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Co-operative operating model to generate new B2B sales

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Preface

Writing this thesis has been a memorable experience. Three months of time is not too long; since I have been working with many different projects in different locations and with challenging role and responsibilities. Life became exceptionally busy, managing job and personal life was never been so tough. Nevertheless, when this demanding work is finally to be finished and I really feel relaxed and happy that what a learning experience Metropolia has brought to me. I am content that through thesis writing I am applying my learnings from the Business informatics program in last two years which will result in proposal and some valuable suggestions to the department I have been working with in the past 9 years. This thesis attends not only as an conclusion of this Master program, but also as a new delivery model to my employer which is one of the best from my past experiences.

At this stage, I am thankful to the case units and case company. The thesis has been written during my various assignments in different locations, however the management and case units showed great support and encouragement during the thesis. Additionally, I would like to take opportunity to thank my Instructor Thomas Rohweder, who is the most enthusiastic and positive teacher I have ever happened to meet. Without his guidance and inspiration, the journey would be very tough. Last but not the least; I want to thank my family, who patiently supported me to complete my studies and sacrifice their holidays and vacations.

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The purpose of the present study was to build a synergistic operative model to generate new business-to-business sales in the case company. The case company is a Finnish branch of a global ICT company having more than 600 employees in various locations in Finland. The study was conducted on two specific case units of the case company-: Application Management Service Sales and People Unit SAP. Responsible for sales and application delivery respectively. The case units were in quest of the new operative model to generate new business-to-business sales due to a decrease in sales.

The study was performed using an action research method containing four-step procedure. First to define the background and purpose of the study, followed by a building framework where actions were planned, performed and evaluated. By completing this process, the study was started by identifying the business challenges and objective. The conceptual framework was created based on the results of studying extensive research done during the past few years on operative models in business-to- business sales, cross functional integration teams and delivery approach in all different phases of sales cycle. A qualitative research methodology was used in this study. The qualitative research data consisted of interviews and group discussions with various stakeholders, such as account executives, solution architect and solution team members. In addition, internal case company documents were used as a data.

The results of the analysis revealed that there was no cooperative operating model in place in the case company where the sales team and the solution team work together from the beginning of the sales cycle. The in-depth interview with the stakeholders of the case company revealed that both teams had dependencies on each other to convert the prospect to new business but, due to the lack of cooperation between the team, the issues in the various phases of the sales cycle were not addressed by either of the team. A conceptual framework for addressing the problem areas was created and used to produce an initial proposal for a new cooperative model. The initial proposal was then reviewed and refined which resulted in the final version of the conceptualized operative model.

The author recommends that the case units in the case company implement the new cooperative operating model to generate new business-to-business sales. The proposed cooperative model provided a comprehensive list of phases in the sales cycle and clarified the roles and responsibilities for each team. The model also proposed various aspects to integrate the cross-functional teams and a standardized delivery approach throughout the sales cycle.

Key Words	Sales cycle, Functional integration, Delivery approach, Operative model

Key Words	**B2B** Business to business **CSA** Current state analysis **CEO** Chief executive officer **CIO** Chief information officer **CMO** Chief marketing officer **CTO** Chief technology officer **ERP** Enterprise resource planning system **FTM** Full time marketer **ICT** Information and communications technology **PTM** Part time marketer **RFP** Request for Proposal **KPI** Key performance indicator

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1. Introduction

In challenging business world, where the needs of the business changes every day, the understanding of customers, their business and ICT needs become a crucial consulting companies in the competitive crowded consulting market and ensure the desirable growth of their business. As a result, companies are dedicating resources from sales team (account managers) and efforts to listen and analyse the customer's needs to provide more effective, cost saving and long lasting ICT solution aiming to obtain customer satisfaction to generate long term business which ultimately brings growth in the company.

On the other hand, sometimes, the ICT needs of customers does not acquire the desirable consideration as much as it should and is easily underestimated by the account managers. It makes a misjudgement since most of the account managers in a company do not have comprehensive knowledge about the available solutions and also direct interaction with technical teams in the company to guide and propose suitable solution. Therefore, for people who work in the technical teams such as solution architects, subject matter experts, application consultants should be involved in new sales from beginning; in other words, they serve the needs of end customers and augment the winning ratio.

Hence, this study emphases on how to leverage the new sales by including the right capabilities and competence of the case company in one team to fulfil the future sales target. The objective of this study to propose an operative model facilitating seamless cooperation of sales team and solution team in approaching customer and generate new business.

1.1. Case company background

The case company of this study is Finnish branch of a global leading Information and communication technology enterprise which provides consulting, technology and outsourcing services to the clients with more than 600 employees in various location in Finland.

The case company is well-known for its solution and in ICT industry and it differentiate itself by Innovative methodologies in different businesses like consulting, technology and outsourcing and successfully maintaining high ratio of customer satisfaction.

The case company has many business units but the research has been conducted for SAP unit which includes PU SAP and tightly integrated AMS sales.

PU SAP: Team of technical experts, responsible for implementation, maintenance of SAP ERP and support new sales in PU SAP.

AMS sales: Team of account managers, responsible for generating new business and also for modernization and maintenance of the SAP systems of existing customers.

