**RESEARCH METHODOLOGY**

**2) Research paper -**

Topic-**Sales and Marketing: Integration**

**Author-** **Pankaj M. Madhani**

**Year-2015**

Introduction:-

Significant research efforts have been devoted to considering co-operation and collaboration between functional departments in organizations, based on

the premise that interdepartmental collaboration is linked to improving business performance. However, relatively little attention has been paid to the interdepartmental relationship between sales and marketing as compared to other functional relationships with marketing. Only recently, sales and marketing interaction has gained more conceptual attention.

Sales and marketing interface exhibits one of the most contentious relationships within organizations and is one that is attracting increasing attention from both academicians and practitioners. The sales and marketing interface has a direct and significant impact on customers and the revenue-earning potential of the organization. Collaboration between sales and marketing may be important in reducing inter-functional conflict and

Creating high performance. There is need to have collaboration between sales and marketing to alleviate their behavioural conflicts. Hence, every organization should improve the relationship between sales and marketing.

The major objectives of this paper are firstly; to introduce sales and marketing integration as a process which combines the strengths of sales and marketing by shifting the focus to the customer; secondly; to demonstrate how such

integration can leverage the strengths of sales and marketing, and meet the challenges of customer value creation in today’s fast changing and highly competitive marketplace and thirdly; to suggest research framework of sales and marketing integration as well as methodology for calculation of customer lifetime value (CLV) for better understanding the interface of sales-marketing from inside-out. CLV measures the present value of all future profit streams of a customer across the entire customer life cycle. This study focuses on how integration between sales and marketing improves lifetime value of customers and ultimately business performance.

3) **RESEARCH PAPER 1- Literature Review**

Topic-**Sales and Marketing: Integration**

**Author-** **Pankaj M. Madhani**

**Year-2015**

**Literature Review:-**

Previously the academic focus was more on marketing’s interaction with other functions such as R&D or finance, and researchers did not differ between the sales and marketing functions at all (Kahn and Mentzer, 1998). Many researchers found sales-marketing interface as a rather

Unexplored area with either limited research study (Dawes and Massey, 2005) or not researched systematically and deeply (Homburg et al., 2008). Both sales and marketing may be following their own agendas, creating conflict, coordination problem, and ultimately great tension between

the two groups. These issues can negatively characterize the interface between sales and marketing and may lead to conflict that is detrimental to collaboration (Dewsnap and Jobber, 2000). According to Corstjens and Corstjens (1999), a lack of cooperation between sales and marketing has the potential to damage the overall success of the organisation. Both

sales and marketing serve customers, with sales traditionally performing tactical tasks such as contacting customers, executing marketing strategies, and closing the sale in the field and marketing entrusted with providing support to salespeople and building consistent brand image in the marketplace (Matthyssens and Johnston, 2006). Improvements in collaboration and interdepartmental relations may reduce conflict as well as enhance the fonnulation of strategy (Menon et al., 1996). For success of

the organization, market responsiveness and adaptability are important conditions and requires seamless integration of the organization’s many functional parts. The overcoming of functional boundaries and (often) the development of cross-functional teams as important facets of customer

focused organizations (Homburg et al., 2000).Le Meunier-FitzHugh and Piercy (2007), studied collaboration between sales and marketing in business-to-business (B to B) setting and found that it is positively

related to enhanced business performance. The research findings empirically established that a positive senior management attitude toward collaboration between sales and marketing, the reduction of interdepartmental conflict, the improvement of communications, the establishment of organizational learning, and effective market intelligence

systems are important antecedents to effective collaboration between sales and marketing. Similarly, empirical study by Le Meunier-FitzHugh and Lane (2009) confirms that collaboration between sales and marketing has a positive and significant impact on both market orientation and

business performance. Sales and marketing are different functions within an organization and usually have different goal orientations (Homburg et al., 2008). The sales-marketing interface may exhibit many negative features and are characterised by poor co-ordination, miscommunications, conflict, non-cooperation, signs of frustration, distrust and dissatisfaction

