



S. MARY UNIVERSITY SCHOOL OF GRADUATES

**ASSESSMENT OF SALES AND MARKETING INTEGRATION
PRACTICE; IN THE CASE OF COCA-COLA ETHIOPIA**

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PREPARED BY;

BIRHAN MULU

ADVISOR

GETE ANDUALEM (PhD.)

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APPROVAL

St. Mary University School of Graduates

MBA (in General Management)

Name: BIRHAN MULU

Degree: Master in Business Administration (MBA)

Title of Thesis: Assessment on sales and marketing integration practice:, In the case of
Coca-Cola Ethiopia

d by Board of Examiners

Advisor

Internal

Examiner

Signature

Internal Examiner

Signature

Statement of Certification

This is to certify that Mrs. Birham Mulu has carried out his research work on the topic titled as “Assessment on sales and marketing integration practiced; the case of Coca-Cola Ethiopia”. The work is original in nature and is suitable for submission for the award of Masters Degree in Business Administration.

Advisor: _____

Signature: _____

Date: _____

Abstract

The ultimate goal of any business establishment is to remain in business profitably through production and sales of products or services. Without optimal profit, a business firm cannot survive. Sales and marketing integration play key role in marketing success. Sales and marketing integration affect the company success or failure so, this sales and marketing integration should implement effectively

Having this in mind, the study has been designed to assess sales and marketing integration practices of the coca-cola Ethiopia. Both primary and secondary data collection instruments were used to collect data. Closed ended and open ended questionnaires along with interviews were used for the purpose of data collection. The selections of the respondents were carried out by using purposive sampling research method because no other departments were concerned about sales and marketing integration activity and the researcher took all the respondents of marketing staffs as a total population of the study.

Coca cola Ethiopia currently practiced a defined level sales and marketing integration which is the two department know who do what ,they know their task very well and usually meet together when there is any campaign or event. However the two teams did not understand each other's contribution to the organization's overall aim.

Even if sales and marketing staff are working together not as they expected .there are some problem that they face when they work together .theses are lack of cooperation, management attitude, conflict of interest, communication problem, lack of understanding, lack of joint planning and discussion and feedback gathering time.

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Table of content

Contents

Abstract.....	4
Acknowledgement.....	5
Table of content.....	6
Acronyms.....	9
List of tables.....	10
List of figure	10
Chapter one.....	11
1. Introduction.....	11
1.1 Background of the study	11
1.1.1 Organization background.....	12
1.2 Statement of the problem.....	13
1.3 Research question.....	14
1.4 Research objective.....	14
1.4.1 General objective.....	14
1.4.2 Specific objective.....	15
1.5 Definition of terms.....	15
1.6 Significant of the study	15
1.7 Scope of the study	16
1.8 Organization of the Paper.....	16
Chapter two: Literature review	17

2.1. Sales and marketing concepts	17
Concepts of marketing, sales and integration.....	17
2.2 Definition of sales and marketing.....	19
2.3 Task of sales and marketing	20
2.4 Definition of Sales and Marketing Integration	23
2.5 Levels of sales and marketing integration.....	24
Undefined:.....	24
Defined:	24
Aligned:	24
Integrated:	24
2.6 Importance of sales and marketing integration	25
2.7. Factors affecting sales and marketing integration	26
Communication:	27
Organizational learning.....	27
Market intelligence.....	27
Marketing Planning	28
Conflict of interest.....	28
Management attitude towards coordination.....	28
2.8. Sales and marketing integration strategies.	29
Empirical literature.....	31
Conceptual frame work.....	32
Chapter Three: Research Methodology	34
3.1 Research Design	34

3.2 Sample and Population.....	34
3.3 Data Collection Instrument	34
3.4. Data Collection Procedure	35
3. 5 Method of Data Analysis.....	35
3.6 validity	36
3.7 Ethical consideration	36
CHAPTER 4: Result and Discussion	37
4.1. Result	37
4.1.1. Background characteristics of respondents and the company.....	37
4.1.2. Sales and Marketing Integration	39
<i>Level of Integration</i>	41
4.1.3. Common problems faced in working together.....	44
4.1.4. Results from interviews with managers.....	44
Chapter Five: Conclusion and recommendation	48
5.1. Conclusion.....	48
5.2 Limitation of the study.....	48
5.2 Recommendation	49
Reference	51
Appendix	53
Appendix 1: Questionnaires to be filled by employees of marketing department of Coca-Cola Ethiopia	53
Appendix 2: Questionnaires to be filled by employees of the sales department of Coca-Cola Ethiopia.	57
Appendix 3: Interview questions with sales and Marketing Managers of the Coca-Cola Ethiopia	61

Acronyms

ASM: Area Sales Manager

CIM: chartered Institute of Marketing

CRM: Customer Relationship Management

EABSC: East African Bottling Share Company

MIR: Marketing In trade

ODC: Official Coca Distributer

RM: Root Marketing

RSM: Regional Sales Manager

List of tables

Table 1: Background characteristic sales and marketing workers in Coca Cola Ethiopia, 2015

Table 2: Activities sales working together marketing

Table 3: Activities marketing work together with sells

Table 4: frequency of meeting

Table 5: perceived level of sales and marketing integration

List of figure

Figure 1: sales and marketing responsibility

Figure2: Sales and Marketing integration

Figure3: sales and marketing integration

Figure 4: overall marketing integration

Chapter one

1. Introduction

1.1 Background of the study

In response to increased competitive pressures, shortening product life cycles, and heightened customer demands, businesses are increasing their ability to effectively adapt and build competitive advantage by changing horizontal - flattening their organizations, breaking down barriers between functions and stimulating more teamwork between functional areas .In marketing context, “Sales and Marketing” are often used as the same word assuming that they have the same meaning but the two functions are distinct, separate tasks that need to work together. The Marketing’s key function is converting the market understanding into tools and tactics to attract the market, build relationships, and develop direction. They also help the organization to see how it needs to modify its product offerings, pricing and communication so that it meets the needs of the distribution channel or end customers. The function of Sales is to sell what is in stock by knock down the doors, overcome objections, negotiate prices and terms and often work inside to be sure their customer’s orders are filled. The two functions are highly dependent. Kotler stated that *every company can and should improve the relationship between sales and marketing* to improve business performance (Kotler 2006).

Although integration is an important objective in theories of firm performance, there is no uniform definition or widely accepted measure of this concept. Some defined as the degree to which departments engage in collaboration to work together as a team and share resources to make strategic decisions, develop implementation plans, and assess performance of these strategies and plans Clark (1991) and Lawrence (1967)

Other research adopts a multidimensional perspective. For example, Ruekert (1987) describe marketing’s interactions with other functional units in terms of exchanges of resources, work, and technical assistance and the amount and difficulty of communication .Song (2000) defined integration as involvement, information quality, and harmony. Dominique (2005) defined sales

and marketing integration as the extent to which activities carried out by the two functions are supportive of each other.

Generally integration between sale and marketing defined as it is the process of blending the two functions to work together as team and supportive of each other, through aligning goals, shared planning, collaborative culture and effective communication culture. The activity of one function's must supportive and congruent the other function's activity, the timing of the activities must be concurrent and thoughtfully sequenced. Thus, for example, the timing of a salesperson's visit to a customer to introduce a new product must be coordinated with marketing's launch of the ad campaign for the product. Both activities are consistent in that they have the same goal, and they support each other in that each activity makes the other activity more effective.

1.1.1 Organization background

Coca-Cola was first bottled in Ethiopia's capital Addis Ababa in 1959 by the Ethiopian Bottling Share Company, which later opened a second branch in Dire Dawa in 1965.

The two plants were nationalized in 1975 and ran as public companies until 1996 when they were bought by Ethiopian entrepreneurs. Just prior to this, in 1995, Coca-Cola Sabco bought shares in the business and, in 1999, signed a joint venture agreement with the plants. With its leadership working hand in hand, the business has seen significant growth over the years. Processes and functions have been improved, resulting in considerable sales increases. In 2001, Coca-Cola Sabco increased its shares to 61% and the company changed its name to the East African Bottling Share Company (EABSC).

In 2002, it celebrated the US\$6,4-million upgrade project of its Addis Ababa plant. In 2003 saw the inauguration of the brand new 'Philipp H Gutsche Training Centre' at the Addis Ababa plant. In 2004, for the first time in its history, the EABSC registered a volume score of 'Ten Million Plus'. In 2013 it inaugurated a new PET line and a massive expansion to its Dire Dawa Branch at a total cost of \$70 million dollar. In 2013 it launched Route to Market Project. In 2013 it has

received 30ha of land from the Bahir Dar city administration to build its third Coca-Cola factory. The EABSC continues to run the two plants and has 1338 employees' in2014.

Currently Ethiopians enjoy a range of beverages from EABSC, including those from the Fanta group, Coca-Cola, Sprite, Schweppes, Coke Light and Dasani Bottled Water.