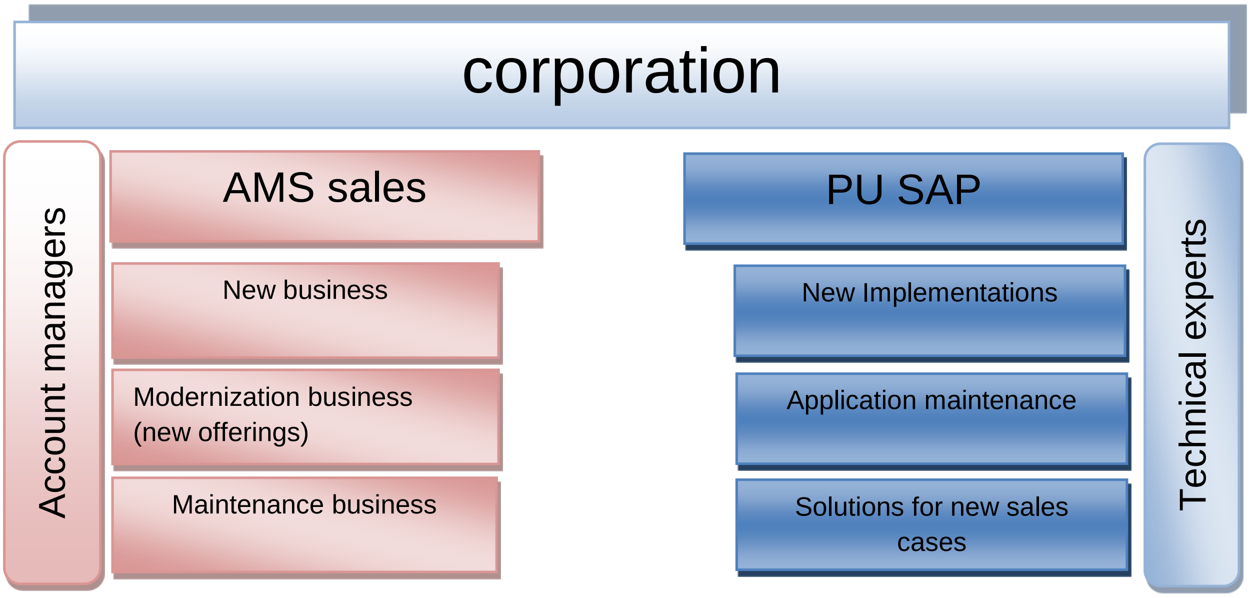

Figure 1. Organization chart of the case units of the study

1.2. Business challenge and objective

The business challenge to be discussed in this thesis concerns the operating model implemented in case company to generate new customer business. To this end, the case company has a dedicated sales unit. Searching for potential customers, personally meeting identified customers, customer marketing and offering case company technologies and competencies, all fall within the sales unit’s responsibilities. The sales unit’s account executives are working quite independently; they decide the target customer, approach them and offer the technologies on behalf of case company without taking technical experts on board. On the other hand, the case company also has a dedicated technology unit with experts in the possession of deep knowledge of latest technical developments and methodologies to implement such. But, since the sales unit is not considering technical experts in initial phases of the sales cycle, two important business problems are arising:

- Potential business is lost because of customer need and sales team expertise are not meeting.
- Moreover, wrong service offerings are being sold to the customer leading into project implementation challenges later on.

Accordingly, the objective of this thesis is to develop an operating model facilitating seamless cooperation of sales team and technology team in approaching customers.

2. Research Approach

2.1. Research Design

A research design lists the component used to construct a study and show how all the major parts of the research project — the data, steps, and methods — are designed to address the central research questions (Dawson R. Hancode and Bob Algozzine, 2006). Three rounds of data collections were conducted in the research, which have been marked in the corresponding design step in the research plan. The research design of this study is illustrated in Figure 2 below.

