as a case study which it aims to gain supplemental insight and deeper understanding of the relatively unknown phenomenon of sales and marketing alignment along with distance selling. Due to the complexity of the research context, this case study is conducted by using a mixed method of both qualitative and quantitative approaches. It can be seen as descriptive quantitative analysis that is backed up by numerical data. Qualitative research methods aim

to create more open discussion while gaining deeper understanding while quantitative research methods are being used in order to support the qualitative data by providing more statistical, mathematical, and numerical research methods. (Hirsijärvi, Remes & Sajavaara 1997, 160) As the concept of distance sales is rather new qualitative method allows to gain more comprehensive understanding of this phenomenon while quantitative data is able to make the assumptions more generalized. As this case study is an empirical inquiry of a practical issue, the main point of interest is examined in its “natural habitat”. In other words, the research is strongly connected to a specific real-life issues within a specific organization in B2B sector.

#### 4.3. Reliability and validity

The quality of a research is not only defined by its results by measuring and looking reliability and validity. They offer an indication how well the selected method was able to measure studied concept and provide valid theoretical contributions and managerial implications. Reliability aims to measure the accuracy of the results and reproducibility of the measurement results. As mentioned by (Ojasalo, Moilanen & Ritalahti, 2015, 130 – 131.), this means that results should remain same despite the acting researcher. As shown in Appendix 1. the structure of the web survey allows the research to be carried out by other researchers. This requires research style where all results are systematically classified and described during the analyzing process. In addition to reliability, validity aims to describe how selected research method is able to describe the phenomenon under study. (Vilkka, 2015, 193 - 194.) In other words, reliability can be seen as the consistency of a measure while validity focuses more on the accuracy of a measure. As the chosen research strategy for the paper is case study, the web survey is closely connected a specific real-life issues within a specific organization. With the aim of studying the phenomenon in its natural habitat it is increasingly important that the research is conducted honestly and openly by following the ethical rules of science and business. In order to gain most accurate data, the respondents were not identified and their anonymity is guaranteed. Therefore, no names or recognizable answers are presented in this study.

## 5. Empirical results and findings

In order to answer the main research question of this study “How to boost service sales by creating a modular and applicable distance sales process?” the new distance sales cycle must be implemented in real life case-scenario. In addition, this is done in order to gain theoretical contribution and practical managerial implications.

### 5.1 Current level of sales and marketing alignment

In order to gain better knowledge of the current situation within the case company it is crucial to conduct the study by using a standardized method. The web survey of this study was created by utilizing the assessment tool created by (Kotler et al., 2006). This instrument was specifically designed to gauge specifically the level of alignment and integration between the sales and marketing functions. The phenomenon can be analysed through twenty questions that are sent out to relevant respondents across the organization. Each question is answered on a scale from 1 to 5, where 1 is “strongly disagree” and 5 is “strongly agree”. In order to measure the level of integration the average scores of each question are added together. In their paper, (Kotler et al., 2006) also define the four levels of integration. As shown in the figure 11. sales and marketing are undefined when they have grown independently while reaching the lowest possible alignment and integration. In practice this can be seen as regular conflicts between the two departments. Defined relationship can be described as a situation where both parties acknowledge each other but largely focus just on their own tasks. In practice this can be seen as cooperation that is limited to larger events or campaigns. After the score is 60 or above, the relationship can be considered Aligned. At this level, there are more cooperation and clear boundaries regarding the capabilities and purpose of each function. In practice this can be seen as marketing engages important sales accounts with the help of sales. At the highest level of Integrated both sales and marketing are deeply embedded with each other. They complement each other actions and continuously develop and implement shared metrics.



Figure 11. Level of sales and marketing integration

The original 20 questions that can be seen in Appendix 2. were first translated to Finnish and then fitted to survey. The only modification was that the original question 14. “Sales and Marketing manage their activities using jointly developed business funnels, processes, or pipelines that span the business chain – from initial market sensing to customer service.” was split into two questions 4&5 in order to capture more comprehensive view of how sales answers vary from marketing correspondents. Furthermore, these questions (Table 3.) formed the main structure of the whole web survey as they were strategically placed so that the respondents would answer them in most unreconstructed way. In addition to these, survey included many other questions but those were not taken into account when analyzing the level of integration. This part of the survey was shown and answered by all respondents. Each question is presented with the average score and standard deviating. Average score provides an opportunity to define the level of alignment within each individual question. This is indicated as a matching colors between Figure 11. and Table 3. Color coded categorization is rounded to the nearest whole number. Furthermore, standard deviation is also presented in order to understand whether the answers were in line with each other or scattered.

Table 3. Questions and results regarding the level of sales and marketing alignment

	Questions (2. Cooperation between sales and marketing)	Average/Standard deviation
1.	Sales and marketing work together to define customer buying behavior	2,89 / 1,00
2.	There is a good relationship between sales and marketing employees.	3,26 / 1,06
3.	There is a mutual understanding between sales and marketing.	3,26 / 0,98
4.	Sales have a clear picture of the sales process. (Analyzed together with question 5.)	3,81 (3,34) / 1,09
5.	Marketing have a clear picture of the sales process. (Analyzed together with question 4.)	2,87 (3,34) / 0,88



6.	When sales and marketing meet, they don't have to spend a lot of time resolving disputes and managing crises.	3,82 / 1,06
7.	Marketing generates leads for sales and monitors their development as the sales process progresses.	2,34 / 1,12
8.	Sales sees marketing actions as a valuable way to increase sales.	3,21 / 1,07
9.	Sales and marketing have a strong "We rise or fall together" culture.	2,63 / 1,02
10.	We have clear metrics to determine sales and marketing success.	2,66 / 1,12
11.	Our sales figures are usually close to sales forecasts.	4 / 0,74
12.	Sales develop collaboration by providing regular feedback to marketing.	2,66 / 0,94
13.	If things go wrong or the results are disappointing, neither function blames the other.	3,58 / 0,89
14.	Sales and marketing managers discuss new ideas, market identification, and product strategies together.	2,91 / 1,45
15.	Sales and marketing managers work together to develop the sales and marketing process and long-term strategy.	2,91 / 1,30
16.	Sales and marketing develop their skills through joint training programs, events or learning opportunities.	2,81 / 1,47
17.	The operational activities of sales and marketing are well organized and based on jointly developed business plans and processes.	2,18 / 1,08
18.	Marketing and sales participate together in the preparation of the marketing plan.	2,73 / 1,00
19.	Sales and marketing participate together in defining and implementing a sales strategy.	2,73 / 1,27
20.	Sales and marketing participate in the preparation and presentation of each other's plans to top management.	2,45 / 0,93
21.	Both sales and marketing report to shared manager.	2,45 / 1,37
	<b>Total sum</b>	<b>59</b>

Comprehensively understanding the current level of alignment and identifying potential challenges provides a valuable insight for future development. After calculating the average score for each question they were combined to total score of 59. This is then be benchmarked based on the four levels of alignment and integration. The total score reveals that Scania Suomi Oy's sales and marketing actions can be described as defined but not yet aligned. In other words, the sales and marketing are defined as individual functions and the alignment is currently mainly limited to larger events or campaigns. In addition, there are only

preliminary capability to target individual sales based accounts. Therefore, the current level of sales and marketing integration is not optimal. However, both sales and marketing functions seem to have a solid foundation to build on. Before making the decision of tightening the relationship between sales and marketing Scania Suomi has made a notice that having just individual functions is not enough in today's highly competitive market. In addition, there are some noticeable gaps and duplication of work effort. As the level of alignment is currently at 59, there is considerable opportunity for development.