1.2 Statement of the problem

It is natural that every business organization whether small or large, private or government, domestic or international operate in trouble and uncertain environment. In the context of both internal and external factors are challenges for the business. Customer expectation, technological discontinuities, increase uncertainties are elements of the external challenge .The inter departmental conflict is part of the internal challenges of any business. Sales and marketing relationship is a problematic in money organization. In the empirical study of consumer grocery product firms, Strahle (1996) found lack of cooperation can seriously damage the relationships that companies have with their customers. In addition Corstjens (1999) indicate that a lack of integration between sales and marketing has the potential to damage the overall success of the organization. Due to this, managers must develop new tools, new concepts, new strategy and the new mindsets to avoid sales and marketing discrepancy in the organization Jain (1997).

In fact when you run a business, everything might not be easily accomplished. Marketing success is the lifeblood of any company. Sales and marketing integration play key role in marketing success. Marketing and sales teams, whose works is also deeply interconnected and have separate functions with an organization. When they do work together influence the company's ability to generate profits and improve business performance but they always don't get along. Business Company's face a conflict between the sales and marketing forces especially when there is a low performance. The two force start complain each other, marketing blame the sales force for its poor implementation compared to the plan .The sales team, in turn, claims that marketing sets price too high and use too much of the budget which instead should go towards hiring more sales person or paying the sales higher commission. The other battle is a problem of trust that marketing thinks sales don't take customer (back bone of the business) seriously and

Sales team thinks that marketers are out of touch with what is really going on with customer and they did not understand customer. On the other hand, Marketing believes that sales force is too focused on individual customer experiences, insufficiently aware of the larger market, and not plan to the future. Sales force also claims that the team expects only to sale the product which instead participating in critical planning process and give valuable comments. In short, each group often undervalues the other's contributions and blames each other. Sales and marketing integration concept is not well known in worldwide so that the consequence of disconnection between the two forces (sales and marketing) is not well understood. Therefore, Researchers have paid little attention to the relationship between sales and marketing as compared to other functional relationships with marketing. Thus, study will try to assess sales and marketing integration by taking coca- cola Ethiopia as a case company.

1.3 Research question

In accordance with the stated problem, the study is designed to answer the following research questions.

RQ1: What is the status of the company with respect to levels of sales and marketing integration practice?

RQ2: What are the problems encountered in implementing sales and marketing integration?

RQ3: what are the mechanisms to overcome sales and marketing integration problem in Coca-Cola Ethiopia?

1.4 Research objective

1.4.1 General objective

The general objective of the study is to assess sales and marketing integration practice in Coca-Cola Ethiopia and provided suggestion that will help to enhance the joint performance and overall contributions of these two functions.

1.4.2 Specific objective

The specific objectives of the study are:

- To identify the clear status of the company in relation to sales and marketing integration.
- To identify problems encountered in sales and marketing integration implementation in Coca-Cola Ethiopia.
- To find result and recommend counteractive measure after examine Coca-Cola Ethiopia

1.5 Definition of terms

Integration: In this study sales and marketing will be considered as integrated if the two functions work together as a team and support each other.

Marketing: In this study marketing persons are those who are engaged in finding out what people want, why they want it and how much they'll spend.

Sales: In this study sales persons are those individuals that are taking a lead and selling the desired item with the tricks and techniques.

1.6 Significant of the study

The ultimate goal of any business establishment is to remain in business profitably through production and sale of products or services. Without optimal profit, a business firm cannot survive. Ignoring sales and marketing integration is unacceptable to remain competitive in the market. Good relationship with department and working together as a team is a core activity in this competitive environment. The initial investigation revealed that much has not been done on this core activity, or at least, it has been a neglected area. The study was therefore, intended to help the company management to redirect their attention to this highly essential function. The study was focused on how sales and marketing departments are integrated in order to enhance, maintain and attract customers. The study was worth doing because it was helped the company to look at its problems, to take in to the alternative consideration, and to give basic knowledge about sales and marketing integration concept and their significance in the soft drink industry. The study

was also contributed towards the advancement of theoretical knowledge and served as a reference material for similar studies in future.

1.7 Scope of the study

The study was delimited to sales and marketing integration practices by the organization's side with concerned employees (marketing and sales department staffs). The focus of the study was delimited to the data obtain from the rates using questionnaires and interviews in the Addis Ababa branch only while further study of other regions and other stakeholders would have a significant effect on the comprehensiveness of the study.

1.8 Organization of the Paper

The research project was organized into five chapters: Chapter one has contained the Introduction part contained research problems, objectives, and term definitions. The second chapter discussed the review of related literatures about the subject matter. In chapter three was methodology of the study. Chapter four focused on the analysis of the subject matter to investigate and evaluate the problems. Finally, chapter five has covered the conclusions of the findings, limitation of study and forwards recommendations.

Chapter two: Literature review

2.1. Sales and marketing concepts

Concepts of marketing, sales and integration

The *marketing concept* is the philosophy that firms should analyze the needs of their customers and then make decisions to satisfy those needs, better than the competition. In 1776 in *The Wealth of Nations*, Adam Smith wrote that the needs of producers should be considered only with regard to meeting the needs of consumers. While this philosophy is consistent with the marketing concept, it would not be adopted widely until nearly 200 years later.

Product concept

The *product concept* prevailed from the time of the industrial revolution until the early 1920's. The production concept was the idea that a firm should produce those products that need low production cost. At the time the key questions that firm would ask before producing a product were:

- Can we produce the product?
- Can we produce enough of it?

At the time, the product concept worked fairly well because the goods that were produced were largely those of basic necessity and there was a relatively high level of unfulfilled demand. Virtually everything that could be produced was sold easily by a sales team. The production concept prevailed into the late 1920's.

The Marketing Concept

After World War II, the variety of products increased and hard selling no longer could be relied upon to generate sales. With increased discretionary income, customers could afford to be selective and buy only those products that precisely met their changing needs, and these needs were not immediately obvious. In response to these discerning customers, firms began to adopt the *marketing concept*, which involves:

- Focusing on customer needs before developing the product
- Aligning all functions of the company to focus on those needs
- Realizing a profit by successfully satisfying customer needs over the long-term

When firms first began to adopt the marketing concept, they typically set up separate marketing departments whose objective it was to satisfy customer needs. Often these departments were sales departments with expanded responsibilities. Since the entire organization exists to satisfy customer needs, nobody can neglect a customer issue by declaring it a "marketing problem" - everybody must be concerned with customer satisfaction.

The marketing concept relies upon marketing research to define market segments, their size, and their needs. To satisfy those needs, the marketing team makes decisions about the controllable parameters of the marketing mix.

The Sales Concept

By the early 1930's however, mass production had become commonplace, competition had increased, and there was little unfulfilled demand. Around this time, firms began to practice the *sales concept* (or *selling concept*), under which companies not only would produce the products, but also would try to convince customers to buy them through advertising and personal selling. Before producing a product, the key questions were:

- Can we sell the product?
- Can we charge enough for it?

Integration concept

In this competitive environment only doing the department function wouldn't lead the company to get the expected result rather organized the department function , working as team , avoiding conflict and establish effective communication within the organization is the most required quality in business competition. Integration concept brings sales and marketing function together to work in collaboration.

- Focus on creating suitable environment for sales and marketing force
- Aligning the two interdependent (sales and marketing) function together to meet the organization goal.

2.2 Definition of sales and marketing

The difference between sales and marketing is more than Semitic. Sales and marketing are two separate functions that must be continuously aligned and integrated to maximize results for the organization. Even though “sales and marketing” is a common phrase in business, many people have a difficult time distinguishing between the two. .

According to Philip Kotler, Professor at the Kellogg School of Management, Northwestern University, defined marketing as it is a system of activities designed to price, place (distribute) and promote products and services that satisfy the needs and wants of target customers/markets in order to achieve business objectives. In contrast, Kotler describes sales as the process of persuading customers to purchase the company’s product or service. In the strictest sense, sales can be considered part of promotion in the Four Ps (product, price, place and promotion).

While Kotler’s put the two functions in three simplified versions:

1. Marketing drives demand for the product or service; a sale fulfills the demand and creates relationships.
2. Marketing involves getting the customer to the product or service; sales involve getting the product or service to the customer.
3. Marketing is the activity of opening; sales are the activity of closing. In all three versions, sale is the core purpose of marketing.

2.3 Task of sales and marketing

The job of Sales is to “sell the company specific product and service what’s in stock”. Sales develop relationships with customers and/or channel partners. They knock down the doors, overcome objections, negotiate prices and terms and often work internally to be sure their customer’s orders are filled.

A key job of Marketing is and helping lead the company where it should be in the future. Marketing’s job is to direct the organization toward the segments, or groups of customers and channels the company can profitably compete. It should help the organization see how it needs to modify its product offerings, pricing and communication so that it meets the needs of the distribution channel or end customers. Marketing also show sales in what way to sell the product.