with the other group’s performance, disharmony, and poor understanding of each other’s roles, which inhibits achieving the benefits of collaboration (Dewsnap and Jobber, 2002). Improved sales and marketing interaction has a positive impact on corporate growth as well as on new product development (Ernst et al., 2010). With sales and marketing collaboration, firms will outperform competition; create added value as well as customer satisfaction. Hence, there is a shift from focusing only on how firms can

create competitive advantages through increased productivity within the value chain towards a perspective on how they can increase the quality of their customer relationship via better cross functional teamwork (Rayport

and Jaworski, 2004). The creation of superior customer value through an effective sales and marketing relationship provides competitive advantage to the firms (Guenzi and Troilo, 2007). Sales and marketing interaction is important for overall perfonnance and growth of business as their productive relations is linked to improved productivity, competitiveness, superior value creation, and market performance (Tjosvold, 1988). Paper works in this direction, and provides insights for enhancing sales and marketing integration. The ideas presented in this paper have the potential to enhance collaboration between sales and marketing and achieve better integration between them.

**RESEARCH PAPER 2- Literature Review**

Topic- **How to leverage the impact of R&D on product innovation? The**

**Moderating effect of management innovation**

**Author-** **Cornelis V. Heij, Henk W. Volberda,**

**Frans A.J. Van den Bosch and Rick M.A. Hollen**

**Year-2020**

R&D is an important source of competitive advantage, but there are relatively few theoretical insights and little systematic empirical evidence to indicate whether management innovation explains variations in a firm’s R&D effectiveness. With this study, we advance understanding of how management innovation moderates the relationship between R&D and product innovation in various ways. First, we argue that management innovation, as a moderator, does indeed explain variations in a firm’s

Effectiveness at converting R&D into product innovation. It may reduce R&D effectiveness when the level of R&D is low or may increase it when the level is high. This contextual influence is characterized by a curvilinear relationship between R&D and product innovation that becomes more of a J-shaped relationship as the level of management innovation increases. The upper right part of this curve indicates the impact on product innovation of having complementary effects of high levels of both R&D and management innovation.

We encourage future research to extend our model by including the role of absorptive capacity and open innovation. Third, we have focused on management innovation as a generic concept (cf. Birkinshawet al., 2008), and have not differentiated between specific types of new management practices such as self-organization or incentive pay plans (Volberda

et al., 2013). We encourage future research to examine whether our findings might vary according to the type of management innovation used.

Fourth, we have not examined the role of time in our model. Complementary effects may be revealed over time (Damanpour et al., 2009), and organizational change can be divided into episodic change

And continuous change (e.g., Weick and Quinn, 1999). Future research should examine, using longitudinal case studies, how management innovation may increase R&D effectiveness over time.

Overall, we help to build a richer understanding of how management innovation as a moderator influences a firm’s effectiveness at transforming R&D into product innovation. Innovation effectiveness is

Expected to become a key indicator of leading firms (Cruz-Cazares et al., 2013).

**RESEARCH PAPER 3- Literature Review**

Topic- **The impact of the Marketing/Sales relationship and effect on Business performance**

**Author-** **Christopher Steger**

**Year-2019**

Upon reviewing some of the earlier qualitative work into the relationship between sales and marketing it is noted that that evidence pointed towards a poor working relationship and that more research was to be conducted. In 2000, a conceptual work “which identified that the sales and marketing interface is characterized by negative outcomes and conflict.” (Dewsnap, B. and Jobber, D. 2000). According to DeConinck, when specifically identifying the role of salespeople, stated, “due to their boundary spanning roles, salespeople are more likely to be out of sight and away from direct supervision.” (DeConinck, J. B. 2011). This is one possible explanation for the evidence that concluded a poor working relationship between the two teams. However, on the other hand the research has shown the opposite to be true, “teamwork is important in selling organizations for the reason that salespeople depend on their colleagues, service support staff, and other to accomplish selling-related tasks and increase productivity.”

**RESEARCH PAPER 4- Literature Review**

Topic- **A study on factors influencing cosmetic buying behaviour of consumers**

**Author-** **Anjana S S**

**Year-2018**

The purpose of this paper is to figure out the attributes that affect the consumer’s consumption for cosmetic products. Through this study, it was identified that the five factors, quality product, product price, brand name, product packaging and advertising have greater impact on customer

buying decision. Consumers go through the rigorous thought processing making their buying decisions, since there are alternative products which compete in the areas close proximity, relatively cheaper price, quality, etc. Brand, Quality and price are one among the strong competing factors in the decision making process. When it comes to beauty products, it is even more intense that all the five factors play a major role in consumer buying decision.