By looking at the open-ended questions regarding sales and marketing alignment there are great similarity between the respondents. When analyzed together with the numerical data, Scania Suomi can be defined as a very sales oriented organization that is not currently reaching optimal level of alignment between the two functions. When asked about the main challenges and issues related to sales and marketing alignment almost all the answers highlighted three major issues. The first one is the lack of interaction and two-way communication between the departments. This is summarized as following:

*"Lack of interaction, it's not completely missing, but it can never be too much."*

&

*"Communication & The Importance of Cooperation i.e.. Lead process"*

As the lack of communication is a very fundamental issue that is strongly connected to other challenges between sales and marketing. Without sufficient or regular meetings the two functions are not able to understand one another and utilize each other full expertise and potential. In addition, it is almost impossible to plan and implement individual actions that would be more aligned with each other. The second issue that arose several times was the lack of understanding and measuring both department's inputs. This was summarized as following:

*"Lack of common metrics and monitoring processes. The work is done separately."*

&

*"Marketing efficiency and effectiveness is not measured - how does the investment in marketing increase sales monetary value."*

In addition to better communication this underlines the importance of having common objectives and KPIs. These indicators would not only track performance but simultaneously provide an open view to both department's input and output. Without proper monitoring setup the management is facing difficulties in understanding the cross-functional and collaborative work of these two parties. The third most common issue was related to not having common or shared systems between sales and marketing. More specifically, the lack of sufficient customer information and tool for relationship management such as CRM. This was summarized as following:

*"Customer data is incomplete, sales and marketing systems do not cooperate."*

*Table 4. Identified issues and propositions*

Identified challenges	Propositions
Lack of communication (Interpersonal)	Regular meetings for planning and follow-up
Lack of common goals and measurement (Managerial)	Set common goals and KPIs
Insufficient customer management system (Technological/System)	Implement a customer management system

After identifying the main challenges and issues between sales and marketing alignment it is crucial to provide propositions how to solve them. Therefore, respondents were asked another open-ended question of how could sales and marketing develop the level of cooperation. To support the challenges, Table 4. presents three major challenges and proposals that were widely represented by the respondents. The first proposal was clearly the tackling the identified issue of having a lack of communication between the two departments. Almost all respondents suggested that sales and marketing should have regular meetings that would help the information flow but also improve efficiency between functions. This was summarized as following:

*"Regular meetings where marketing actions would be planned to support sales. In addition, sales success should also be monitored along the process "*

&

*“Regular meetings, especially for specific campaigns. In addition, it would be great to have a clear lead process so that both functions would understand the actions and real value of the other department.”*

Through regular meetings and open communication sales and marketing gain better insight of each other's input and output. However, in order to function effectively they should also define common goals and KPIs for active measuring of the progress. In other words, without proper monitoring setup it is very difficult to pinpoint possible problem areas for future development. One practical example would be creating a lead process that would be measured and documented along the way from initial contact to possible close and follow-up by sales and marketing. Having a common dashboard for both functions helps the management to understand the cross-functional and collaborative work of these two parties. In addition, this also allows the departments to see each other contributions which affects the assumption of mutual dependency and valuation. In optimal situation, sales and marketing would follow-up and analyze the results together and provide valuable feedback to each other. This was presented as following:

*"By defining common goals and continuous KPIs. In addition, by giving constructive feedback."*

&

*"Somehow marketing and sales should be tightly connected. Create the same goals, follow-ups and transparent actions. "*

The third general proposal sought to resolve the issue of not having integrated and shared systems between sales and marketing. While Scania Suomi offers a variety of tools for both sales and marketing they are not synchronized with each other. In addition to interconnecting the existing systems there is a clear ever-increasing need for a tool for storing customer data and relationship management. Scania Suomi currently has a very simple system for this but it does not meet the standards of generally defined CRM system. This was presented as following:

*"There is a wide range of individual technologies and tools but they don't work in cooperation. In addition, there is a of common tracking tools, such as proper CRM which makes it difficult to keep track of sales and marketing processes."*

## 5.2. Personal selling process

In addition to measuring level of alignment and integration the conducted survey was designed to gather information about current selling methods and personal selling strategies. In addition, this study aims to understand the preliminary attitudes and possible challenges towards distance selling. This part of the survey was answered only by respondents who are working directly with sales. Data collection and analysis of this part is very valuable when designing and constructing a new distance sales process in later managerial implications of this thesis. Questions presented in Table 5. seek to map the current state of personal selling among respondents.

*Table 5. Questions and results regarding the personal selling process*

Questions (3. Personal selling)	Average/Standard deviation
I have clear goals for acquiring new customers.	3,89 / 0,64
I have clear plan for acquiring new customers.	3,89 / 0,80
I actively utilize sales and marketing content for acquiring and interacting with new customers.	3,11 / 1,01
I myself produce expert content that adds value to customers.	3,67 / 1,11
I am actively looking for new leads and customers from various sources.	3,89 / 0,80
I use technology and tools provided by Scania Suomi for acquiring new customers.	3,19 / 1,11
It is natural for me to use technology to help in acquiring new customers.	3,74 / 1,23

By looking the numerical data collected, personal selling process is reaching throughout relatively high scores. In addition, respondents are significantly unanimous in their answers. This is interesting as there could be bigger difference because these questions are strongly related to each sales person's individual capabilities and preferences of sales method. On the

other hand, the questions such as “I have clear goals/plans for acquiring new customers” and “I am actively looking for new leads and customers from various sources” should be in the very nature of every person who has a background in sales. One thing that stands out is the gap between sales personnel who consider themselves as naturals for using technology in acquiring new customers and rate of usage of technology and tools provided by Scania Suomi. This could mean that the sales personnel are using some individual technologies or tools to fulfill their need. However, when analyzed together with data from the previous chapter of this study, it is almost inevitable that the gap can be explained by a lack of customer management tools such as proper CRM.

Similar to numerical questions, there was significant homogeneity among respondents in the open-ended answers. When asking “How do you find new leads and customers?” and interpreting answers using numerical data it is evident that sales is not currently reaching its optimal level due to lack of support from marketing. In addition, it clearly shows that a significant part of sales are not pleased with the current tool for lead and customer management. While the idea of this tool is novel it has also negatively affected attitudes regarding implementing a new, ever wider system. Therefore, this same group of sales personnel is having a hard time understanding the true potential of proper customer management system. This is summarized by various responders as following:

*“Discussions with customers, base list, prospect list, and events.”*

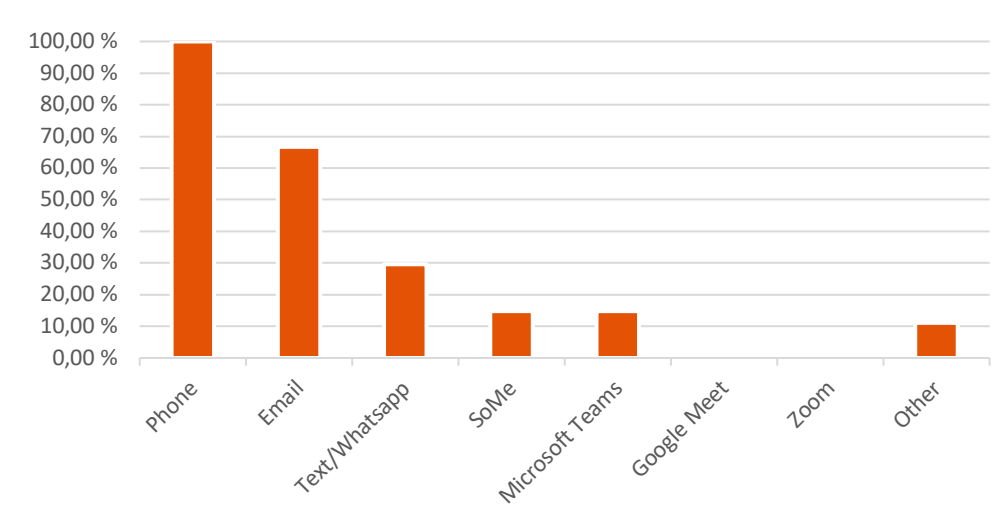
&

*“By being actively involved with customers and keeping all receptors open. That's how you best to know where to aim. Standalone list or the current sales tool doesn't know what's happening in the market. Daily changes happen so planned customer acquisition isn't effective, not in this industry.”*

&

*“I.e. the sales tool is completely useless for researching potential leads and customers. Base lists and local planning meetings are unfortunately currently the only effective tools. There is a lot of customer data, but you have to collect the data yourself through too many systems.”*

After gaining the knowledge where the sales seek for leads and new customers it is important to understand how are they primarily contacted and interacted during the sales process. In order to gain better insight of how sales personnel currently utilize various channels to interact with leads and new customers they were given multiple choice question to select from the contact options shown in Figure 12. This shows that that phone calls (100 %) and email (66,7%) play a crucial role while other channels still remain relatively unused. While some salespeople take advantage of channels such as social media, (14,8 %) this is still relatively unused and could provide major competitive advantage through social selling related activities. The “Other” (11,1 %) answers mainly consisted of face-to-face meetings. While the used sales channels can be considered as quite traditional for B2B sales, they seem to be relatively effective to some extent. In ideal situation, by building a new distance sales model that is properly aligned with marketing these existing methods can evolve to a new level. On the other hand, it is crucial to remember that the selected contact method is not only based on individual salesperson but also their customer contact preferences. In the next chapter of this study, readiness for distance selling, this matter is studied further.