As shown in figure 2; there’s a conventional view that Marketing should take responsibility for the last four steps, the typical buying channel customer awareness, brand awareness, brand consideration, and brand preference. (The channel reflects the ways that Marketing and Sales influence customers’ purchasing decisions.) Marketing builds brand preference, creates a marketing plan, and generates leads for sales before handing off execution and follow-up tasks to Sales. This division of labor keeps Marketing focused on strategic activities and prevents the group from intruding in individual sales opportunities

The sales group is responsible for the first four steps of the channel purchase intention, purchase, customer loyalty, and customer advocacy. Sales usually develop they own funnel for the selling tasks that happen during the last two steps. (These include prospecting, defining needs, preparing and presenting proposals, negotiating contracts, and implementing the sale.) Apart from some lead generation in the prospecting stage, Marketing all too often plays no role in these tasks.

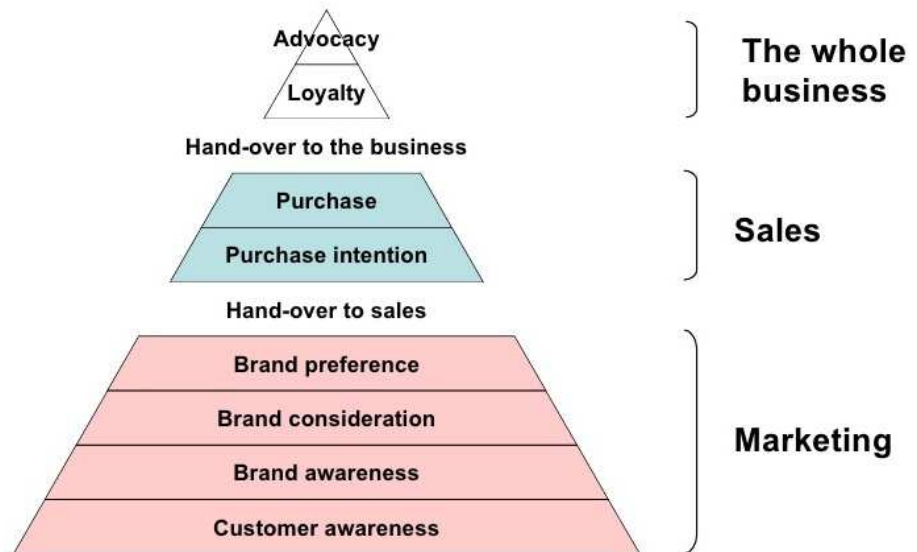


Figure 2: sales and marketing responsibility

Source: CIM Merseyside and Cheshire

A major impediment to coordinating activities across functional areas is that employees in the functions have different mind-sets—different perspectives on issues and approaches for addressing problems Ancona (1992). Some of the mind-set differences between sales and marketing employees are:

Customer versus product: Salespeople are typically responsible for a set of customers in a geographical area or in a specific industry segment. They promote the use of a wide range of products and services offered by their company to these customers. On the other hand, marketing people (brand and product managers) are typically responsible for a specific product or brand and focus on that product to the exclusion of other products or brands offered by the firm.

This difference in focus is reinforced by the incentives typically used by firms. The incentives for the Sales forces are normally related to sales of all products made to customers in a territory,

whereas the reward and recognition for marketing managers are based on sales and profitability of the specific products for which they are responsible.

- **Personal relationships versus analysis:** Due to the nature of their jobs, salespeople are more people oriented, as they attempt to build relationships with their customers. They develop strategies for selling to customers at an individual level (Weitz 1978). Marketing people tend to deal with aggregations of customers and market segments and develop a more abstract understanding of these customers through analyzing market research data.
- **Continuous daily activity versus sporadic projects:** Salespeople are continually calling on customers, presenting the firm's products, and dealing with customer service issues. Rather than having a daily routine, the work of marketers is more projects oriented—planning the introduction of a new product, developing a new advertising campaign, and preparing and executing the annual marketing plan.
- **Field versus office:** Salespeople face pressures of customer demands and often experience rejection. Moreover, salespeople directly feel the pressure from quarterly revenue projections provided by corporate management to Wall Street. Marketers are more removed from these types of high-pressure environments.
- **Results versus process:** Salespeople get relatively quick feedback on the results of their activities. They either make the sale or they do not. Their performance is readily measurable. On the other hand, assessing

Even if the two functions have different meanings and tasks but their functions are interrelated and interdependent. For example, salespeople feed the marketing process and use the resources effectively that they had a part in building. There needs to be a partnership between sales and marketing departments to work together in collaboration. Sales and marketing integration is the most required structure in the organization to achieve the business goal.

2.4 Definition of Sales and Marketing Integration

There is no uniform definition or widely accepted measure of this construct. (Clark 1967) define integration as the degree to which the departments engage in collaborative activities degree to which they work together as a team and share resources to make strategic decisions, develop implementation plans, and assess performance of these strategies and plans. Ruekert (1987) defined sales and marketing integration in terms of exchanges of resources, work, and technical assistance and the amount and difficulty of communication; Song(2000) define integration as involvement, information quality, and harmony.

Dominique(2005) define sales and marketing integration is a dynamic process in which the two functional areas create more value for their firms by working together than they would create by working in isolation.

Based on the above definitions Generally Sales and marketing integration is the process of combining the two interdependent functions to work together in order to meet their demand and revenue goals. In other words it is a process generating awareness in a prospective customer and converting that person into an actual customer who buys your products involves both the marketing and sales teams within a company.

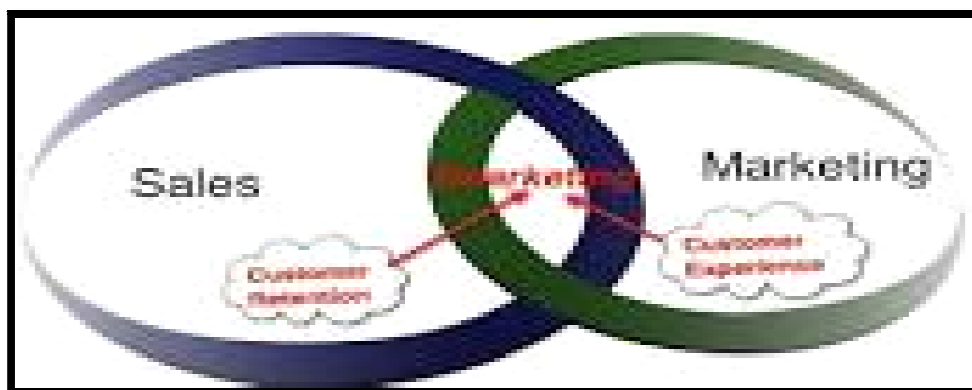


Figure3: Sales and Marketing integration

Source: CIM Merseyside and Cheshire

2.5 Levels of sales and marketing integration

The sales and marketing departments in the company's according to (Kotler2006) studied exhibit four types of relationships. The relationships change as the companies' marketing and sales functions mature the groups move from being unaligned (and often conflicted) to being fully integrated (and usually conflict-free).

Undefined: When the relationship is undefined, Sales and Marketing have grown independently; each is preoccupied largely with its own tasks and agendas. Each group doesn't know much about what the other is up to until a conflict arises. Meetings between the two, which are ad hoc, are likely to be devoted to conflict resolution rather than proactive cooperation.

Defined: In a defined relationship, the two groups set up processes and rules to prevent disputes. There's a "good fences make good neighbors" orientation; the marketers and salespeople know who is supposed to do what, and they stick to their own tasks for the most part. The groups start to build a common language in potentially contentious areas, such as "How do we define a lead?" Meetings become more reflective; people raise questions like "What do we expect of one another?" The groups work together on large events like customer conferences and trade shows.

Aligned: When Sales and Marketing are aligned, clear boundaries between the two exist, but they're flexible. The groups engage in joint planning and training. The sales group understands and uses marketing terminology such as "value proposition" and "brand image." Marketers confer with salespeople on important accounts. They play a role in transactional, or commodity, sales as well.

Integrated: When Sales and Marketing are fully integrated, boundaries become blurred. Both groups redesign the relationship to share structures, systems, and rewards. Marketing and to a lesser degree Sales begins to focus on strategic, forward-thinking types of tasks (market sensing, for instance) and sometimes splits into upstream and downstream groups. Marketers are deeply embedded in the management of key accounts. The two groups develop and implement shared

metrics. Budgeting becomes more flexible and less contentious. A “rise or fall together” culture develops.

2.6 Importance of sales and marketing integration

Sales and marketing integration is such a hot and important topic in today’s business world.

Integration involves many things: Shared goals, common milestones and metrics, well-oiled business processes, and smart technology investments. But first and foremost, integration is about one thing: communication. If sales and marketing can’t learn how to work together as a single team, speak the same language, and exchange information freely, then all the technology in the world won’t make a difference.

The benefits of alignment are clear: According to a 2011 Aberdeen Group study, highly aligned organizations achieved an average of 32% year-over-year revenue growth while their less aligned competitors saw a 7% decrease in revenue. According to marketing professionals companies with successful sales and marketing integration: Grew 5.4% faster than their competitors, Churned 36% fewer of their customers to their competitors and Were 38% better at closing proposals than non-aligned businesses .Based on 2009 sales performance optimization survey companies with a very good sales and marketing integration Leads to 25% more

Sales and marketing integration lots of benefits for the company such as:

Connected the knowledge: if sales persons who have close relationship with clients and responsible for handling training need to have good knowledge of the different for the application. The support of marketing manager is essential.