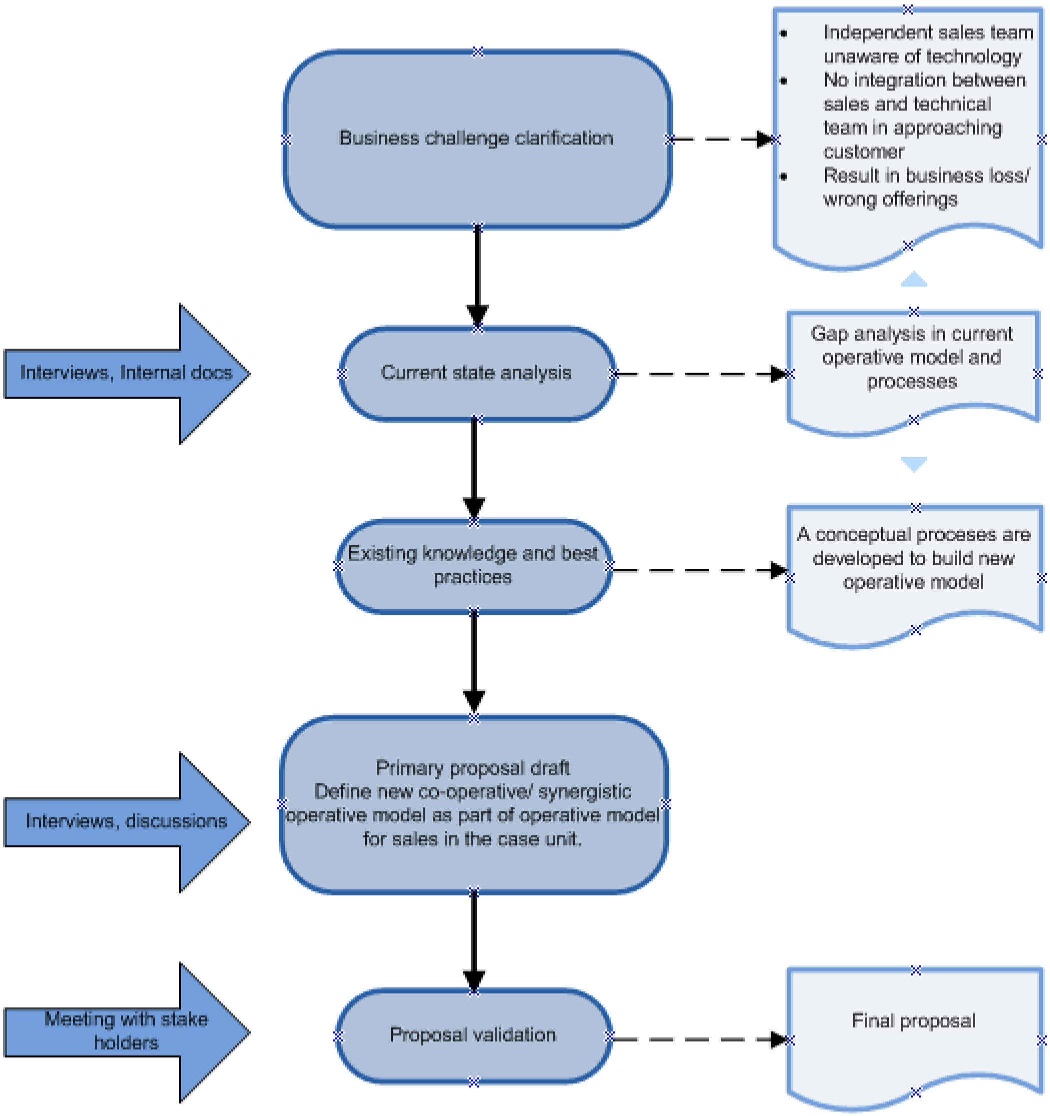

Figure 2: Research design of this Thesis.

As can be seen from Figure 2, the first step to identify the business challenge and last step is the final proposal which is to be presented to the case units. Following are the steps involved in research design

Business challenge identification: As a first step, the research initiate to take an overview of the existing business challenges in the case units. Following step is the current state analysis to understand the existing feedback activities and current situation from different stakeholder viewpoints of case units. The first data collection (Data 1) is carried out as a steps of CSA along with data analysis and evaluation.

As the conclusion of CSA, the gaps identification and analysis are done base on feedbacks of stake holders. The past studies, available literature and best practice are subsequently reviewed targeting to search for the solution to the consulting business and especially the case company operative model. A conceptual framework is then built as a support for building cooperative model for the case unit.

Data 2 is conducted as a face to face interviews, phone calls and group discussions in order to gather feedbacks, suggestions and recommendations from the relevant stakeholders (account executives and solution team members) for building proposal.

Based on the information and data collected as Data 2, the first draft of proposal is prepared, which consists of new defined cooperative model. Subsequently, a meeting and calls are arranged with the stake holders of case units to validate the proposal, as Data 3. The proposal is then finalized through adapting the preliminary proposal according to the comments received from the case units. The final outcome of the thesis then drafted as final proposal.

2.2. Data Collection and Analysis

As the case study depends on the sources of the data, a case study research is the use of multiple data sources, a strategy also enhances data credibility (Pamela Baxter and Susan Jack, 2008) this study, three rounds data were collected, for different purpose and context in different stages of data collection. More emphasis of data collection in each step is concluded by one simple question, as showed in figure 3 below:

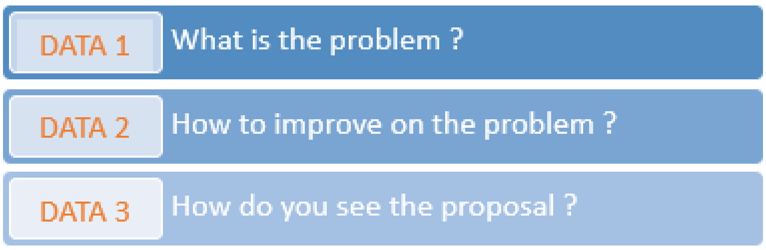

Figure 3: Three rounds of data collection

As shown in Figure 3 identify business challenges is done with DATA 1; Data 2 is to pursue the suggestions and recommendations, and in Data 3 the first draft of the proposal. The key data for the study was gathered from the interviews, calls and discussions done with stake holders of the case units.