*Figure 12. Sales channels used with leads and new customers*

After identifying the main characteristics of personal selling the web survey sought to extend the respondent’s thoughts to distance selling. This was done by asking the sales personnel what the major changes in their work have been due to Covid-19. By default, the majority of respondents highlighted the increase in remote work and reduced physical meetings with their customers. As mentioned earlier, distance selling can be as a natural evolution of sales

process, but ongoing pandemic has caused a significant boost for this development. Similar to other sales related questions, this is also very personal as all individuals have different experience and opinions about remote work and distance selling. However, based on the results the majority of respondents confirm that this has helped organizing workload, improved efficiency, and time management. These topics arose, inter alia, as follows:

*“More remote work. May not be able to meet customers as before.”*

&

*“Appointments and meetings have changed to telephone calls and video chats, and the use of electronic signatures has increased significantly.”*

&

*“More remote work than ever before, it has been a good learning experience and notably more efficient. There’s more time left to take care of things every day when you don’t have to drive so much of the day or be constantly on the phone.”*

### 5.3. Readiness for distance selling

After gaining valuable insight of the current state of sales, this part of the study is trying to determine the capabilities and opinions that indicate readiness for distance selling. Similar to previous chapter, this part of the survey was answered only by sales related personnel. This is crucial in order to develop a new distance sales process that can help to overcome identified problem areas. Similar to previous data, the answers reflect the differences between individuals but overall the scores are more or less in line. Questions presented in Table 6. aim to reveal the general readiness for implementing distance selling model.

*Table 6. Questions and results regarding the readiness for distance selling*

Questions (4. Readiness for distance selling)	Average/Standard deviation
Our organization has a defined and documented distance selling process.	2,26 / 0,98
I have sufficient personal skills & readiness to implement distance selling.	3,59 / 1,28
I have adequate tools to support distance selling.	3,52 / 1,22



I have adequate familiarity and support to proceed with the distance selling.	2,89 / 1,45
Technical challenges are a barrier to distance selling.	2,41 / 0,93
Customers are not ready for distance selling.	3,22 / 1,12
The challenge of distance selling is the low level of customer engagement and the ease of cancelling meetings.	3,33 / 1,21
Building a customer relationship is more challenging remotely.	4,04 / 1,13
Distance selling enhances customer decision-making.	2,26 / 0,94
I primarily suggest a remote appointment to my customers.	2,19 / 1,14
Distance selling offers a better customer experience.	1,81 / 0,88
Distance selling improves time management.	3,67 / 0,92

By looking the numerical data collected, scores shown in Table 6. are more scattered than previous sales related questions. However, the differences are most likely related to each salesperson's individual capabilities and preferences of sales method. On the other hand, these questions are much broader as they not only relate directly to sales but also to technical capabilities as well as support from marketing department. When combined the data from the previous chapter it is evident that current technological tools provided by Scania Suomi are insufficient for implementation of distance selling method. In addition, the understanding of sales tools seems to differ a lot from person to person. While most of the respondents considers themselves as naturals for using technology in acquiring new customers there are significant differences between how individuals perceive and define the sales tools. Others perceive sales tools as phone and email while some see the broader image of utilizing social selling accompanied with potential CRM system. This explains the standard deviation when asked if the sales have adequate tools to support distance selling.

One interesting finding was that when asked for an opinion of whether the organization have a defined and documented distance selling process the average score was 2,26. which indicates that most respondents partially disagree with this claim. However, this is interesting as distance sales process has never existed within the organization. This means

that not everyone understands the concept of distance selling. Another crucial finding was that the great majority of the respondents confirm that distance selling improves time management. This is crucial as it can be later used as one of the key arguments when implementing the new sales model. On the other hand, it is important to highlight it will be designed to complement traditional form of selling rather than substituting it. By looking the standard deviation there are couple important sections that dramatically reveal the large differences between individuals. These relate to having sufficient personal readiness and needed support to implement distance selling. While skills and personal readiness is relying more on individual's capability to learn and adapt the familiarity and support needs to be taken into account by the organization itself. Therefore, these scores can be expected to improve as the concept of distance selling is properly introduced and Scania Suomi has established a defined and documented process.

When identifying the potential problem areas of implementing new distance sales model there are several things that are commonly shared by the respondents. One of the biggest challenges seems to somewhat assumed difficulty of building a customer relationship. The challenge of distance selling is the low level of customer engagement and closing the sale. Overall, building a customer relationship is considered far more challenging remotely. Furthermore, most respondents agree that distance selling degrades the quality of the customer experience. On the other hand, while this reflects the current situation, perception can change quickly through proper distance-oriented sales training together with implementing seamless and aligned sales and marketing process that is capable of producing "wow" moments for the customer. All these are factor strongly connected to another score that indicates that customers are not perceived ready for distance selling. Although this may be the case for some, this should be investigated in a separate customer survey. While technical challenges are not considered as major barrier to distance selling this is not a completely valid metric as the individuals perceive the sales tools differently.

By looking at the open-ended questions regarding personal readiness for distance selling, there are great similarity between the respondents. Scania Suomi shows a great potential for distance selling but before expecting results it is crucial to not only develop and implement a distance selling process but also familiarize and support individual sales personnel. When analyzed together with the numerical data, the identified issues regarding distance selling

are focuses mainly on building trust, customer relationship, and experience. Another key factor is a common belief that customers do not favor distance selling and require face-to-face meetings. These pain points were summarized as follows:

*“Sales is primarily about building trust and also interpreting nonverbal communication. Implementing this remotely is very challenging. Personally, I feel that physically visiting the client shows that we are interested in the client and are willing to sacrifice our own time for them. In addition, some customers do not have sufficient capacity to use distance selling tools, such as electronic signatures.”*

&

*“It is important for some customers to be physically involved in the conversation. I have had problems with remote work due to some technical difficulties with a few programs and these have not been resolved. Their lack makes my telecommuting partially incomplete. Customers communicate largely by telephone, and especially in situations where there is a need to go through documentation with them at the same time, it is often difficult to present.”*

To avoid these identified issues, sales personnel were asked what kind support or tools they would need to be more successful in distance selling. On a general level all respondents are in favor of combining various systems and platforms. This would save valuable time and make the daily workload more manageable. However, once again the given answers are scattered based on the individual's assumption of the current level of distance selling. Some say that only little or none has been done for supporting distance selling. On the other hand, others claim that they have no trouble of using existing distance selling tools such as Marketing Suite. This is noticeable through the following opposites:

*I don't think we have distance sales specific support or tools yet. In my view, we have taken little other action to promote this matter than normal Office programs + Visma sign.*

&

*I have no problems using distance selling tools such as Marketing suite, but distance selling itself is challenging because working remotely to get things done and get to know people often leaves a very superficial impression.*

#### 5.4. Distance selling management

After gaining understanding of current sales methods and readiness for distance selling, it is essential to focus on management. Although distance sales process requires seamless alignment of sales and marketing functions but in the end implementation and its success is the responsibility of management. This part of the survey was answered by sales and marketing managers and directors. The main focus is to understand the premise of management and determine the true potential and challenges of implementing distance sales model. Initially, management was presented a set of numerical claims presented in Table 7.