To Cope changing purchasing behavior: A second important tendency is the evolution towards relationship marketing and customer relation management (CRM), caused by a change in industrial purchasing behavior Important to participating to meet the revolving.

To fragmented and frictionless market: the other importance of integration is the increasing diversity in industrial applications. Industrial markets get fragmented thus creating micro markets. This evolution confirms the need for intensive cooperation, between sales and

marketing. Attentive sales representatives inform marketers of market developments and opportunities. The salesperson, on the other hand, depends on the correct positioning and targeting of the large product range by the product manager and must be backed by tailored marketing actions and offerings.

To foster selling time: sales and marketing Sales and marketing integration faster from product plan to do to commercialization. Flexibility and fast integrated internal and external communication are prerequisites for both parties

To satisfy customer demanding: by establishing customer relation management the marketing management plan based on the data that collected from sales. Sales that are close relationship with clients have lot of information about customers demand so that marketing in this information in their activity. This process will help the company to meet the customer demand.

2.7. Factors affecting sales and marketing integration

Different scholars stated factors that influence integration between sale and marketing. These factors presented as follows: senior management attitude towards coordination, is a key factor in creating and improving integration between sales and marketing Ken Le Meunier (2006). After four years studies Ken Le Meunier (2010).come up with additional factors includes, interdepartmental culture, organization structure and orientation, inter-functional conflict, communications, market intelligence and learning. Finally Kenle and Nigel concluded that management attitude towards coordination is major factor in influencing integration between sale and marketing, the other factor will solve if the organization improves the management attitude to warded coordination. Paolo Guez found that Effective communication is another key factor in integrating sale and marketing Paolo Guez (2006). Effective communication will yield positive outcomes including: stimulating confrontation, mutual understanding, collaboration and sharing. Kotler found that economic and cultural are other reasons why sales and marketing can't just 'get along' Kotler (2006).

Kotler (2006) has worked with more than 1,000 marketing and sales organizations over the last 20 years and analyzed that the causes of a large disconnect between marketing and sales are:

- Marketing and sales personnel lack an understanding of and empathy for, each Other's jobs.
- The sales force has not participated in the segmentation strategy, and neither agrees with the strategy nor believes it to be actionable.
- The sales force lacks the value-based selling tools and detailed baseline value propositions it needs to successfully execute all phase of sales process.
- The pricing process is leading to destructive, rather than constructive, tension between internal pricing teams and the field.

According to Ken Le Meunier (2006) study identified the factors that directly affect sales and marketing integration including communication ,marketing intelligence ,marketing plan , Conflict of interest and management attitude towards coordination.

Communication:

Effective internal formal communications (meetings and conferences), and informal communications (casual contacts) increased the relationship between sales and marketing function. Literature and studies identified that Communications play a key role in aligning sales and marketing activities. Finally the study proposed that Effective communication between sales and marketing will have positive effects on integration between sales and marketing.

Organizational learning

Organizational learning will help to align paradigms, share good practice and allow flexibility of response to the market place. Sharing good practice and experience will increase sales and marketing relationship. Literature and the case studies indicate that a learning orientation is important to establishing collaboration, and there are synergies between organizational learning and other variables. Learning will have a positive effect on collaboration between sales and marketing.

Market intelligence

Marketing intelligence is a process of disseminating and sharing information. Integration between sales and marketing will be enhanced through market intelligence systems, e.g.

collection, storage and dissemination. Marketing intelligence will have a positive impact on sales and marketing integration.

Marketing Planning

Planning is an important part of aligning activities so that individuals/departments can collaborate to set targets and understand how their activities fit into the overall objectives of the department/organization, as well as across functional boundaries. Marketing planning will have a positive effect on integration between sales and marketing. If a company practiced joint planning together, it would have greater integration between sales and marketing. The opposite is also true.

Conflict of interest

The concept of conflict of interests includes working at cross-purposes, having incompatible goals, being obstructive and being in conflict with each other. There was some lack of understanding of each other's roles and lack of support for each other's activities. The study proposed that a reduction in conflict of interests will improve integration between sales and marketing.

Management attitude towards coordination

Management attitudes towards coordination will influence collaboration between sales and marketing. A positive management attitude towards coordination will help to develop a culture of sharing which will allow compatible goals to be set and joint planning to take place, as well as establishing an esprit de corps, and developing a common vision. These activities should have a direct impact on collaboration between sales and marketing. In addition, management can facilitate communication through formal meetings, set up integrative market information systems and marketing planning, and promote organizational learning; a positive management attitude towards coordination of sales and marketing goals and activities will improve sales and marketing integration. Finally, a positive management attitude towards coordination of sales and marketing goals and activities will positively influence sales and marketing integration.

2.8. Sales and marketing integration strategies.

The roles that sales and marketing play and their subsequent relationship depends on how the company chooses to manage and structure these two functions. Here are six strategies that successful companies use to make the marketing-sales integration work:

(1) **Design marketing and sales responsibilities around the customer buying process:**

Marketing and sales should be organized around the steps that the customer goes through to become exposed to, build knowledge about, form purchase intentions for, and ultimately purchase the company's products and/or services. These steps will vary for each company depending on the nature of the product/service, competition, and the industry. Outline these steps and then assign marketing and sales responsibilities at each stage. This way both functions work together to meet the customer needs during each stage and support the customer's progress to the next.

(2) **create a unified focus on the most valuable customers:** One reason marketing and sales do not lock arms in companies is because the company has not focused their joint attention on the most valuable customers. Sales people need to meet their quotas and if those quotas don't include the company's most valuable customer, sales will not be prospecting or acquiring the right customers. Marketing can help identify these customers, develop materials to do so, and service sales as it closes these deals. This priority can help facilitate cooperation and create a unifying objective for the two.

(3) **Organize around the customer, not the function:** Most executives likely agree that there is too much focus on turf and not enough on the customer. There are a number of ways that companies can organize around the customer. One is to create customer groups and not product groups. This puts marketing and sales together into groups to serve segments of customers. Marketing and sales can be split into upstream and downstream customer teams with attention to different aspects of the lead management process. The idea puts the function the employee represents into the background while bringing the activities and purpose of that function into the

foreground. This aligns all efforts to better serve the customer and limits finger pointing, power games, and turf wars.

(4) **Integrate customer information:** When marketers and sales people know different things about the customer, strategy is weakened. Both functions have different customer experiences, so it is inevitable that they develop unique and varying insights. Ideally, these unique sources of insight would be shared across the two groups. However, because this rarely happens organically, effective companies actively manage the sharing of customer data. Salespeople, in particular, have an enormous amount of unfiltered customer exposure. Finding ways to systematically gather this information in a low-cost manner can offer important insights. Sharing databases and co-locating sales and marketing people are two other ways to facilitate this type of interaction.

(5) **Require job rotations:** Many of my students who enter marketing leadership programs spend 6 to 12 months in a sales role. I think this is a wise investment. If marketing is going to help sales, it is good to understand the salesperson's experience, first hand. Although less common in most companies, asking salespeople to spend time in marketing could also facilitate cross-fertilization and integration.

(6) **Establish individual and shared incentives:** Binding marketing and sales together with shared incentives can help pull the organization in one direction. For example, rewarding both functions for converting leads aligns marketing's efforts with sales' goals and ensures that sales acts on marketing's lead-creation activities. However, be careful to not tie all of marketing's incentives to sales' performance or vice versa, otherwise a loss of control can create its own stress.

Empirical literature

Empirical studies were conducted on three organizations (: publisher, an industrial manufacturer and a Packaged – Goods Company). These company were selected for the reason that they have separate sales and marketing department .The study were used interview with senior management of sales and marketing department .the senior management selected because they provided an over view of the sales and marketing interface and objective of the organization as a whole.

The study identified different factor that influence sales and marketing integration such as communication, management attitude towards coordination ,conflict of interest, marketing intelligence, marketing learning and marketing planning .The study find out that The least collaborative organization (consumer goods) was found to have poor formal communications, a poor management attitude towards coordination, little learning, no market intelligence system and a high level of conflict of interests. The most collaborative organization (publisher) exhibited a positive management attitude towards coordination, good communication, and shared goals, joint marketing planning, had low levels of conflict and employed some integration mechanisms. The third organization (industrial manufacturer) demonstrated a reasonable level of collaboration between sales and marketing, had a good management attitude towards coordination, was improving their market intelligence system and had good communications, but exhibited some conflict of interests .finally These results indicate that there is a positive correlation between the identified antecedents and collaboration between sales and marketing. The study also emphasized that management attitude towards coordination is the most key factor affecting sales and marketing integration.