As a supporting data, internal company documents were also reviewed and analysed, such as general guidelines and reports. These data sources are mentioned in details below based on the data rounds and the medium they are collected from.

Data 1 (Interviews, internal documents)

Interviews

The face to face and phone call interviews were conducted as a first round of data collection (Data 1) targeting to understand the existing tasks and resources involve in sales process of the case unit.

The details of the interviews are illustrated in Table 1 below.

No	Name, position	Content/Topic	Method	Date	Duration
1	Account executive	What is the current guidelines in case company to approach new customer? How do you approach new customers?	Interview	08.2016	1 hour
2	Account executive	What are the challenges you face while approaching new customer? What is your expectation from technical team?	Interview	08.2016	30 mins
3	Sales executive	What is the current sales process? Who do you get approached from customer side and what do you propose?	Interview	08.2016	1 hour
4	Sales executive	How do you identify target customer? How to do you rate your knowledge about technologies? How to improve the process?	Interview	09.2016	45 mins
5	Principle solution architect	How do you see the current sales process and involvement of technical team in new sales? How the team is being selected?	Interview	09.2016	45 mins
6	Solution team member	What is the role of solution team in new sales? How do you see the role of solution team in new sales and what are the improvement are?	Interview	10.2016	35 mins

Table 1. Interview questions

As seen from Table 1, the interview involved the key stakeholders in the sales process of the case unit, such as the account executive, sales executive, and principle solution architect and solution team member of the case unit.

Company internal documents

PU SAP and AMS sales both the units have documented their teams, roles and responsibilities and internal database. To understand the role and responsibilities of each unit for this research, the data on internal database is utilized.

Data 2 (Interviews, discussions)

At the second round of Data collection (Data 2), the target was to obtain the suggestions from relevant stakeholders in terms of the feedback of PU SAP and AMS sales members. Face to face and on call Interview are the main method applied for Data 2. Details of Data 2 collection are shown in Table 2 below.

No	Name/position	Content	method	date	duration
1	Account executive	Best practice: Any advice from you to improve the current operative model?	Interview	11.2016	30 mins
2	Account executive	What are your suggestions regarding improvement actions?	Interview	11.2016	30 mins
3	Solution architect	What is your suggestions regarding improvement actions?	Discussion	11.2016	30 mins
4	Account executive	What kind of response you expect to get from solution team and in fact how it is like at the moment?	Interview by call	11.2016	30 mins
5	Solution architect	What kind of response you expect to get from sales team and in fact how it is like at the moment?	Interview	11.2016	30 mins

Table 2. Data 2 for building proposal for the improved operative model for new sales.

Data 3 (Interviews)

The final round of data collection (Data 3) are carried out to validate the preliminary proposal for the improved process. The PU SAP and AMS sales management were the target group for this data collection and the validation were conducted by meeting reviews, the detailed arrangement can be seen from Table 3 below.

No	Name	content	method	date	duration
1	Account executive	How do you see the proposal?	Interview	11.2016	45 mins
2	Solution team member	How do you see the proposal?	Interview	11.2016	45 mins

Table 3. Data 3 for validating proposal for the improvement plan.

Data Analysis

Thematic analysis approach is adopted to analyse the data gathered for interviews and case company internal documents. In Qualitative analysis, the thematic approach is widely used and accepted which mainly focused on analysing data in themes per unit. In thematic approach the research questions are grouped in one theme. Hence, one theme become the unit for analysis.

The theme of data gathered in this research is defined and illustrated in table 4 below.

Activity / Angle	Approaching customer	Propose effective solution
Strength	Theme-1	Theme-2
Weakness	Theme-3	Theme-4

Table 4. Data theme of this research.

As can be seen from Table 4, the current internal sales process of the case unit consists of three main activities are approaching customer, proposing effective solution and generate new sales.

Both strengths and weaknesses of each approach were gathered during data collection actions and similar information was grouped together as of one theme. For instance, the data relating to the strength in existing in Customer approach is collected as theme 1.

Similarly, other three themes of data can be acquired after analysing the data with such logic.

3. Current state analysis

This section describes the current state of the current sales process in case unit of the organization. The overall picture of the existing operative model is built based on Data collection 1 which included face to face and phone call interviews, discussions and examination of internal case company documents. At the end of the section, a SWOT analysis is conducted to identify the strength and weaknesses of the existing operative model.

3.1. Background of the Case Units

The case unit of this study PU SAP and AMS sales are the most focused units in the case company in terms of revenue, both the units are defined independently as a unit but working closely when customer opens RFP with the requirements. The aim of both the units to cultivate customer as a win by approaching right set people from customer side during the sales cycle and providing efficient and cost effective solutions. New sales are generated by adding new customers thru three channels.

1) New implementation SAP ERP (New customers),
2) Modernized business (New modern solution to existing SAP ERP system),
3) Maintenance of the existing system (Required changes to meet the daily business).

New business is added thru the channels mentioned above with the joint efforts of AMS sales and PU SAP team. The scope of this thesis is only channel 1. As mentioned earlier in above chapter, only new customers are in the scope of this thesis.

Value chain for channel 1 (new customer- New implementation) PU SAP and AMS Sales is displayed in below mentioned chart.