*Table 7. Questions and results regarding distance selling management*

Questions (3. Management)	Average/Standard deviation
Sales and marketing managers discuss new ideas, market identification, and product strategies together.	2,91 / 1,45
Sales and marketing managers work together to develop the sales and marketing process as well as long-term strategy.	2,91 / 1,30
Sales and marketing develop their skills through joint training programs, events or learning opportunities.	2,82 / 1,47
The operational activities of sales and marketing are well organized and based on jointly developed business plans and processes.	2,18 / 1,08
Marketing and sales participate together in the preparation of the marketing plan.	2,73 / 1,01
Sales and marketing participate together in defining and implementing a sales strategy.	2,73 / 1,27
Sales and marketing participate in the preparation and presentation of each other's plans to top management.	2,45 / 0,93
Both sales and marketing report to shared manager.	2,45 / 1,37

By looking the numerical data shown in Table 7. it is clear that management reaches significantly below average scores throughout. By looking at the standard deviation, it is clear that the given answers are relatively scattered. When looking at the individuals answers in more detail, this gap is mainly caused by significantly different views of marketing and

sales managers. In addition, while some managers feel like sales and marketing are already working in close cooperation others see the situation almost as the opposite. A closer look at the data reveals that this is mainly due to the situation where some sales managers get more help from the marketing than the others. This may originate from strategic business priorities where certain product related sales departments can be considered overemphasized when compared to other service-focused departments. While results show that sales and marketing are certainly working together in order to achieve business goals there is no clear evidence of continuous alignment and integration.

In order to gain a more comprehensive understanding the numerical data was accompanied with open-ended questions. Because the numerical data was so scattered this allows for an additional opportunity to understand the phenomenon under study. Interesting was that this time almost all the answers were in line with each other. When asked how the cooperation between sales and marketing could be made more effective from a management perspective almost everyone highlighted the importance of planning. Currently both departments are making plans independently and cooperation is limited to larger events or campaigns. This is an important observation which fits the characteristics of previously specified level of sales and marketing integration. Another key finding was that most of the respondents commented about the organizational structure of marketing department. While having wide range of expertise, it seems to lack clarity of responsibilities and leadership. In addition, the responses clearly highlighted the lack of unified analytics and monitoring of sales and marketing efficiencies. These factors were summarized as follows:

*Clear measurable goals and cooperative sales and marketing planning.*

&

*Having only one marketing director who could keep the marketing voice heard and be able to take into account the needs of different sales business areas.*

&

*Having all the business departments at the same table and implementing top management strategic decisions directly to sales and marketing experts.*

In addition to gathering data of how the cooperation between sales and marketing could be managed more effectively the survey also sought to find out what are the main managerial

challenges of distance selling. This sparked a lot of interest and also emphasized the differences of how management personnel view the concept of distance selling. Once again, the most common criticism clarified the lack of common goals or follow-up between sales and marketing. Furthermore, available information and data is scattered across various platforms and systems and the main technological issue is not having a proper CRM for which can be used to monitor real-time development. In addition, a more practical approach was presented which identified the need for training for sales staff as well as gaining better understanding customer demand and requirements. These findings were summarized as follows:

*Managers have a large personal skill gap in understanding distance selling. These skills should be upgraded to meet today's standards. Common goals, tracking and metrics are really needed.*

&

*There is a wide range of tools and available data, but the lack of common tracking tools, such as CRM, makes it difficult monitor real-time development of sales and marketing processes.*

&

*One big challenge is to make sales staff understand the true potential of distance selling and seeing it as supportive rather than substitutive action. In addition, it is crucial to clarify what are the customer's abilities to carry out distance selling because there are many levels of expertise in this area.*

## 6. Discussion and Conclusions

The purpose of this chapter is to provide answers to research questions by supporting empirical findings according to academic literature presented in this study. Furthermore, this paper provides theoretical contributions and managerial implications that are presented in the following chapters. In the end of this chapter the paper defines the faced limitations of the study. Through these identified limitations, it also provides proposals for future research to conquer.

This thesis studied the importance of sales and marketing integration in the light of distance selling. Furthermore, it focused on how the alignment of these two functions can be defined and applied to practice through new distance selling model. Rather than viewing distance selling as disruptive form of selling, the aim was to see it as complementary to traditional face-to-face sales. Modernizing the sales process not only required gaining deeper understanding of the current level of sales and marketing integration but also developing a new distance sales model that will provide the main structure for aligning the various activities along the lead process. By utilizing the valuable insight from the conducted survey, this new distance sales model could be tailored to fit specifically Scania Suomi's needs while utilizing the full potential of tools and resources that already exist within the organization. The study was guided by the main research question that was divided into five sub-questions. In this chapter, the answers to the sub-questions are first defined and answered in order to gain more holistic understanding for the main research question.

***SQL: What are the key factors when integrating sales and marketing processes?***

Properly integrated sales and marketing processes can provide short term wins but also long term success. Operating in synchronized order that often has a substantial improvement on performance KPIs such as sales cycles, market entry costs, and lower overall cost of sales. The road to integrating these functions vary depending on the type of business and current level of alignment. However, based on this research there are couple key factors that can be generalized. The first key factor is the management should understand to manage and monitor the relationship and realization between sales and marketing. Secondly, communication can be considered a prerequisite for all integration as it enables information sharing and better understanding of the potential of both parties. This potential can thus be harnesses and implemented more effectively. Another key factor is to understand the shift from transactional buying process to customer-centric buying journey. After mapping out a customer journey and determining the needed touchpoints, companies must set relevant and clearly measurable KPIs to track the progress. All the taken actions must be tied together and interaction has to be consistent. In other words, marketing should focus on which leads to target, pass to sales, and convert. Parallel, sales should focus on which leads are opportunities to be followed, nurturing throughout the process and closing the sales while leaving the door open for further opportunities.

***SQ2: What are the key differences between traditional form of B2B sales and distance selling?***

Behind the evolution of the sales process lays continuously changing consumer buying habits. During the past decades, sales processes have undergone a massive transformation towards more market and technology-driven models. Today's customers not only expect individually tailored solutions but also highly skilled sales personnel who are experts in their offering, business and the industry as a whole. This underlines the importance of more consultative styled both sales and marketing actions that can be carried out by distance selling process. In this context, distance selling can be defined as the sales process between buyer and seller where all possible touchpoints are carried out without traditional face-to-face interactions which is the key difference when compared to traditional form of B2B sales. Due to its digital nature, distance selling can be considered as far more cost-effective but building trust and long-term relationships require often more work than traditional face-to-face selling. That to be said, distance selling should be seen as a complementary rather than substitutive form of selling that aims to enrich sales ability to interact with leads and customers.

***SQ3: What are the main components of a distance sales model?***

As distance selling can be considered a rather new concept, its key components are not clearly defined. Therefore, this study aimed to find and define the main components of distance sales model. This was done by combining B2B sales to corresponding marketing strategies. Identified sales and marketing theories were then harnessed as a structure for creating the new model of distance sales cycle. One of the main components was understanding value-based selling and its benefits. This allows the organization to have a broader understanding which makes them more capable of aligning their B2B sales and marketing actions. Furthermore, this relates to SAVE framework which emphasizes the importance of selling a complete solution that provides added value to buyer. This is crucial as especially B2B buyers do not purely rely on purchasing price but rather on the total cost of ownership. This can be achieved through inbound marketing which attracts buyers through valuable, SEO-optimized content. As the buyer proceeds in their buying journey



they require complementary and consultative strategies that provide more personalized, tailored buying experiences for a subset of high-value leads. This is where sales professionals and ABM are able to speed up the process of the sales flywheel and provide a valuable customer experience. In conclusion, aligned combination of professional sales together with inbound and outbound marketing activities is more likely to satisfy customer demands which is which improves the chance of closing a trade. In addition, the distance sales model should be backed up by relevant monitoring tools and commonly set KPIs.

***SQ4: What is the current state of case company's sales and marketing alignment?***

In order to define the current state of sales and marketing alignment this study utilized the assessment tool created by (Kotler et al., 2006). This instrument was specifically designed to gauge specifically the level of alignment and integration between the sales and marketing functions. After data collection and analysis case company reached the total score of 59 out of 100. As mentioned in the study, the score reveals that Scania Suomi Oy's level of sales and marketing integration can be described as defined but not yet aligned. While both can be considered functional on their own the actual integration of actions is currently limited to larger events or campaigns. In addition, there are only preliminary marketing capability to target individual sales based accounts. That to be said, the current level of sales and marketing integration is not optimal but shows a clear potential of growth. The further analysis reveals three main focus areas for future development. The first one is improving the interaction and two-way communication between the departments. Secondly, setting up common objectives and effective ways for continuous monitoring. Thirdly, map the potential of existing tools and possibility to implement proper customer management system.