The other experience found in Belgium that 17 companies under division of were participated in the study. The company were selected based on they have separate sales and marketing division department. A total of 21 managers were interviewed of which 12 marketing managers and nine sales managers. The study found out that even if sales and marketing have their own function but to work one function efficiently and effety the other support should be there. The two

function gave more result when they work together .For example: during the analysis phase marketing is strongly dependent from the sales department as to the collection of the needed market data and also marketing need the help of sales during planning process to know the customer detail demand .on the other side sales need the marketing help in the training and development program. Study also identified different factors that influence sales and marketing integration such as organization factor including, communication and human resource factor.

The other research was conducted in MARENAS RESORT, Florida to ass how sales and marketing integration affect the company performance. 175 trained sales and marketing professional were participated in the study including the sales and marketing heads. Interviewed was used to conduct the study.

In the study almost 97 % of the respondents believe that the company performance increases after sales and marketing work to gather as team. Participants also explained ways of integration in the company were meeting, planning, and different events. Respondents also proved that conflict and blaming within the department decrease after they work together. The study concluded that the hotel performance increases and achieving its goal and reaching the right customer, guest or prospect with the right offer, at the right time after the hotel establish the sales and marketing integration structure.

Conceptual frame work

Integrating the sales and marketing function can improve the effectiveness of activities undertaken by the functional areas. The Venn diagram in figure2 illustrate the need for interaction between sales and marketing .The activities in circle on the left are primarily undertaken by the marketing function input from sales, and the actives in the circle on the right are primarily undertake by the sales function with input from marketing .The activities in the intersection of the two circle can be performed effectively only through coordination effort between sales and marketing .Thus, all of the activities shown in figure 2 require some level

interaction between sales and marketing. Thus, this interaction will help the sales and marketing department to achieve its goal and improved the business performance Song (2000).



Figure: sales and marketing integration

source: zoltner(2004

Chapter Three: Research Methodology

3.1 Research Design

The study has adopted a case study of research design by using both qualitative and quantitative to obtain the desired results of the company and to explore detailed evidence about the problems. In the course of analyzing the problems, both primary and secondary data collection procedures were employed. To achieve this goal, questionnaires, interviews and document reviews were the main tools used.

3.2 Sample and Population

The target populations of the study were the managers and employees of the sales and marketing department in Coca-Cola Ethiopia. The populations of the study were 76 who are working in corporate sales and marketing department. The selections of the respondents were carried out by using purposive sampling method. Since the issue of integration mainly concerns both sales and marketing departments, we took all the respondents of marketing and sales staffs as a total population of the study. In addition to this, data was collected by using interview from sales and marketing manager and regional sales and marketing managers of the company.

3.3 Data Collection Instrument

In order to gather the data from relevant sources, both primary and secondary data collection instruments were used. The primary data was conducted in the form of personal interviews with marketing and sales managers. We asked 10 questions that are related with the objective of this study. The questions are presented in appendix 2. We also used sound recording device to record all the interviews for farther analysis. The other primary data collection instrument that we used was a standardized self-administered questioner adopted for the study context. This questioner has three parts. The first section assesses the demographic and social background characteristics of the respondents. The second part asks respondents their actual experience related with marketing and sales integration. The third section contains 17 questions that are intended to measure the level of integration (See appendix 2 and 3).

The secondary data collections include; different reference books, journal articles, internet web sites, policies, procedures, and document reports from Coca-Cola will be referred. The information that we obtained by using both instruments were integrated during data presentation and analysis phase

3.4. Data Collection Procedure

One of the primary data was conducted in the form of personal interviews with marketing and sales managers. The interview was conducted by the principal investigator of this study. Each of the interviews was conducted in the office of the managers. All the interviews were recorded using voice recording device. The other primary data was collected using self-administered questioner. The questioner was distributed to marketing and sales department staffs as they were together in a meeting. First the respondents were informed about the objective and importance of the study, then instructions was given on how to complete the questioners finally the questioners were distributed to respondents. Secondary data was collected by reviewing important written documents on sales and marketing integration reference books, journal articles, internet web sites, policies, procedures, and document reports from Coca-Cola.

3.5 Method of Data Analysis

The collected data was analyzed and interpreted by using both quantitative and qualitative techniques. The quantitative part which was collected using questioner was first interned in to a computer using SPSS software. Farther analysis was also done using this software program. Simple tables and graphs are used to analysis and present the data. Farther more level if sales and marketing integration was measured by summing score of 17 questions and applying international classification of integration developed by Kolter in 2006.

The qualitative data was analyzed manually. First all the voice recordings were transcribed-written as they are in local language. Second, all the transcriptions were translated in to English for farther analysis. The analysis was done by repeatedly reading the translations and understanding the common and different issues raised by the managers. The finding of the qualitative part is mostly used to supplement the quantitative part.

3.6 validity

The questionnaire used for this study is structured into three parts: the first part is demographics; the second one is integration practical question and the third part the perceived level integration questioners adopted from kotler (2006) with some modifications. Reliability is one of the major criteria for evaluating research instruments' Questionnaires used in this study was adopted from kotler (2006) with some modification, many organization has been to action steps for sale and marketing integration practice .These will make the instrument valid. Expert opinion was given on the instrument by the research advisor to improve its validity.

3.7 Ethical consideration

Voluntarily: Respondents were participated voluntarily. We didn't use any force to make respondents participate in this study. Participants also had the right to stop the interview at any time.

Not doing harm and benefits: Respondents didn't face any harm by participating in this study. They didn't also get direct benefits by participating in the study. However they may benefit from the findings of this study as it is expected to serve as input for improving sales and marketing integration.

Confidentiality: Respondents information was confidential and only use for study purpose. Only the researcher had access to the data. Respondents did not also write their names and identifications in the questioners.

CHAPTER 4: Result and Discussion

4.1. Result

In this section, the overall sales and marketing integration practices of Coca-Cola Ethiopia is presented. This data analysis and interpretation part is composed of different information that was gathered through primary and secondary data collection methods. The primary data was collected using self administered questionnaire, and in depth interview. In this study 60 sales and 12 marketing staff responded to self administered questionnaire, this number covers 100% of the sales and marketing department staffs of the company. In addition we conducted face to face interviews with 2 sales and 2 marketing managers.

4.1.1. Background characteristics of respondents and the company

Background of the company

Coca Cola is a soft drink producing company with 128 years experience. The company has sales and marketing team. The company has two way of selling its products. Primary sell which is from the factory to OCD (Official Coca cola Distributer) is handled by area sales manager. Secondary sell which is from official Coca-Cola distributer to different sales out late including supermarket, restaurants is handled by sales representative. In the company every sales person has responsibility to visit 37-40 houses per day. During visiting time sales assess the need of coca product, check if they put coca product it in the right order in the right place , check if there is any product included there like Pepsi ,are the customer use coca activation material properly ...etc. sales also identifying the place where promotion material is need. The marketing team especially the root marketing has the responsibility of identifying the potential customer and advertise the product thought different promotion activity such as poster, billboard, sticker etc..

Background of the respondents

Table 1 below shows the background characteristics of respondents. As it can be seen from the table 61.1% employees are male and the rest 38.9% staff are females. Majority (88.9%) of the

employees are between 18 and 29 years old. Employees who are between 30-39 years accounts 9.4% while above 50 years old staff takes 1.4% of the share.

This indicate that there a potential a advantage for working by young employee especially to achieve future objective of the company's sales and marketing integration and the young employee are more excited to work.

Majorities (83.3%) of the respondents are from sales department and the rest 16.7% are from marketing department. This implies that number of sales person who is going to sell the product in the market is large in number that is good for business Company to knock out the door of different customer

Half (50%) of the respondents are first degree holders and 44.4% are diploma or certificate whereas remaining 5.6% are second degree holders. Here, we can concluded that all the respondents are educated and more than Diploma holders. This implies that it is a good advantage for sales and marketing integration application and gives the organization a competitive advantage because now a day the soft drink industries are in a highly competitive market.

With respect to the position of the respondents, 87.5% fall in lower level employees and the rest 12.5% fall in senior managers and managers. This indicates that, it is a fact that in every organization there are few managers and many employees that signify a few manager plans the activity and ordered the lower level employees of the company to do it.

To end, the highest (55.6%) numbers of respondents have experience of 0 to 2 years in the company, 36% of the respondents had 3 to 5 years of experience and the rest 8.3% respondents had above 5 years of experience in the company. Short years of experience shows that there is an energetic human power as a result company get new idea and concept. As a result, the company can achieve its objectives and can maximize its profit

Table 1: Background characteristic sales and marketing workers in Coca Cola Ethiopia, 2015

Variables	Frequency	Percentage
Sex (n=72)		
Male	44	61.1
Female	28	38.9
Age		
18 - 29	64	88.9
30 - 39	7	9.7
>50	1	1.4
Department		
Sales	60	83.3
Marketing	12	16.7
Education level		
Certificate or Diploma	32	44.4
First degree	36	50.0
Second degree	4	5.6
Position		
Senior Manager	5	6.9
Managers	4	5.6
Staff	63	87.5
Work experience		
0-2	40	55.6
3-5	26	36.1
>5	6	8.3

In addition to the above respondents we conduct interview with four managers (two sales and two marketing). These respondents are male who are between 18-29 years old. All of them are second degree holder and they have 3-5 years experience in Coca-Cola Ethiopia.