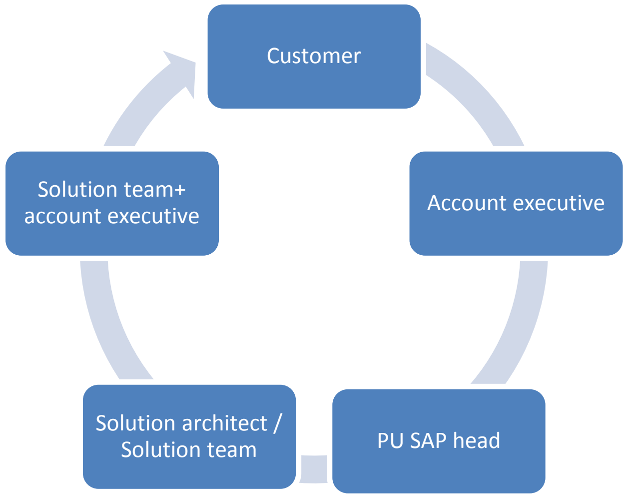

Figure 4. Case unit in the company value chain.

Value chain for case unit starts with meeting customers by dedicated account executives and sales executives.

Customers: customers are the midsize or large organizations, using ICT systems to run their businesses. Case company targets some of the existing customer to get more business by modernizing the ICT system and also totally new customers who are willing to implement new ICT systems. The convinced customer issue the RFP with the detailed requirements.

Account executives*:* Case company appoints account executives whose role to identify and meet new customers, mainly CEOs, CFOs and CTOs to build the relations and discuss about the case company's offerings and their competencies to implement new technologies to meet customer business challenges. Account executives are first point of contact for customer and receives the RPF first in case company.

PU SAP head*:* is the head of SAP application unit called PU SAP unit. His role to identify resources from existing team to meet the customer’s requirement and reply to RFP. For new sales, account executives contacts PU SAP head to get the resources to build the best possible solution along with the cost for the gathered information on the requirements.

Solution architect/ solution team: are the resources/team member of PU SAP. Once the RFP is handed over to PU SAP head, he selects the team from available best resources to propose the solution for the new sales.

Once the solution is ready and reviewed by the management, the presentation is prepared and presented to the customer with the technology used to meet the business requirement and cost to implement jointly with account executives.

Once the presentation is done, couple of rounds on cost and other issues are being held between account executive and stake holders from customer side without involvement of solution team. At the end, the final RFP is submitted by case company.

Organization structure of case unit:

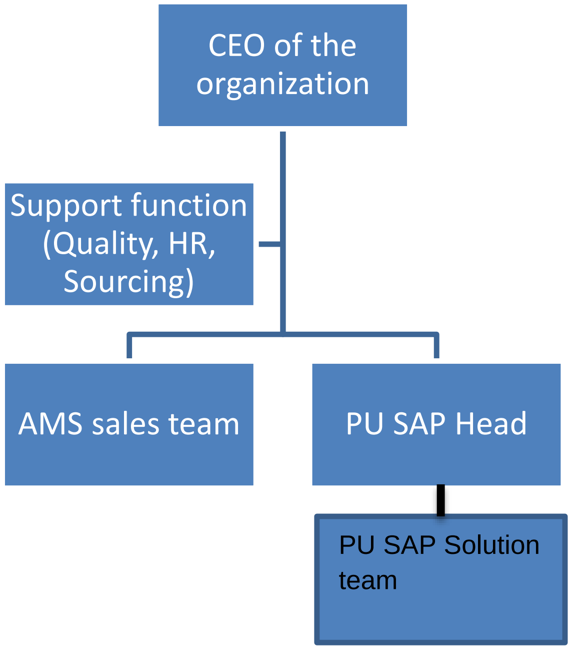

Figure 5. Organizational structure of case unit.

As mentioned, there are 2 or more sales persons engaged with the customer, depend up on the size of customer in terms of business and ICT requirements. And, solution team is working independently to sales team having more than 60 consultants with the knowledge of different area of SAP ERP.

3.2. Current state analysis

For the current state analysis, First interview was with account executives and sales executive to understand the sales process and the process of approaching customer. The interview with two account executives and two sales executives were done to understand who they meet at customer site and what they propose. Then another interviews were done with principle solution architect and solution team members.