***SQ5: How can Scania Suomi develop the level of sales and marketing integration?***

As concluded in this paper, the foundation for distance sales is to have well established sales and marketing integration. This is because if there is no common understanding between the two functions, implementation and outcome of the new process is more compromised. As observed in the empirical section of this work, there are three major challenges that needs to be addressed. As the first identified issue was the lack of communication between sales and marketing, the managerial implications of this paper provide ways to improve the information exchange which also provides valuable feedback and recognition of each other's

valuable work. Secondly, paper highlights the importance of having common objectives and KPIs that allow both parties and management to monitor input and achieved output. As the third identified pain point was related to not having adequate systems and tools this study aimed to utilize the potential of existing platforms while also highlighting the importance of acquiring and configuring a new customer management system.

***MQ: How can distance selling be implemented through integrating sales and marketing processes?***

As mentioned earlier, the main research question that was divided into five sub-questions in order to gain a more holistic understanding of the phenomenon under study. Through theoretical framework and empirical findings this study concludes that prerequisite for implementing the concept of distance selling is to have well-established integration between sales and marketing functions. In other words, the foundation for better business performance and long term success for a company is to emphasize the importance of sales and marketing integration by having commonly aligned strategic and operational objectives that are continuously supported, measured, and developed by the management. This not only streamlines internal processes but also provides additional value for the customers. After this is secured, distance selling can be implemented by following the new sales cycle developed during this study. This eight-step process lays a robust framework for companies to follow.

### 6.1 Theoretical contributions

Although this paper is designed to solve of a real life challenge within the case company, it is also able to provide theoretical contributions. The aim of this chapter is to review academic literature used in this research and reflect on it with the findings and results of this study. As stated in the article by (Davies, 2010) today's sales strategy is much more than just finding customer and closing deals. It is more about delivering value by defining a process which is able to reflect an, organization, customers, and offering. Furthermore, sales process is all about understanding the individual customer demand and providing tailored solutions. Similar to sales, a study by (Strahle, Spiro & Acito, 2013) emphasized the changed role of marketing. As confirmed by this study marketing also has a significant responsibility in value building. It needs to be properly aligned with functional sales objectives in order to be able to feed and nurture quality leads during the sales process. Their study also revealed the

same result as this paper by stating that there are often discrepancies between sales and marketing. Although the level of this may vary it is often linked to both department setting their objectives and strategies separately from each other.

As found out from the empirical part of this paper, misaligned goals will cause both sales and marketing to suffer. When reflecting back to theoretical background of this study it can be confirmed by a study by (Ritz, Steward, Morgan & Hair Jr, 2018). Although this study was conducted in-depth interviews across various industries this phenomenon was clearly observable. Similar to findings from another study by (Matthyssens & Johnston, 2006) while it is beneficial to an extent that sales and marketing are separate functions the communication and flow of information between these two should be seamless. This cannot be stressed enough and its lack or absence is clearly visible in the success of the business. As the companies face continuously growing competition together with aggravating demands from customers they need to be able to understand and develop their current level of sales and marketing integration. As noted in this and many other studies, the coexistence of sales and marketing is no longer enough. In order to create value for the company and for customers, they need to work and thrive together as one powerhouse. As stated by (Meunier-FitzHugh et al. 2013) this collaboration not only have a positive influence on both departments but also on business performance.

As observed in this study, too often sales or marketing functions are embedded inside another. This may lead to so called war between the sales and marketing where the underestimation of either function will often lead to undervaluing each other's contribution to value creation. The same observation was well presented in the by (Kotler et al., 2006) where the main focus was to define the level of integration and find best practices to avoid potential conflicts. The paper also clarified that different roles of marketing that are often strongly linked to the level of establishment in organization and the natural growth of marketing can cause internal issues as the two departments are trying to overpower each other in order to gain more impact on profit generation or even respect within the organization. On the other hand, findings of this study are parallel to (Homburg, Jensen & Krohmer, 2008) who suggest that strong structural linkages between the two departments allow higher extent of market knowledge which explain the success of these organizations. As the results of this study show, enabling and implementing a proper alignment of sales

and marketing functions can not only improve the flow of internal processes but also had a positive impact on business performance. These results were backed up by several studies of such as (Le Meunier-Fitzhugh & Piercy, 2007 ; Le Meunier-Fitzhugh & Lane, 2009) which all aimed to understand the actual business performance of refining the collaboration of sales and marketing.

In addition of providing theoretical contribution to the importance of sales and marketing alignment this paper seeks to generate definition and awareness for distance selling. Due to its digital nature, distance selling can be considered as far more cost-effective but building trust and long-term relationships require often more work than traditional face-to-face selling. Therefore, during distance selling it is even more important to provide customer valid information in a clear and comprehensible manner in advance to decision-making. While distance selling can be seen as a natural evolution of B2B sales process this study supports the article by (Gavin et al., 2020) that states that while the changes in customer behavior and an acceleration of digital trends have been taken into account for years. Covid-19 pandemic has changed the way how B2B buyers and sellers interact with each other. Furthermore, study defines this as a digital inflection point where both B2B sales and marketing operations will undergo a permanent change. On the other hand, while the results of this paper agree that this has a lasting effect, the distance selling should be seen as a complementary rather than substitutive from of selling. This is mainly due to the findings that The analog encounters still serve the purpose of safeguarding the outcome of some complex B2B sales processes. In addition, implementing a distance sales process to practice is easier when it is seen as supportive rather than disruptive.

Through this reflection it can be concluded that this study provided theoretical contribution by strengthening previous academic literature on the topic of sales and marketing alignment while clarifying the definition of distance selling. In addition, it was able to shed more light on the importance of sales and marketing alignment and how can it be exploited through distance selling. While it is inevitable that the alignment of sales and marketing functions plays a significant role in today's increasingly competitive and digital environment, it is much more than just acquiring a set of technologies and various digital tools. In addition to this, the distance selling process needs to be deeply embedded to complement more traditional face-to-face selling for delivering value during the buyer's journey. In other

words, the foundation for better business performance and long term success for a company is to emphasize the importance of sales and marketing integration by having commonly aligned strategic and operational objectives that are continuously supported, measured, and developed by the management.

## 6.2. Managerial implications

As mentioned earlier, this paper has been constructed in cooperation with the case company, Scania Suomi Oy. In addition to identifying the current level of sales and marketing integration and defining the concept of distance selling, it aims to provide managerial implications by combining the theoretical background and empirical finding of this study. The study provides practical suggestions for developing the current level sales and marketing integration and by making a proposal for new distance selling process. Furthermore, the main goal of this work is to provide practical solution that utilizes the existing tools and resources and can be implemented in the organization in the near future. The first sub-chapter of this part focuses on developing more seamless flow of information and aligned actions between the sales and marketing departments. The second sub-chapter seeks to describe the flow of new distance selling model at the operational level.

### 6.2.1. Sales and marketing integration

As concluded in this paper, the foundation for distance sales is to have well established sales and marketing integration. This is because if there is no common understanding between the two functions, implementation and outcome of the new process is more compromised. As observed in the empirical section of this work, there are three major challenges of Scania Suomi's sales and marketing integration. In order to develop the cooperation of these two functions it is crucial to not only identify these issues but also provide propositions how to solve them. The clearest of all was the lack of interaction and two-way communication between the departments. As the lack of communication is a very fundamental issue, it is often strongly connected to other challenges between sales and marketing. Without adequate information exchange sales and marketing are not only having difficulties understanding one another's potential and value. Furthermore, if both parties work in their own silos, it is almost impossible to take actions that are seamlessly aligned with each other. As Scania Suomi shows a great potential for development, this challenge can be solved by emphasizing shared responsibility of the organization. As a suggestion, sales and marketing should have regular

meetings where all sales and marketing representatives would be free to discuss the future. This should not just be done at the management level but also between individual sales and marketing personnel which would allow sales and marketing gain better insight of each other's' input and output. In addition, this would provide a good channel to provide valuable feedback and recognition of each other's' valuable work. From a broader perspective, this will not only help the information flow but also improve efficiency between functions.