Manufacturers and retailers of beauty products must have this thought at the back of their mind as they embark on the marketing of their products.

**RESEARCH PAPER 5- Literature Review**

Topic- **Customer Relationship Management: a strategy to sustain the organization's name and products in the customers' minds**

**Author-** **Ahmad M Ahmad Zamil**

**Year-2011**

As mentioned earlier this paper has two objectives. These objectives are to examine the activity of a larger role in the implementation of CRM strategy, with a focus on the role of human resource management and the role of information technology. It shows a strong relationship it today’s business environment between HR and use CRM strategy to measure performance on customer in order to enhance customer satisfaction. Human Resources practices were found to significantly and positively affect performance. In addition the use of customer performance measures partially mediates the

Relationship between HR and performance. The study confirms that CRM is a complex concept

Requiring appropriate business process and integrated systems. in addition, the study demonstrates the relevance of the need for effective leadership, sourcing, communication and evaluation within CRM strategies. According to the second objective of the study there are basic conditions one showed consider when starting a CRM implementation system one of the basic conditions is that organizational climate as defined customer satisfaction and loyalty has to understand the business process inadequate information in the system regarding self-renewing, innovative, agile and aligned with customer needs and expectations. Loyalty is really a propensity to act in a certain way i.e. recommended the product, purchase in the future, etc. however the loyal customer will maintain final judge of product quality which prevents industry failure. CRM strategy should be aligned to the organization’s mission and

Purpose in order to bring about a sustained achievement of business objectives and profitable customer

**RESEARCH PAPER 6- Literature Review**

Topic- **When Marketing Strategy Meets Culture: The Role of Culture in Product Evaluations**

**Author- Reo Song,**

**Sangkil Moon,**

**Haipeng (Allan) Chen**

**Year-2017**

To summarize, our research takes an important step toward revealing how cultural factors interact with marketing strategy in determining consumers’ product evaluations and, accordingly, how managers’ decisions can be shaped by an understanding of national culture in international markets. We draw upon communication theory to develop our hypotheses and we rely on the extant literature on cross-culture and marketing strategies to test our hypotheses. We obtain strong empirical support for our predictions based on an examination of consumer reviewers in an entertainment industry that manufactures and markets products containing rich cultural meanings. We hope that our study stimulates further research to examine how culture affects the effectiveness of firms’ other business strategies in a variety of product categories and contexts.

**RESEARCH PAPER 7- Literature Review**

Topic- **Evolution in E-Commerce with Augmented Reality**

**Author-** **Navneet Garg,**

**Ankita Pareek,**

**Ajinkya Lale**

**Year-2021**

By utilizing augmented reality precisely, clients can be propelled to select the correct choice for buying items/products. This is advantageous to the retailer to persuade their intended interest group besides; clients will have the option to get extensive data like surveys, and related items. All the more Critically, AR specifically, can provide clients to in-store shopping experience, paying little heed to Their zone service can superimpose 3D objects in various spaces, permitting customers to interfacing with advanced delivery to their own place with consolation. In this domain of the present scenario of more products, shorter runs immensely accelerate the variation in products, and enhance the business rivalry. Data generated from the application of AR methods in marketing can give useful feedback even to define top-down manufacturing policy as heuristic about future customer needs. Resilience in the application of above mentioned AR-based marketing method lies in its ability to impart an intelligent fast and effective decision-making thought process in the mind of application user who may not be even technically sound about the usage of the product and its relations with other elements in its vicinity after being procured. In the future, a dynamic framework consisting of various stakeholders such as a user with an E-commerce interface who may be or even can be a potential customer, various professionals, and concerned entrepreneurs related with various domains ranging from logistic and supply chain to manufacturing, R&D, customer support can be proposed and can be simulated to hypothetical conditions and responses given by them can be recorded and studied for various desired objectives.