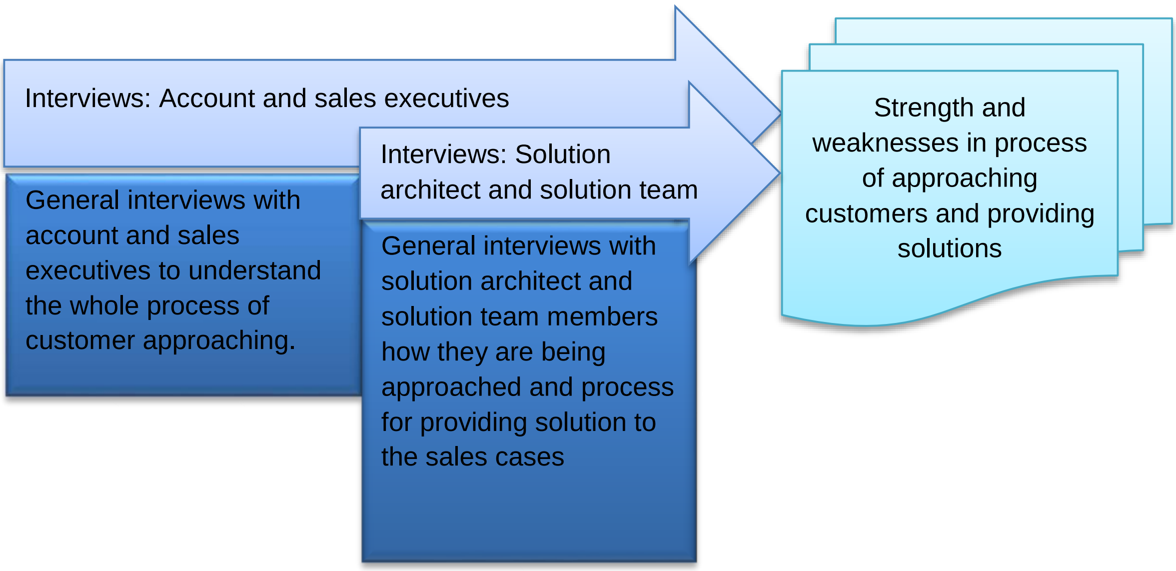

Figure 6: Current state analysis

The interview with account executives and sales executives showed that case company has clearly mentioned about the existing target customers and how to approach them. But there is no clear guidelines on how to define new target customer and approach process for new customers. There are some guidelines available on how to approach different types of customer. The guidelines are there but either they are not very effective or not followed completely. Case company country manager also guide senior account executives on case by case basis but the information / guidance are not reaching to junior account executive/ sales executive.

The interview with three account executives and two sales executives gave me the understanding of how they see the effectiveness of targeting and approaching new customers and cultivate customers in new business in current operative model. The result of the interview showed me that account executive aware about the target customers and guidelines and they are also putting lots of efforts in meeting customers and generate new business without any effective pre-sales activities. The two senior executives who were involved in two different customers were asked more detailed questions. These detailed questions were according to their practice in approaching their customer. Both the account executives were meeting their customers for more than one year. As an approach to the new customer, they initially meet the CEO and explain about the case company and their offerings in general. Mainly, initial few months goes to build the relation and get more information on customer organization and their ICT structure. Once the CEO allows to meet CTO and CMO, account executives start collecting more information and simultaneously propose the case company competency and offerings of ICT solutions and ask for RFP. Generally, most of the customers send the RFP more than one consulting company to get more effective solutions and cost of the implementations. The general questions from three account and two sales executives were mainly about

- What is your point view on general guidelines in approaching customers in current operative model?
- What are the stages where your involvement is needed in entire value chain?
- Do you strictly follow the guidelines? Do you get more help from other account executive or CEO of case company?
- What are the difficulties you face while approaching new customer and discuss offerings of case company?
- Are you using solution team at any point while approaching customer?
- Any general recommendations which you would like to give on approaching new customers?

All of the account / sales executives have opinion that account executives has major role in entire value chain as he/she is the only main point of contact for new customer.

“We are the first people who opens the door for case company to generate new business”

One of the account executive- case company

The account executives build the relations with the customers and do the marketing of case company. Once the trust is built, the customer opens up about their ICT problems and give more information.

While discussing more about the general guidelines which are documented and available on case company’s web site, one of the account executive was not totally convinced with the guidelines which restrict them to meet not other than CEOs, CMOs and CTOs. They have an opinion that now a days the more information of customer ICT issues are with their ICT team leads and not with CEOs and CTOs. And major challenge with account executives to approach ICT team leads and discuss about the problems and solutions. Sometimes, account executives get the help from CEO of case company on effective approach to the new customer but not from the fellow colleagues as they are very busy with their own customers and of course time constraint.

"We don't have any fourum to discuss our issues with fellow colleagues or solution team as all are busy with their work" *Account executive- Case company*

Pre-sales activity should be performed jointly by account executives and solution team in order to identify right customer and technology as per the need of the customer.

Account executive- Case company

The account executives are purely marketing people who built the relations with customer and discuss about the offerings of the case company. In current operative model, they are not trained about the latest trend of SAP technology, implementation methodology or cost for the implementations. So the major challenge for account executive to address more technical questions.

"We are marketing people. we don't know latest SAP offerings and ICT solutions for end to end business processes" *Account executive- Case company*

Due to lack of knowledge on latest offerings, either the efforts get wasted or take more time to convince customer to get more business or to generate RFP. Also getting on time help from Solution team is always a big question because all the solution team members are busy with their deliveries or get some junior consultant from solution team as he/she might not have enough deliveries in hand. And again the knowledge of junior consultant is question to propose end to end solution.

"Solution team doesn't have dedicate resources who know end to end process to help us" *Account executive- Case company*

While going thru the general guidance documents, didn't find the use of solution team member at earlier stage of value chain.