In addition to better communication, the results of this study highlighted the importance of having common objectives and KPIs. While open discussion is a prerequisite for both, these indicators would not only provide a view for both department's' input and output but simultaneously track overall performance and monetary value. This can be achieved by combining information from different sources to interactive dashboards that are able to provide a real-time view of the desired action. This can be achieved by emphasizing shared responsibility for results between the sales and marketing functions of Scania Suomi. As a suggestion, this tracking tool could be built to monitor to a specific lead process within the organization. Having a common dashboard for acquiring and nurturing leads would not only help sales and marketing to develop their own work but also grant management access to understand the cross-functional and collaborative work of these two parties. To facilitate deployment and emphasize the value of metrics, management can tie rewards to certain result or achieved goals.

Based on this study, the third most common issue related to sales and marketing alignment was related to not having common or shared systems between sales and marketing. Although both departments utilize a wide range of digital tools to measure certain activities, these systems are not always compatible with each other or with others. In addition to interconnecting the existing systems there is a clear ever-increasing need for a tool for storing customer data. More specifically, there is a clear need from both departments to gain better customer insight and universal tool for relationship management. While Scania Suomi currently has a system for this, it does not meet the standards and features of general CRM system. As a suggestion, in order to enforce conformity to systems and processes, sales and marketing should map and identify possible synergies with existing tools. In addition, organization should define the requirements for new CRM. Although Scania Suomi is currently waiting Scania Group's' decision in this regard, system definition and data

processing can be done prior to this. In other words, taking parallel preparations of the system will speed up the deployment of the process itself.

#### 6.2.2. Applying distance selling cycle to Scania Suomi Oy

After the previous recommendations of sales and marketing has been taken into account and implemented it is possible to focus more on the actual distance sales process. Based on the theoretical framework and empirical findings of this study the proposal for new distance sales cycle will be presented in this chapter. The main objective of this paper is to provide a modular and applicable distance sales process that can be implemented into practice. As there are currently no recognized and mapped process for distance selling this proposal also acts as a guide for future planning and development. Due to the broad assignment, this approach is done according to certain boundaries. Although the distance selling model has been built to be modular for further application, this proposal only focuses to upselling of services after the customer has made a purchase of a new vehicle which is considered as a separate process. On the other hand, by focusing purely on upselling the leads are easier to identify and categorize. In order to achieve realistic ability to implement this new distance sales model, it is also designed to only utilize existing tools and resources within the company. To enable a comprehensive understanding, the following provides practical and company specific proposal to each step of new 8-step distance sales cycle.

##### **1. Define buyer's journey**

As mentioned earlier, the first step of distance sales cycle starts by defining the buyer's journey. This should be done in close cooperation with management, sales, and marketing departments. This step provides a solid foundation for the sales process as success in distance selling is in utilizing more buyer-centric strategies that aim to create additional value. In order to map out buyer's journey it is beneficial to utilize customer experience (CX) planning canvas as an aid. As a suggestion Scania Suomi should conduct a customer survey and place gained insight in a visual format on a timeline. Defining the buyer's journey not only helps to understand customer needs but also their behavior flow and potential pitfalls during the process. As Scania Group has a strong vision for the future customer experience, it would be beneficial to define local level buyer journeys based on the already identified key journeys of CX Vision. As the main goal of this study is to focus on distance upselling of services after the customer has made a purchase of a new vehicle the leads are more readily available

and easier to segment. With the help of customer experience journey mapping (CXJM) sales and marketing are more capable of understanding customer needs which can be seen as the most crucial prerequisite for aligning the processes and individual actions.

## **2. Align sales and marketing processes**

Defining and understanding buyer's journey also creates opportunity for sales and marketing to synchronize their actions throughout this journey and analyze top opportunities by segment. Similar to others, the success of this step relies heavily on the first one as the alignment of sales and marketing processes should be planned based on identified journey. As a suggestion, both sales and marketing should review the CXJM and jointly place their actions to build a seamless funnel where both functions work in close cooperation aiming to deliver better buying experience and higher rate of conversion. As both functions have valuable knowledge and expertise in their respective areas it is important to cherish open discussion and sharing of valuable insights. In addition to aligning the sales and marketing processes, it is crucial to establish common metrics and identify a set of KPIs. This is necessary to monitor and develop the distance sales process.

## **3. Create content**

The third step of the distance sales cycle aims to utilize gathered information and knowledge in order to create content that both attracts and fulfills customer needs. This should be done after the sales and marketing have aligned their processes and actions. Therefore, the content should be tailored to fit the identified CXJM but also to support sales in their work. Additionally, when done in cooperation sales will provide marketing valuable insight of customer preferences while simultaneously gaining better idea of what content is presented and consumed by the customers. As a suggestion, Scania Suomi should focus on creating content that has been statistically proven to work amongst the customers. The first step is to focus on inbound marketing which plays a crucial role of providing the first touchpoint with potential customer by providing useful information that could help them to solve their problem. The main aim is to remove or drastically reduce the step of cold calling and generate leads that seek a solution to an existing need. In this case inbound marketing can be seen as optimizing web content in terms of product pages and articles together with aligned social media actions. Additionally, some content can be pre-made and tailored to fit a certain segment of accounts which not only saves time but also delivers a far more



consistent buying experience for the customers within each account. This could include segment based email marketing followed by previously mentioned Marketing Suite which is a sales tool for tailoring brochure material in digital format. While optimized web content and email marketing can be seen as ways to turn leads into prospects, sales combined with Marketing Suite content aims to convert these prospects into customers. In other words, while inbound marketing helps you attract the right accounts. Then, account-based marketing uses marketing and sales to speed up the process of the flywheel and provide a valuable customer experience.

#### **4. Engage and connect**

After the content has been commonly planned, created, and distributed, engage and connect step of the distance sales process aims to identify, evaluate and connect leads with sales. As a suggestion, while both marketing and sales identify leads, the handling should be centralized to a part of organization that evaluates, filters, and assigns potential prospects for sales to contact. These prospects can be assigned to sales by using the existing light version of CRM. Especially in terms of inbound sales, the potential lead often is a customer who has been actively gathering more information about a product or service. Therefore, connecting and engaging should always be done subtly and on customer terms in order to build trust and maintain good customer relationship. After assigning prospect to sales it is crucial to monitor the process to gain valuable insight for the next steps of the process. According to the distance sales model, the sales will contact the customer via their preferred method of contact. One recommended way to approach the prospect is to call them and identify their needs before proposing a remote appointment by using available video conferencing tools. A remote appointment should be proposed as a primary form of contact and only arrange face-to-face meetings with customers that do meet the technological requirements to proceed with the proposed method.

#### **5. Advocate and nurture**

The fifth step of advocating and nurturing the identified prospects can be considered as one of the most crucial phase of the distance selling cycle. As B2B sales are often related to professional buyers that not only require more individually tailored sales process but also a lot of information to support decision making the main focus on this step is to support these demands. As a suggestion, this can be achieved by providing prospects relevant content

planned in step three while emphasizing the consultative role of sales. Through continuous support and account-specific expertise it aims to nurture and convert prospects to customers through the buyer's journey. Based on the theoretical and empirical findings of this paper, building trust is often considered as one of the main challenges regarding distance selling which highlights the importance of this step. As sales work in close cooperation with customers they gain valuable insight that can then be transferred to marketing to fulfill any noticeable gaps in the sales material or created content in general. In other words, in the advocate and nurture stage of the process marketing need to make sure that sales have enough and relevant support material to provide for their customers. This is where the recently developed and implemented Marketing Suite application can show its value as it has a capability to provide wide range of sales material in digital format which can be individually tailored, presented, and sent to customers. In other words, while continuously optimizing available inbound content, marketing should also make sure that sales have sufficient amount of relevant material to share with their prospects. Therefore, it is important for sales and marketing to meet periodically to review and improve relations.

## **6. Close**

Closing a deal and turning a prospect into customer is often defined as most difficult part of the sales process. Therefore, the success of sixth stage of the distance sales cycle is very dependent on the previous steps of the process. That to be said, potential customer's buying decision can be eased if they have been given enough relevant information and support in the nurture stage of the cycle. In addition, based on the findings of this paper the closing stage also reveals the amount of trust between buyer-seller relationship. As mentioned before, especially in more complex B2B context, sales must stay consistent and guide the customer through the purchase decision by providing any needed assistance and professional help. As a suggestion, if this step of the process proves challenging it is crucial to be able to identify the main reasons behind it. One option is to implement sales training to gain better usage of created material and to tackle common problems with distance selling method.