**RESEARCH PAPER 8- Literature Review**

Topic- **Effect of Customer Satisfaction on Company Performance**

**Author-** **Petr Suchánek,**

**Maria Králová**

**Year-2015**

Of the twenty-two factors that were examined in relation to customer satisfaction, twelve proved to be statistically significant with regard to the efficiency or inefficiency of the company. Of these twelve, three factors relate directly to the customer (customer satisfaction, experience with the product, frequency of the purchase), the product quality (quality of the product in the sense of the technical design) and comparisons of the company product with the competition – from the customer’s

perspective, in eight categories (price, quality, tradition, flexibility, customer approach, the extent of offered services, accessibility of the store, repeated product purchase). The above factors do not affect the company’s performance individually. In terms of company management, it is thus very difficult to focus on these various factors. It is not clear what will be the final effect on the customer when the mutual relations between the factors (which may be not only Complementary but also competitive), or the strength of their eff ect on customer are not known. Because of this, the model of customer satisfaction influence was built with factors that affect the Performance of the company individually. These factors, whose combined effect on the financial Performance the model described, only five proved to be statistically significant (two in the customer Area, one in the product quality area, and two in the area of a matching competition product Comparison). Although the model is statistically signify cant and the five factors (experience with the product, frequency of purchase, quality of the product in the sense of the technical design, price and the tradition compared to the competing companies) have an impact on performance, the explanatory ability of the model is low, i.e. the influence of these factors on company performance is small. It is clear that in the area of customer satisfaction, there are other factors that have an impact on Company performance. It would thus be appropriate to expand research further with situational or demographic factors, possibly examine customers’ satisfaction with the overall purchase. Because students represent a specific group of customers (e.g. young people, low income) it would be appropriate to compare the results with another group of customers.

**RESEARCH PAPER 9- Literature Review**

Topic- **The Impact of Online Reviews on Consumers’ Purchasing Decisions: Evidence from an Eye-Tracking Study**

**Author-** ***Tao Chen,***

***Premaratne Samaranayake***

***,XiongYing Cen, Meng Qi,***

***Yi-Chen Lan***

**Year-2022**

In the e-commerce market, online comments facilitate online shopping for consumers; in turn, consumers are increasingly dependent on review information to judge the quality of products and make a buying decision. Consequently, studies on the influence of online reviews on consumers’ behaviour have important theoretical significance and practical implications. Using traditional empirical methodologies, such as self-report surveys, it is difficult to elucidate the effects of some variables, such as review choosing preference because they are associated with automatic or subconscious cognitive processing. In this paper, the eye-tracking experiment as a methodology was employed to test congruity hypotheses of product reviews and explore consumers’ online review search behavior by incorporating the moderating effect of gender. Hypotheses testing results indicate that the emotional valence of online reviews has a significant influence on fixation dwell time and fixation count of AOI, suggesting that consumers exert more cognitive attention and effort on negative reviews than on positive ones. This finding is consistent with Ahluwalia et al.’s (2000) observation that negative information is more valuable than positive information when making a judgment. Specifically, consumers use comments from other users to avoid possible risks from information asymmetry (Hong et al., 2017) due to the untouchability of online shopping. These findings provide the information processing evidence that customers are inclined to acquire more information for deeper thinking and to make a comparison when negative comments appear which could more likely result in choosing not to buy the product to reduce their risk. In addition, in real online shopping, consumers are accustomed to giving positive reviews as long as any dissatisfaction in the shopping process is within their tolerance limits. Furthermore, some e-sellers may be forging fake praise (Wu et al., 2020). The above two phenomena exaggerate the word-of-mouth effect of negative comments, resulting in their greater effect in contrast to positive reviews; hence, consumers pay more attention to negative reviews. Thus, Hypothesis H2a is supported. However, when limited fake criticism was mixed in with a large amount of normal commentary, the subject’s eye movements did not change significantly, indicating that little cognitive conflict was produced. Consumers could not identify fake comments. Therefore, H2b is not supported. Although the dominant effect of gender was not significant on the indicators of the fixation dwell time and fixation count, a significant interaction effect between user gender and review polarity was observed, suggesting that consumers’ gender can regulate their comment-browsing behavior. Therefore, H3 is partly supported. For female consumers, attention to negative comments was significantly greater than positive ones. Men’s attention was more homogeneous, and men paid more attention to positive comments than women. This is attributed to the fact that men and women have different risk perceptions of online shopping (Garbarino and Strahilevitz, 2004). As reported in previous studies, men tend to focus more on specific, concrete information, such as the technical features of mobile phones, as the basis for their purchase decision. They have a weaker perception of the risks of online shopping than women. Women would be worried more about the various shopping risks and be more easily affected by others’ evaluations. Specifically, women considered all aspects of the available information, including the attributes of the product itself and other post-use evaluations. They tended to believe that the more comprehensive the information they considered, the lower the risk they faced of a failed purchase (Garbarino and Strahilevitz, 2004; Kananga and Jain, 2012). Therefore, women hope to reduce the risk of loss by drawing on as much overall information as possible because they are more likely to focus on negative reviews.