As per the account executives, the solution team is only involved after RFP is generated and case company is invited by customer to propose the solution. Account executives are in opinion to involve solution team in earlier stage than proposing solution to RFP. In that sense, not all account executives fully convinced with guidelines and would propose the changes in current operative model too.

"We need solution team member in few of the key meetings with CTO while more technical questions are asked" *Senior account executive-case company*

In the interview while recommendations are asked, most of the account executives recommend to have some sort of trainings for them to understand latest technologies in SAP and offerings. Also SAP implementation methodologies and costing tools.

In the current operative model, pre-sales activities for demand generation are not properly done and involvement from solution team is very negligible.

They would also like to have active participation from senior SAP consultants not only in providing solutions but also in the process of approaching customers and in key meetings.

After knowing the viewpoints of account and sales executives, to know the other side of coin, interviews of solution architects and solution team members are also been taken.

Questions to solution team mainly on their understanding of current operative model, their involvement in approaching customers and sales cases. They have been also interviewed to know the challenges they face while dealing with new customers. More detailed questions are as mentioned below:

- Was the guidelines to approach new customer in current delivery model is clear to you? Do you know the process?
- Does your role clearly defined?
- How you are being approached?
- How the selection of team is being done to work on the sales case?
- How important the role of solution team in new sales case and what are the improvement you would like to have?
- How competent the solution team is to address the customer issues and propose efficient and cost effective solution?

Both the solution architect and solution team member were interviewed and asked above mentioned set of questions. The strange findings was, in current operative model, the guidance are not clear either of them. They only know the target customer but not the account manager, ongoing activities and progress on target customers. They also don't know who is going to work on that customer once the RFP is open.

As mentioned above, the role of solution team is not clearly mentioned in guidelines document as it is mainly referred by account executives and hence solution team is not aware of the current process of approaching new customer.

While asking more precise question about how they are being approached then surprised answer came from one of the solution team member. He mentioned that PU SAP head has clarity of available resources and he decides based on the available resources who will work on that sales case/ RFP.

"Most of the senior resources are 100% sold to customer and has no time to work on new sales case" *Senior solution team member-case company*

He also mentioned that sometimes SAP PU head assigned junior resources to important must win case due to non-availability of senior resources. So as an outcome of this question is- PU SAP head approaches available resources to work on new sales cases. Another important information came out from the interview is that PU SAP is responsible to generate the revenue and meet the PU SAP targets. So most of the time all the senior resources are firstly sold to customer instead of engaged in sales case which is not contributing in generating revenues.

"Our KPI to contibute 90-100% in revenue and our bonus in impacted if we don't do so"

Senoir solution team member- case company

The bonuses of solution team members are also impacted if they don't contribute their 90-100% time in generating revenues.

While asking the importance of solution team in new sales then solution architect and even solution team member both have indicating that they have very vital role since they decide what technology will be used to address current ICT problems of customers. Also in estimating efforts and cost to propose final solution and respond to RFP.

“We are the team who knows what are the latest technology, how to implement and what would be the cost” *Solution architect- case company*

One of the solution team member also mentioned the proposing solution to customer with current operating model is difficult because of two different units AMS SALES and PU SAP. The communication takes lot of time because one team has better understanding on customer and another have on technology. The improvement should be done in current operative model and more agile operative model should be developed.

"There should be dedicated solution team members to work with sales team to meet customers and propose solutions" *Solution architect- case company*

Case company is using lot of junior resources in sales cases who neither have clear idea of guidelines of approaching customer nor the latest technologies. They are just involved in sales cases because they have available time.

One of the solution team member also have raised concern of training junior resources. Currently, PU SAP has some sort of approved budget and train the consultants based on the requirements but PU SAP doesn’t have set of programs for junior resources to train them about latest technologies and offerings.

“We must have regular programs for juniors on lastet technology offerings in order to porpose effetive solution, if they are used in sales cases”

solution team member case company

When recommendations asked, it was very clear that solution team needs clear understanding on guidelines, more information on what target customers and being approached and its progress. Also they would like to be involved in initial phase of value chain instead of later phase of proposing solution.

They would also like to have dedicate team or at least some percentage of KPI to sales case so their bonus in not getting affected. And very valid point of trainings to junior resources in order to make their contribution more efficient and effective.

3.3. Strength and weaknesses of current model

As mentioned in data analysis chapter, in this research, thematic analysis was applied to analyse the raw data collected from the interviews and company internal documents.

Activity / Angle	Approaching customer	Propose effective solution
Strength	Theme-1	Theme-2
Weakness	Theme-3	Theme-4

Activity 1 Approaching customer

Strength: (THEME-1)

- Account executive are dedicated resources to approach new customer. They always keep meeting and marketing case companies offerings. This exercise strengthen the relationship with new customer and build the trust.
- While meeting CTOs, account executives know the key business problems of the customer which helps to scope the ICT related solutions.
- Account executives are doing marketing of the case company. They use the reference cases where case company has successfully implemented the solutions which again give the positive impact on customer to include case company in RFP.

Weakness: (THEME-3)

- Standard guidelines are set by the case company on how to approach the customer but many of the account executives have different opinions and more in favour to change the guidelines.
- Pre-sales activities for demand generation are weakly performed by account executive and they are seeking help from solution team.
- Account executives getting access to CEO and CTO to discuss the offerings of case company and get the limited information on business problems and inability of current ICT solution to resolve them.