## **7. Post-purchase**

After the actual sales transaction has been made, the seventh step of distance sales cycle is designed to fit the last phase of consumer decision-making process which is post-purchase evaluation. based on the academic literature, one of the most common pitfalls of any sales

and marketing process is this follow-up step where the customer assesses whether they are satisfied or dissatisfied with a purchase. It provides a great opportunity to get feedback on the product or service itself or customer service along the customer journey. This feedback is not only beneficial for the company but also for the customer as they are able to freely express their feelings while staying connected to the company. As a suggestion, Scania Suomi should include feedback survey in addition to every closed sales. Furthermore, this can also be carried out with prospects that did not end up buying as it can provide valuable knowledge of the perceived value and competitors.

## **8. Measure and develop**

In the last step of distance sales cycle is dedicated to measuring and analyzing the KPIs that were commonly set by management, sales and marketing in the beginning stages of the cycle. This will not only help to understand and calculate the effectiveness of the lead process and monetary value of each account but also allows further development of the distance selling cycle. By critically analyzing the gathered data, Scania Suomi is able to use resources to their full potential. Based on the empirical findings of this study, it is evident that in the future a proper CRM is needed for creating more accurate and effective lead process that is able to combine available data and tools to enable more tailored solutions through automation. On the other hand, it is crucial to highlight that having integrated sales and marketing processes is much more than just acquiring a set of common tools. It is a much more diverse entity that can be obtained through having commonly aligned objectives and ways to measure development. In addition to this, development and processes must be supported strategically and operationally by management.

### 6.3. Limitations and future research

Although this study examined a broader phenomenon of sales and marketing integration together with the rather new concept of distance selling it cannot be considered as all-encompassing on its own. While this study is able to provide more academic and managerial knowledge about covered topics, it is most valuable when studied in conjunction with other complementary literature. The theoretical background is constructed according to the identified gaps and synthesis of previous academic literature and is therefore more generalizable. On the other hand, empirical findings and managerial implications of this study are not as generally applicable. Although the study was able to obtain comprehensive

insights, is limited to the case company's perspective. This is crucial because the findings may vary across different companies, industries and type of business. While the case company that operates in the automotive industry can be considered as pioneer in many different areas, it is also relatively rigid to change due to the large size of the organization. Another limitation of this study was that the sales was among respondents, sales were overemphasized compared to marketing. On the other hand, this was purely due to real distribution of employee resources between sales and marketing departments. Furthermore, the conducted survey should be carried out once again after the managerial proposals of this study have been implemented into practice. This would allow a more comprehensive understanding of trend and pace of development.

For the future research, gaining better understanding of customer preferences and perceived readiness for distance selling would provide valuable insight for further development of the created distance selling model. In addition, it would allow opportunity for a better customer experience along the customer journey. Another future research, could be aimed to take similar measures across various companies and industries to gain more comprehensive understanding of general level of sales and marketing alignment and readiness for distance selling. Furthermore, it could focus on finding the most suitable tools such as marketing automation to support sales and marketing integration. As this study shows, effective alignment between the functions require fundamental level collaboration, clear goals, and processes. Therefore, just implementing a new tool may not reach its full potential if the alignment is sales and marketing function is lacking or overlooked.

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# Appendices

## Appendix 1. Conducted web survey

Tämä on kyselyn esikatselu. Annettuja vastauksia ei tallenneta



### Myyntin ja markkinoinnin välinen yhteistyö ja etämyyntiprosessin kehittäminen

Tämä kysely on osa LUT-yliopistolle toteutettavaa Pro Gradu loppuyötä, jonka tarkoituksena on tutkia Scania Suomi Oyn myyntin ja markkinoinnin välistä yhteistyön toteutumista ja tulevaisuuden mahdollisuuksia. Lisäksi tutkimuksen tavoitteena on rakentaa etämyyntiä tukeva prosessi, jossa myynti ja markkinointitoimenpiteet ovat sovitettu saumattomasti yhteen maksimaalisen tehokkuuden saavuttamiseksi.

Kyselyyn vastaamiseen varataan noin 10 minuuttia. Vastaathan kyselyyn ke 28.10.2020 mennessä.

Kaikki vastaukset käsitellään ehdottoman luottamuksellisesti, eikä yksittäisen vastaajan tietoja voida tunnistaa missään kohdin.

Tarkentavissa kysymyksissä tai ongelmatilanteissa olethan yhteydessä allekirjoittaneeseen: markus.korkiakoski@scania.fi

Seuraava

0%

Powered by SurveyPal

Tämä on kyselyn esikatselu. Annettuja vastauksia ei tallenneta

### 1. Taustatiedot

Kaikki vastaukset käsitellään ehdottoman luottamuksellisesti, eikä yksittäisen vastaajan tietoja voida tunnistaa missään kohdin.

1.1. **Rooli \***

Työskentelen myyntin työtehtävissä  
 Työskentelen myyntin johtotehtävissä  
 Työskentelen markkinoinnin työtehtävissä  
 Jokin muu, mikä

1.2. **Kokemus B2B sektorilla (business-to-business) \***

Alle 1 vuosi  
 1-5 vuotta  
 5-10 vuotta  
 Yli 10 vuotta

1.3. **Työvuodet yrityksessä Scania Suomi Oy \***

Alle 1 vuosi  
 1-5 vuotta  
 5-10 vuotta  
 Yli 10 vuotta

Edellinen

Seuraava

17%

Powered by SurveyPal

## 2. Myynnin ja markkinoinnin välinen yhteistyö

Tämän osion tarkoituksena on selvittää myynnin ja markkinoinnin välisen yhteistyön nykytilanne sekä kehittämisen lähtökohdat.

### 2.1. Suunnitteluvaihe \*

- 1 = täysin eri mieltä
- 2 = osittain eri mieltä
- 3 = en osaa sanoa
- 4 = osittain samaa mieltä
- 5 = täysin samaa mieltä

	1	2	3	4	5
Myynti ja markkinointi tekevät yhteistyötä asiakkaiden ostokäyttäytymisen määrittelemiseksi. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynnin ja markkinoinnin työntekijöiden välillä on hyvä vuorovakutusuhde *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynnin ja markkinoinnin välillä on hyvä yhteisymmärrys. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 2.2. Toteutusvaihe \*

- 1 = täysin eri mieltä
- 2 = osittain eri mieltä
- 3 = en osaa sanoa
- 4 = osittain samaa mieltä
- 5 = täysin samaa mieltä

	1	2	3	4	5
Myynnillä selkeä kuva myyntiprosessin etenemisestä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinoinnilla selkeä kuva myyntiprosessin etenemisestä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kun myynti ja markkinointi kohtaavat, heidän ei tarvitse käyttää paljon aikaa riitojen ratkaisuun ja kriisinhallintaan. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinointi tuottaa myynnille liidejä ja seuraa niiden kehitystä myyntiprosessin edetessä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynti pitää markkinoinnin toteuttamia toimenpiteitä arvokkaana työkaluna, jotka auttavat lisäämään myyntiä. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynnillä ja markkinoinnilla on vahva "Me nousemme tai kaadumme yhdessä" -kulttuuri. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 2.3. Seurantavaihe \*

- 1 = täysin eri mieltä
- 2 = osittain eri mieltä
- 3 = en osaa sanoa
- 4 = osittain samaa mieltä
- 5 = täysin samaa mieltä

	1	2	3	4	5
Meillä on selkeät mittarit myynnin ja markkinoinnin onnistumisen määrittämiseen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myyntilukumme ovat yleensä lähellä myyntiennusteita. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynti kehittää yhteistyötä tarjoamalla markkinoinnille palautetta. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jos asiat menevät pieleen tai tulokset ovat pettymys, kumpikaan toiminto ei syytä toista. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 2.4. Mitkä ovat merkittävimmät myynnin ja markkinoinnin väliset haasteet?

### 2.5. Miten myynti ja markkinointi voisivat kehittää yhteistyön tasoa?

Edellinen

Seuraava

33%

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### 3. Henkilökohtainen myyntityö

Tämän osion tarkoituksena on selvittää henkilökohtaisen työn suunnitelmallisuutta ja toteutumista sekä kartoittaa uusia keinoja toiminnan kehittämiseen.