4.1.2. Sales and Marketing Integration

We asked both sales and marketing staff whether they ever have worked together or not. All (100%) of respondents reported that they have worked together at list once.

The managers that we interview also reported that the two departments are working together. For example very recently the two teams were working together to advertise Coca Cola through famous and influential persons. In doing this activity sales team supported the marketing in

identifying the most popular name. In addition one of the manager reported that “*sales don't exist without the support of marketing and marketing don't exist without the support of sales*”

In addition the two team work together in share a coke campaign that was held in January 2015 and Dasan¹ grate run campaign which happened in June 8/2015. They have also future plan to work together in campaign called “million reasons to believe in yourself” which will be held

We also assessed the type of activity they worked together. The findings indicated that most (73.3%) of sales work with marketing department in selling product. On the other hand majority (66.7%) marketing department work with sales team in promoting their product (See table 2).

From the response we can concluded that sales work with marketing team more in selling the product activity. In addition in the manager side also reported that the marketing team support sales team by facilitating the marketing and one of the manger explain by his own word that “*Marketing team support sales by making the market ready to sell*”. On the other hand marketing team works with sales more in promotion activity. It is also reported by Managers those sales teams help the marketing in promotion and activation material distribution.

Table2: Activities sales and marketing working together

Department	Activity	Frequency	Percent
Sales	Selling	44	73.3
	Promotion	9	15
	Other (sales distribution and Sales representation)	6	10
	Need assessment	1	1.7
	Total	60	100
Marketing	Promotion	8	66.7
	planning	3	25
	price setting	1	8.3
	total	12	100

¹ Dasan is mineral water produced by Coca Cola company

We asked the respondent how often the two departments meet together. More than half (55.5%) respondents reported they usually meet together, 23.6% reported they always meet together and the rest 15% respondents reported that the two team meet rarely (See table 4).

However we get different responses from the two department managers. Sales managers responded that they meet the marketing team when there is an event or campaign. They also reported the existence of weekly internal meeting inside their department. They reported the absence of regular meeting with that of marketing department. Here is what one of the sales managers reported in his own words: *“There is no organized way of meeting or discussion time with the marketing staff.”* To the contrary the marketing managers reported that they meet every week with regional sales manager to discuss on the problems and identified the opportunity. Here is what one of the marketing managers has to say: *“We meet every Saturday with regional sales manager”*

Table 4: Frequency of the meeting time

Frequency of meeting	Frequency	Percent
Always	17	23.6
Usually	40	55.6
Rarely	15	20.8
Total	72	100.0

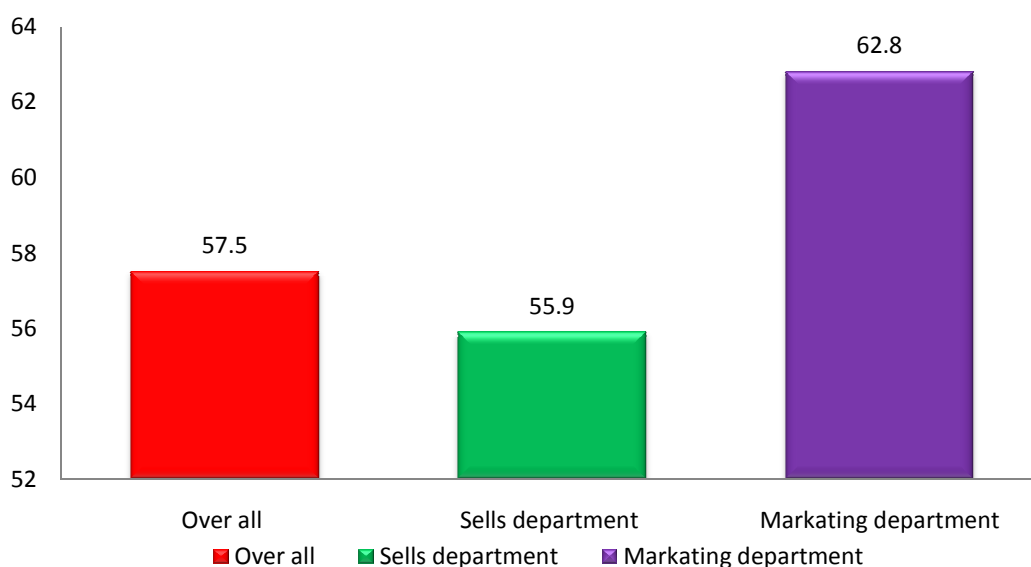
Level of Integration

Level of integration was assessed using international standardized questionnaire modified from a published article by Kotler in 2006 (Kotler 2006). The questionnaire has seventeen sales and marketing questions that are used to identify level of integration of the company. Each of the questions has five possible answers that range from 1-strongly disagree to 5-strong agree. We sum the response of each question to get total score that will serve as indicator for measuring level of integration. Using this score Kotler, classify level integration in to four, undefined, defined, aligned, and integrated if the total score is between 20 – 39 , 40 – 60, and 80 – 100 respectively (kotler, 2006).

According to our findings the overall integration of sales and marketing department as reported by all staffs is found to be 57.5%. Based on to the above classification sales and marketing integration of Coca-Cola Ethiopia is in **defined**. Farther more we analyzed the level of integration as reported by the sales and marketing department staffs separately. Surprisingly we found discrepancy in the level of integration as reported by marketing and sales departments.

According to the marketing department staffs the level of integration is **aligned** (62.8%). However as per the sales report the level of integration is **defined** stage (55.5%). See figure 4

Based on Responses of sales and marketing department staff both in closed ended questionnaires and interview coca-cola Ethiopia is on defined level of integration. According to kotler(2006)in defined this level of integration the marketers and salespeople know who is supposed to do what, and they stick to their own tasks for the most part. The groups work together on large events like customer conferences and trade shows. The manager also proofed this in the



following way *“There is no organized way of meeting we usually meet when there is an event or campaign”*

Figure 4: Level of Sales and marketing integration in Coca Cola Ethiopia, 2015

To fully understand the factors that limit the company’s level of integration to defined stage, the reasons that create difference in the two departments, we conducted analysis by calculating the average score for each of the questions. Table 6, presents the average score for each of the questions as reported by all staff, sells department staff, and marketing staff.

As it can be seen from the table, on average members of sales and marketing department staffs seems to agree on; the idea that marketing is a valuable tool to get mare sales, willingness of sales to provide feedback for marketing, usage of common metrics, the contribution of marketing

in analyzing sales data, sharing of strong “we rise or fall together” culture, active participation of each department in presenting plans to top executives.

On the other hand the company average response is neutral when it comes to; active participation of marketing in defining and executing sales strategy, closeness of figures to sales forecast, blaming each other, existence of common language between the two departments, joint management of activities, existence of single reporting channel, and existence of interchange of people between sales and marketing. The average response of sales department seems to be in line with the overall company’s average which is neutral. However the response of marketing department is different, marketing department seems to agree on the existence of the above mentioned functions. Both departments are neutral about the no need to spend much time on dispute resolution and crises management.

Table6: Average response of all, sales and marketing department staffs on level integration questions.

Questions	Average score		
	All departments	Sells department	Marketing department
Our sales people believe the collateral supplied by marketing is a valuable tool to help them get more sales	4	4	4
The sales forces willing cooperates in supplying feedback requested by marketing	4	4	4
We discuss and use common metrics for determining the success of sales and marketing.	4	4	4
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.	4	4	4
Sales and marketing share a strong “we rise or fall together” culture.	4	4	4
Sales and marketing actively participate in the preparation and presentation of each plan to top executive.	4	4	4
Marketing people often meet with key account customers during the sales process.	4	3	4
Marketing solicits (asks) participation from sales in drafting the marketing plan.	4	3	4
Sales and marketing jointly develop and deploy training programs events, and learning opportunities for their respective staffs.	4	3	4
Marketing actively participates in defining and executing the sales strategy for individual key accounts	3	3	4
Our sales figures are usually close to the sales forecast	3	3	4
If thing go wrong, or results are disappointing, neither function point fingers or blames the other	3	3	4
There is great deal of common language here between sales and marketing	3	3	4
Sales and marketing manage their activates using jointly development business funnels , processed or pipeline that span business chain-from initial market sensing to customer services.	3	3	4
Sales and marketing report to a single chief customer officer, revenue officer or equivalent level Executives	3	3	4
There is significant interchange of people between sales and marketing.	3	3	4
When sales and marketing meet, they do not need to spend much time on dispute resolution and crises management	3	3	3

4.1.3. Common problems faced in working together

We assessed the type of problems the two departments faced in working together. The problems identified can be categorized into communication problems, cooperation problems, attitude related problem,

Communication problem: Misunderstanding within the department makes the two team work to get along. Marketing did not want to support sales. Sometimes the marketing ignore to find the solution feedback that gather from the sales side. Other side marketing accuses sales that there is no capacity to present the Product to key customer. Sales want to do it activity only they didn't want in participating in promotion activity

Attitude related problems: The marketing doesn't have positive attitude for sales especially when there is feedback they assume that it sales fault rather than customer interest. In this sales and marketing communication problem customer feedback could get the solution at the right time which would affect the company successfulness.