**RESEARCH PAPER 10 - Literature Review**

Topic- **Factors Influencing Brand Switching Behaviour: Role Of Variety Seeking Need As Moderator Variable**

**Author-** **SHEILA FEBIASTUTI,**

**ALISA TRI NAWARINI**

**Year-2018**

Czinkota et al., (2001) explain that the core of the modern marketing practice is to understand and respond to consumers‟ values and needs. In order to succeed on the modern market, businesses place great focus on their customers and invest the majority of their resources into marketing activities. Maintaining a long-term relationship with a customer is one of the fundamental factors determining the value that the customer provides to the company. A serious threat to achieving a long-term relationship is the customer‟s switching behavior (Alnaimi et al., 2011). According to Ahmed et al., (2015), consumer switching behavior is being considered as complex study of factors, which stimulate the behavior of consumers towards switching their purchase between brands. Brand switching is the decision by consumers to substitute alternative brands for the ones they currently consume. This may be a response to dissatisfaction with their existing brand, the attractions of newly available brands or consumers‟ search for variety, and so brand switching may be induced by promotion activities designed by competitors. The following influencing factors are helpful to understand the cause and effect relationship between different variables and their outcomes towards switching consumer behavior.

The switching behavior of customers is becoming an area of interest in relationship marketing. Various studies have discussed and investigated potential antecedents of customers‟ brand switching. Assael (2002) stated that customer brand switching is a complex phenomenon which is influenced by behavior, competition and time factors. Current study aims to examine the causal relationship between dissatisfaction, characteristics of product category, perceived price as well as competitors‟ promotion activities and customers‟ brand switching of Samsung smartphone to another brand, both directly and indirectly through customers‟ need of variety seeking as moderator variable.

**4) Research Design for a Three Year Research Duration-**

It’s important to realize that today’s consumers are different. They are connected with so many people from so many other parts of the world and can find information with a simple click, without needing a salesman or an ad. Anyone who’s going to buy a car will probably end up seeing a salesman in the dealership, but most will have done a lot of their own work to know about their options. We have to recognize the existence of such an intelligent, well-informed consumer, which means companies have to make big changes to their traditional marketing tools. Marketing strategy is a construct that lies at the conceptual heart of the field of strategic

Marketing and is central to the practice of marketing. It is also the area within which many of the most pressing current challenges identified by marketers and CMOs arise. We develop a new conceptualization of the domain and sub-domains of marketing strategy and use this lens to

Assess the current state of marketing strategy research by examining the papers in the six most influential marketing journals publishing such papers over the period 1999 through 2017. We uncover important challenges to marketing strategy research—not least the increasingly limited number and focus of studies, and declining use of both theory and primary research designs. However, we also uncover numerous opportunities for developing important and highly relevant new marketing strategy knowledge—the number and importance of unanswered marketing strategy questions and opportunities to impact practice has arguably never been greater. To guide

such research, we develop a new research agenda that provides opportunities for researchers to develop new theory, establish clear relevance, and contribute to improving practice.

Advancements in technology have seen a rise in the self-service model, where brands can implement their own short surveys. But perhaps the most significant impact technology has had on the market research industry is agility. Market research technology allows researchers to quickly test, measure, and pivot projects.