#### 3.1. Lähtökohdat \*

1 = täysin eri mieltä  
2 = osittain eri mieltä  
3 = en osaa sanoa  
4 = osittain samaa mieltä  
5 = täysin samaa mieltä

	1	2	3	4	5
Minulla on selkeät tavoitteet uusiasiakashankinnalle *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minulla on selkeä suunnitelma uusiasiakashankinnalle *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hyödynnän aktiivisesti myynti- ja markkinointisisältöjä uusiasiakastyössä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tuotan itse asiantuntevaa, asiakkaille lisäarvoa tuottavaa sisältöä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Etsin itselleni aktiivisesti uusia liidejä ja asiakkaita eri lähteiden kautta *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hyödynnän yrityksellä käytössä olevaa teknologiaa uusiasiakashankinnan apuna *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minulle on luontevaa käyttää teknologiaa apuna uusiasiakashankinnassa *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 3.2. Mistä etsit uusia liidejä ja asiakkaita?

#### 3.3. Mitä kanavia käytät keskustellessa liidien tai uusien asiakkaiden kanssa? \*

- Puhelin
- Sähköposti
- Tekstiviesti/Whatsapp
- Sosiaalinen media
- Microsoft Teams
- Google Meet
- Zoom
- Jokin muu, mikä

#### 3.4. Miten olet joutunut muuttamaan omaa työskentelytapaasi vallitsevan koronatilanteen takia?

Edellinen

Seuraava

50%

Powered by SurveyPal



## 4. Valmius etämyyntiin

Etämyynnin tarkoituksena on tukea henkilökohtaista myyntityötä tarjoamalla lisää vaihtoehtoja asiakkaan kanssa käytävään keskusteluun. Etämyynnillä tarkoitetaan tässä yhteydessä myyntiä, joka toteutetaan ilman myyjän ja asiakkaan välisiä fyysisiä tapaamisia. Kyselyn tässä osiossa pyritään selvittämään etämyynnin tarjoamia mahdollisuuksia ja mahdollisia haasteita.

### 4.1. Lähtökohdat \*

1 = täysin eri mieltä  
2 = osittain eri mieltä  
3 = en osaa sanoa  
4 = osittain samaa mieltä  
5 = täysin samaa mieltä

	1	2	3	4	5
Organisaatiollemme on määritelty ja dokumentoitu etämyyntiprosessi *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minulla on riittävä henkilökohtainen osaaminen & valmius etämyynnin toteuttamiseen *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minulla on riittävät etämyyntiä tukevat työkalut *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minulla on riittävät perehdytys ja tuki etämyynnin toimintamalliin *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tekniset haasteet ovat este etämyynnille *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asiakkaat eivät ole valmiita etämyyntiin *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Etämyynnin haasteena on asiakkaan vähäinen sitoutuminen ja tapaamisten herkkä peruuntuminen *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asiakassuhteen rakentaminen on haasteellisempaa etänä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Etämyynti tehostaa asiakkaan päätöksentekoa *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ehdotan ensisijaisesti asiakkaalle etätapaamista *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Etämyynti tarjoaa paremman asiakaskokemuksen *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Etämyynti tehostaa ajankäyttöä *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 4.2. Mitkä ovat etämyynnin suurimmat ongelmakohdat?

### 4.3. Mitä tukea tai työkaluja tarvitsisit onnistuaksesi paremmin etämyynnissä?

Edellinen

Laheta vastaukset

67%

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### 3. Johtaminen

Etämyynnin tarkoituksena on tukea henkilökohtaista myyntityötä tarjoamalla lisää vaihtoehtoja asiakkaan kanssa käytävään keskusteluun. Etämyynnillä tarkoitetaan tässä yhteydessä myyntiä, joka toteutetaan ilman myyjän ja asiakkaan välisiä fyysisiä tapaamisia. Tämän osion tarkoituksena on selvittää myynti- ja markkinointitoimintojen johtamisen nykytilaa sekä mahdollisia kehitysuuntia.

#### 3.1. Lähtökohdat \*

1 = täysin eri mieltä  
2 = osittain eri mieltä  
3 = en osaa sanoa  
4 = osittain samaa mieltä  
5 = täysin samaa mieltä

	1	2	3	4	5
Myynti- ja markkinointipäälliköt keskustelevat yhdessä uusista ideoista, markkinoiden tunnistamisesta sekä tuotestrategioista. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynti- ja markkinointipäälliköt kehittävät yhdessä myynti- ja markkinointiprosessia sekä pitkän aikavälin strategiaa. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynti ja markkinointi kehittävät osaamistaan yhteisillä koulutusohjelmilla, tapahtumilla tai oppimismahdollisuuksilla. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynnin ja markkinoinnin operatiivinen toiminta on hyvin organisoitua ja perustuu yhdessä laadittuihin liiketoimintasuunnitelmiin ja prosesseihin *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinointi ja myynti osallistuvat yhdessä markkinointisuunnitelman laatimiseen *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynti ja markkinointi osallistuvat yhdessä myyntistrategian määrittelyyn ja toteuttamiseen. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynti ja markkinointi osallistuvat toistensa suunnitelmien valmisteluun ja esittelyyn ylimmälle johdolle. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Myynti- ja markkinointi raportoivat yhteiselle johtajalle *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 3.2. Miten myynnin ja markkinoinnin välistä yhteistyötä voitaisiin tehostaa johtamisen näkökulmasta?

#### 3.4. Mitä uusia haasteita etämyyntiin siirtyminen asettaa johtamiselle?

Edellinen

Lähetä vastaukset

83%

**Appendix 2. Questions to measure the level of sales and marketing integration (Kotler et al., 2006).**

	Strongly Disagree 1	Disagree 2	Neither 3	Agree 4	Strongly Agree 5	
1. Our sales figures are usually close to the sales forecast.	_____	_____	_____	_____	_____	
2. If things go wrong, or results are disappointing, neither function points fingers or blames the other.	_____	_____	_____	_____	_____	
3. Marketing people often meet with key customers during the sales process.	_____	_____	_____	_____	_____	
4. Marketing solicits participation from Sales in drafting the marketing plan.	_____	_____	_____	_____	_____	
5. Our salespeople believe the collateral supplied by Marketing is a valuable tool to help them get more sales.	_____	_____	_____	_____	_____	
6. The sales force willingly cooperates in supplying feedback requested by Marketing.	_____	_____	_____	_____	_____	
7. There is a great deal of common language here between Sales and Marketing.	_____	_____	_____	_____	_____	
8. The heads of Sales and Marketing regularly confer about upstream issues such as idea generation, market sensing, and product development strategy.	_____	_____	_____	_____	_____	
9. Sales and Marketing work closely together to define segment buying behavior.	_____	_____	_____	_____	_____	
10. When Sales and Marketing meet, they do not need to spend much time on dispute resolution and crisis management.	_____	_____	_____	_____	_____	
11. The heads of Sales and Marketing work together on business planning for products and services that will not be launched for two or more years.	_____	_____	_____	_____	_____	
12. We discuss and use common metrics for determining the success of Sales and Marketing.	_____	_____	_____	_____	_____	
13. Marketing actively participates in defining and executing the sales strategy for individual key accounts.	_____	_____	_____	_____	_____	
14. Sales and Marketing manage their activities using jointly developed business funnels, processes, or pipelines that span the business chain – from initial market sensing to customer service.	_____	_____	_____	_____	_____	
15. Marketing makes a significant contribution to analyzing data from the sales funnel and using those data to improve the predictability and effectiveness of the funnel.	_____	_____	_____	_____	_____	
16. Sales and Marketing share a strong "We rise or fall together" culture.	_____	_____	_____	_____	_____	
17. Sales and Marketing report to a single chief customer officer, chief revenue officer, or equivalent C-level executive.	_____	_____	_____	_____	_____	
18. There's significant interchange of people between Sales and Marketing.	_____	_____	_____	_____	_____	
19. Sales and Marketing jointly develop and deploy training programs, events, and learning opportunities for their respective staffs.	_____	_____	_____	_____	_____	
20. Sales and Marketing actively participate in the preparation and presentation of each other's plans to top executives.	_____	_____	_____	_____	_____	
	_____ +	_____ +	_____ +	_____ +	_____ =	<b>Total</b>