Lack of cooperation: The two departments have been facing a problems shortage of production in winter season and low sales volume in summer. Rather than working together to handle the specified problem the two teams blame each other. Sales blame the marketing when there is shortage of production on the other hand the marketing team blame sales team when there is sales low volume in the company. The two teams want to do their own activity; they don't want to work together.

Customer handling problem: in selling the product process *“Sales are carelessly handle the customer they only focus in selling the product rather than customer satisfaction.”*

4.1.4. Results from interviews with managers

To gather more information about sales and marketing integration practices of Coca-Cola Ethiopia, interview questions were forwarded to the marketing managers of the company.

Accordingly the interviewee's responses to the questions are depicted briefly as follows. Indeed , most this is presented above in the quantitative part as a supportive response.

Managers knowledge on sales and marketing integration

All managers know sales and marketing integration concepts. They defined sales as selling company's product and marketing as department to understand customers needs, satisfaction and facilitate the market. They defined sales and marketing integration as working in collaboration, working as a team and selling the product by using the marketing strategies. One of the managers put this in his own words as follows:

"I can say that sales don't exist without marketing and the marketing doesn't exist without sales."

Importance sales and marketing integration

Managers responded that sales and marketing integration have their own benefit. They reported that integrations are important to create synergy, do quality job, implement activities easily, create good team spirit and increase the sales volume. The overall importance of integration was underlined by one manager using Ethiopian proverb as follows:

"50 lome lxened sew shekmu new lehamsa sew gen getu new"

Sales and marketing integration in Coca-Cola Ethiopia

Managers explained that there is sales and marketing integration in Coca-Cola Ethiopia. Sales support the marketing through gathering feedback from potential customer, identifying places where activation² and promotion material is needed .On the other hand marketing support sales in creating awareness about the product, identifying potential customer. Sales and marketing also working together when there is an event or campaign, they plan together and discuss how the campaign should look like. Generally the managers agree on the idea that sales couldn't achieve their objective without the support of marketing and the opposite is also true.

² Activation: material decorated by coca and give to customer for promotion purpose for example refrigerator

However the managers admitted that there are no regular meeting forums between the marketing and sales department. Rather the two departments meet whenever there is a need to work together, such as campaigns. One manager stated the following:

“We don’t have organized way of meeting or discussion time we usually meet when there is event or campaign”

Problems that face in work together

The company faced some problems while implementing sales and marketing integration practice. The managers forwarded the following problems:

Management attitude: Even if the two functions are inter related and interdependent but sales and marketing want to work their own activity. *“They don’t want to support each other”*. There is a negative management attitude *“usually marketing manger ignores the advice of sales team especially on customer need.”*

Strategies localization problem: Most of time the company’s marketing strategies are designed internationally. Based on that, the company tries to adopt the process to a local context. In doing this company faces different challenges. One of the managers stated the following:

“We try to force to consider the Ethiopian customer need but this may sometimes crate misunderstanding and quarrel”.

Communication problem: there is a communication gap between sales and marketing team. They don’t communicate well and don’t have a formal way of change information one from other .This communication gap will lead accompany to loss it potential customer. For example if the marketing did not accept customer feedback. The marketing ignore the advice of sales on customer interest. One of the sales manager reported that *“the marketing don’t accept the feed that gather from the customer they consider at our interest.”*

Problem solving mechanism

Managers explained the ways of problem solving method when they face with the above mentioned problem. This includes discussion and negotiation

Discussion: As can be explain in the above paragraph there no organized way of meeting with the marketing departments so we try to solve the problem by arrange informal discussion time

when the problems happen. Every Saturday the sales team has a meeting with region and area sales manager. One of the managers stated in the following way *“We have a meeting every Saturday with sales team to gather feedback from customer.”*

Negotiation: Negotiation is one way of problem solving mechanism especially when there is problem in budget allocation *“we try to convince the marketing department by including customer interest.”*

Regarding recent activity that works together

Recently the two teams work in collaboration in producing Coca-Cola by popular name. Sales support the marketing by identifying popular name. The other recent work was sales gathered feedback from customer to change the poster by sticker and present the feedback to marketing and finally the feedback get a solution.

In January 2015 the two teams work together in a share coke campaign, means invite coca with their name. There was also *Dasani grate run* campaign that was held in June 8/2015. There is also a million reason to believe in yourself that will be held in September 2015. One of the managers stated by his own words *“we have also a plan how and which activity include in the million reason to believe campaign”*

Chapter Five: Conclusion and recommendation

5.1. Conclusion

Cooperation between marketing and sales could be strongly improved in different areas of the marketing and sales management process. Based on the management and employee respond we concluded that overall sales and marketing integration practice in Coca-Cola Ethiopian fall under **defined** stage of integration. In this stage sales and marketing team know their duties well and who is supposed to do what, and they stick to their own tasks for the most and they usually work together when there is event and campaign.

It became clear that both sales and marketing do not always recognize the importance of integration in certain areas. There are various reasons why both departments do not integrate as they should. The most important problems are the lack of cooperation, management attitude, conflict of interest, communication problem, lack of understanding, lack of joint planning and discussion and feedback gathering time.

5.2 Limitation of the study

- Since the study was based on interviews and questionnaires, these methods were certain to clearly reveal real situations. However due to personal biases, especially the interviews, managers may not be volunteer to give the true situation/sense of the sales and marketing relationship strategy. This could be because of the fear that their competitors may imitate their ideas.
- The study was conducted on the organization's side which is the sales and marketing integration practices of the employees and uncovered the other stakeholders such as government (government regulation on the industry), intermediaries and to see what looks like the sales and marketing integration of the company in terms of customers' side.

5.2 Recommendation

Even though sales and marketing integration practice of Coca-Cola is at **defined** stage, there is a need for more integration. Therefore, the study recommends the following points based on the findings.

- To improve the relationship between the two teams management should plan regular meetings between Sales and Marketing (at least quarterly, perhaps bimonthly or monthly) to discuss major opportunities and problems.
- The company should develop job rotation strategy; job rotation will help sales and marketing team to understand both duties and develop experience in the functions that will help to develop cross fertilization and integration.
- Management should increase number of marketing department there is also an imbalance number of employee in sales and marketing department. They marketing don't have area and regional marketing manager. All the activity of marketing fall under 12 staff.
- The management should design marketing and sales responsibilities around the customer buying processes. In this way both functions work together to meet the customer need starting from building knowledge about the product to ultimate purchase of the company product.
- The management should create a unified focus on most valuable customer: that is the marketing help sales in identified the most valuable customer, develop material to do the activity .This will help facilitate cooperation and crate unifying objective for the two.
- The mangers also build events that gather the two teams to refresh and to strength their collaboration and team work.
- The company should also establish and develop to encouraging communication discipline.
- The company should improve sales force feedback. Facilitate the time to share sales experience ideas and insight information with marketing.
- The company should develop systematic process and guideline: sales and marketing need to know when and with whom they should communicate and who should be consulted on which decision.

- Currently, there is shortage of the product in winter season and low sales in summer season. Therefore, the company should work more to fill the gap between the imbalances of demand to supply requirements and recognize that they can no longer take their customers' loyalty for granted, and need to adopt ongoing sales and marketing integration strategies to satisfy the demand of the customers' requirement and to stay ahead of their competitors.
- In the research project, the researcher has assessed sales and marketing integration practices of the Coca-Cola Ethiopia on the organization's side. So, for future the researcher recommends to see the overall sales and marketing integration strategy of the company by involving the organization, customers, intermediaries, government (government regulations in soft drink industries) and a survey study of sales and marketing integration practices in the soft drink industries of Ethiopia.

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Appendix

Appendix 1: Questionnaires to be filled by employees of marketing department of Coca-Cola Ethiopia

St. Mary University

School of Graduate

MBA Program

Questionnaires to be filled by employees of marketing department of Coca-Cola Ethiopia.

Dear respondents:

Dear respondent, currently, I am conducting a research study on “Assessment of sales and marketing integration practices” in the case of Coca-Cola Ethiopia for partial fulfillment of the master degree in Business Administration program at St, marry university.

Thank you in advance for dedicating your time to give your feedback for Marketing and Sales Integration Effectiveness Questionnaire. Sales and Marketing integration questionnaires are tools used to collect data from people regarding sales and Marketing to identifying sales and marketing division integration level. Hence, to gather information, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept utterly confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated

Instruction

1. Set aside some time to review all the questions. Usually between 10 and 15 minutes are sufficient to review, think about, and answer the questions. You don't need to write your name or address.
2. Circle your choice and give your sincere comments on the space provided, not what you think the company may want to hear. This tool only works if you are honest in what you see or know about the Subject matter covered in each individual question.
3. Use the tool individually. This means that if more than one person is answering the questionnaire each individual should complete his or her own questionnaire.

Remark:

This tool modified from published article by Kotle (2006). It has been effective in providing a number of many international company's action steps for integrating Marketing and sales functions.

Part one: Demographic questions

No.	Question	Response
101	Gender	1. Male 2. female
102	Age (in years)	_____
103	Education level	1. Certificate or Diploma 2. First degree 3. Second degree 4. Above second degree
104	Department	1. Sales 2. Marketing
105	Position	1. Senior Manager 2. Managers 3. Staff s
106	Work experience (in year) <i>Write 0 if less than 1 year</i>	_____

Part 2: Sales and marketing integration questions

No.	Questions	Response
Q201	Have you ever work with sales department staffs	1. Yes 2. No → go to Q204
Q202	What activities you work together?	1. Planning 2. Price setting 3. Promotion 4. Others Specify : _____
Q203	How often do you meet with sales department staffs to work the activities in Q 202	1. Always 2. Usually 3. Rarely

Q204	Have you ever faced any problems in working with sales department staffs	1. Yes 2. No
Q205	If Yes to Q204, What kind of problem you faced? Please write on the space provided	
Q206	How do you manage the problem you mentioned on Q205?	

Part three: Determinant level of sales and marketing integration

1-Strongly Disagree 2-Disagree 3-Neither agree nor disagree 4-Agree 5-Strong Agree

S. No	Questions	scale				
		1	2	3	4	5
Q301	Our sales figures are usually close to the sales forecast	1	2	3	4	5
Q302	If thing go wrong, or results are disappointing, neither function point fingers or blames the other	1	2	3	4	5
Q303	Marketing people often meet with key account customers during the sales process.	1	2	3	4	5
Q304	Marketing solicits (asks) participation from sales in drafting the marketing plan.	1	2	3	4	5
Q305	Our sales people believe the collateral supplied by marketing is a valuable tool to help them get more sales	1	2	3	4	5
Q306	The sales forces willing cooperates in supplying feedback requested by marketing	1	2	3	4	5
Q307	There is great deal of common language here between sales and marketing	1	2	3	4	5
Q308	When sales and marketing meet, they do not need to spend much time on dispute resolution and crises management	1	2	3	4	5
Q309	We discuss and use common metrics for determining the success of sales and marketing.	1	2	3	4	5
Q3010	Marketing actively participates in defining and executing the sales strategy for individual key accounts	1	2	3	4	5

Q3011	Sales and marketing manage their activates using jointly development business funnels , processed or pipeline that span business chain-from initial market sensing to customer services.	1	2	3	4	5
Q3012	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.	1	2	3	4	5
Q3013	Sales and marketing share a strong “we rise or fall together” culture.	1	2	3	4	5
Q3014	Sales and marketing report to a single chief customer officer, revenue officer or equivalent level Executives	1	2	3	4	5
Q3015	There is significant interchange of people between sales and marketing.	1	2	3	4	5
Q3016	Sales and marketing jointly develop and deploy training programs events, and learning opportunities for their respective staffs.	1	2	3	4	5
Q3017	Sales and marketing actively participate in the preparation and presentation of each plan to top executive.	1	2	3	4	5

Appendix 2: Questionnaires to be filled by employees of the sales department of Coca-Cola Ethiopia.

St. Marry University

School of Graduate

MBA Program

Questionnaires to be filled by employees of the sales department of Coca-Cola Ethiopia.

Dear respondents:

Dear respondent, currently, I am conducting a research study on “Assessment of sales and marketing integration practices” in the case of Coca-Cola Ethiopia for partial fulfillment of the master degree in Business Administration program at St, marry university.

Thank you in advance for dedicating your time to give your feedback for Marketing and Sales Integration Effectiveness Questionnaire. Sales and Marketing integration questionnaires are tools used to collect data from people regarding sales and Marketing to identifying sales and marketing division integration level. Hence, to gather information, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept utterly confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated

Instruction

1. Set aside some time to review all the questions. Usually between 10 and 15 minutes are sufficient to review, think about, and answer the questions. You don't need to write your name or address.
2. Circle your choice and give your sincere comments on the space provided, not what you think the company may want to hear. This tool only works if you are honest in what you see or know about the Subject matter covered in each individual question.
3. Use the tool individually. This means that if more than one person is answering the questionnaire each individual should complete his or her own questionnaire.

Remark:

This tool modified from published article by Kotle (2006). It has been effective in providing a number of many international company's action steps for integrating Marketing and sales functions.

Part one: Demographic questions

No.	Question	Response
101	Gender	3. Male 4. female
102	Age (in years)	_____
103	Education level	5. Certificate or Diploma 6. First degree 7. Second degree 8. Above second degree
104	Department	3. Sales 4. Marketing
105	Position	4. Senior Manager 5. Managers 6. Staff s
106	Work experience (in year) <i>Write 0 if less than 1 year</i>	_____

Part 2: Sales and marketing integration questions

No.	Questions	Response
Q201	Have you ever work with marketing department staffs	3. Yes 4. No → go to Q204
Q202	What activities you work together?	5. Selling 6. Need assessment 7. Promotion 8. Others Specify : _____
Q203	How often do you meet with marketing department staffs to work the activities in Q 202or any	4. Always 5. Usually 6. Rarely
Q204	Have you ever faced any problems in working with marketing department staffs	3. Yes

		4. No → go to Q301
Q205	If Yes to Q204, What kind of problem you faced? Please write on the space provided	_____
Q206	How do you manage the problem you mentioned on Q205?	_____

Part three: Sales and Marketing integration assessment questions

1-Strongly Disagree 2-Disagree 3-Neither agree nor disagree 4-Agree 5-Strong Agree

S. No	Questions	scale				
		1	2	3	4	5
Q301	Our sales figures are usually close to the sales forecast	1	2	3	4	5
Q302	If thing go wrong, or results are disappointing, neither function point fingers or blames the other	1	2	3	4	5
Q303	Marketing people often meet with key account customers during the sales process.	1	2	3	4	5
Q304	Marketing solicits (asks) participation from sales in drafting the marketing plan.	1	2	3	4	5
Q305	Our sales people believe the collateral supplied by marketing is a valuable tool to help them get more sales	1	2	3	4	5
Q306	The sales forces willing cooperates in supplying feedback requested by marketing	1	2	3	4	5
Q307	There is great deal of common language here between sales and marketing	1	2	3	4	5
Q308	When sales and marketing meet, they do not need to spend much time on dispute resolution and crises management	1	2	3	4	5
Q309	We discuss and use common	1	2	3	4	5

	metrics for determining the success of sales and marketing.					
Q3010	Marketing actively participates in defining and executing the sales strategy for individual key accounts	1	2	3	4	5
Q3011	Sales and marketing manage their activates using jointly development business funnels , processed or pipeline that span business chain-from initial market sensing to customer services.	1	2	3	4	5
Q3012	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.	1	2	3	4	5
Q3013	Sales and marketing share a strong “we rise or fall together” culture.	1	2	3	4	5
Q3014	Sales and marketing report to a single chief customer officer, revenue officer or equivalent level Executives	1	2	3	4	5
Q3015	There is significant interchange of people between sales and marketing.	1	2	3	4	5
Q3016	Sales and marketing jointly develop and deploy training programs events, and learning opportunities for their respective staffs.	1	2	3	4	5
Q3017	Sales and marketing actively participate in the preparation and presentation of each plan to top executive.	1	2	3	4	5

Q3018. What do you recommend to improve sales and marketing integration in Coca-Cola Ethiopia?

Q3019. If you have further comments please indicate in the space provided below.

Appendix 3: Interview questions with sales and Marketing Managers of the Coca-Cola Ethiopia

St. Marry University

School of Graduate

MBA Program

Interview questions with sales and Marketing Managers of the Coca-Cola Ethiopia

Dear respondents;

The purpose of the study is to enable me to carry out a research for the partial fulfillment of master's degree in Business Administration (MBA). The research focuses on Coca-Cola Ethiopia with the topic of "Assessment of sales and marketing integration practices". The Interview questions tools used to collect data from management people regarding sales and Marketing integration. Hence, to gather information, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept utterly confidential and will be used only for academic purpose. Your cooperation and prompt response will be highly appreciated.

Interview questions with sales and marketing manager.

1. Do you know sales and marketing integration concept if yes explain?
- 2 Do you believe there is marketing and sales integration in Coca Cola Company? if yes explainif no what are the possible reasons?
3. In what part of your activity do you invite marketing /sales department? in how much time interval
4. What kind of activity did you work together during the last one month?
5. What do you think the benefit of sales and marketing integration in business environment?

6. Is there any compliance recorded in the departments during the last one month?
7. What are the problems you encountered in implementing sales and marketing integration?
8. What are the possible recommendations to improve the sales and marketing integration practice in Coca-Cola company?
9. How do you evaluate over all company's current sales and marketing integration practice?
10. If you have further comments please indicate them.