- Account executives struggle to get the access and discuss to ICT team leads which has most of the information on business problems and inability of ICT.
- Systems to resolve them due the lack of knowledge on latest technologies and available solutions.
- Since AMS SALES and PU SAP are individual service lines and not co-operative model available, no dedicated resources from solution team is assigned to sales case from beginning so chances of wrong proposal by account executives are very high and losing customer in first place are very likely.

Activity 2: Proposing solution

Strength THEME-2

- All the senior resources are trained and well aware of latest technologies and offerings of SAP
- Solution architect are certified and capable enough to propose end to end solutions for many industries
- Senior resources are trained in implementation methodology and cost estimation methodology.
- All the questions of solution team is gathered and taken to the customer by account executive as he is the bridge between case company and customer.
- Good relationship of account executives help case company to put them on front increase the chances of winning the customer.

Weakness THEME- 4

- All the team members in solution team has KPI to generate the revenue by doing 90-100 % of billable work, if they are fail to do so then their annual bonuses is being affected. This has also an impact on willingness of resource to contribute in new sales.
- Solution team is not fully aware of target customers and progress on each which makes PU SAP head to keep senior resources available for sales cases.
- Missing co-operative model for information exchange on progress in both the units.
- Most of the senior resources are always booked with the existing customer for delivery and not available for new sales cases

- Since there is no dedicated senior resources for new sales, in most of the cases, PU SAP head assign any available junior resource to sales case.
- Junior resources are not trained in available latest technologies, proposed effective solutions, implementation methodology and cost estimations.

3.4. Summary of the current state analysis

The summary shows that there were some good points and some key problems areas in current state analysis phase.

Following points summarized the current state analysis:

Guidelines for approaching new customer is available but not all the account executives convinced and in favour of change.

- Account executives are meeting CEO, CMO and CTO to build the relation to give the case company a winning start.
- Account executives gives the idea of bigger scope of the implementation.
- Good relation with customer also influence the decision making of customer.
- By making good relations with customer, account executives get succeed up to some extend to get the RFP but the real requirements are with ICT team leads of the company.
- Account executives are not fully up-to-date with the latest technology trend and hence struggle in meetings where more technical details are asked by customer
- Senior resources from solution team is well trained and fully aware of latest technologies and offerings. Can also do the cost estimations.
- Solution is proposed by working together as a team with account executive and solution team.
- No dedicate resources from solution team is allocated to new sales cases.
- Pre sales activity is weakly performed by account executive without involvement of PU SAP head/solution architect/solution team member.
- In the phase of RFP response, not all the desired solution team members are assigned to the sales case due the KPI of 90-100 % billable work and generate more revenue for PU SAP.

- Most of the junior resources are allocated due to non-availability of seniors and hence lack of effective solution is proposed which may lead to loss of new sales.
- Junior recourses are not fully trained by case company to contribute in new sales.
- Lack of co-operative/ synergistic operative model to work seamlessly between AM SALES and PU SAP.

4. Existing knowledge on building cross cross-team collaboration

In past few year many researches have been done around this topics. However earlier researches have mainly focused on using technical experts in B2B business for example Ari Vuorimäki had similar analysis but mainly on using technical experts in B2B sales. (Vuorimäki, 2015).

In this thesis, entire operative model involving in sales cycle has been studied. The Conceptual framework in this thesis was done based on literature review and the key problem area from the current state analysis. For deeper understanding, it is relevant to look at the expertise knowledge and research work done in the area of effective use of sales and solution team in new sales, Cross function team integration and building collaborative delivery approach. This framework will help in justification and evaluation of research work.

One of the key problems was related to effective use of sales and solution team in new sales so I started by reading literature about effective use of sales and solution team in new sales, how to motivate solution team to contribute in new sales and impact of both the teams to augment winning ratio. Then I read about cross function team integrations to address the key problem of awareness of ongoing sales cases and arrangement of necessary team members to prepare effective solution and present to customer and then joint customer delivery processes to address the key problem of working as an individual teams- AMS SALES and PU SAP instead of one team to respond to RFP and win the customer.

Before understanding the role of each teams, I searched for customer purchase process and influence of each team on decision making of customer.

4.1. Approaching customer for new sales:

4.1.1. Customer purchasing process

This chapter describes about the basic purchase process followed in recent years in ICT companies. Before going to more in detail to understand the process, let's discover the way customers normally carry out their buying activities in B2B context. Buying process is the process the organization use to execute their purchase activities. In the simplest form this means the set of actions where one defines the budget and requirements, and concludes actions to fulfil those (Holland & Young 2010, 12.) This buying behaviour is generally accomplished through a set of actions which on the other hand is usually called a purchase process.

During the recent times, lots of technologies introduced to handle complex businesses of the industries and hence in the majority of businesses the purchasing companies are spending more and more time on the decision making process thus executing the so called extended buying cycle. And due to this fact, purchasing companies are has upper hand in purchase process in terms of program and schedule. On other hand, selling companies has to put more efforts in terms staying in bidding process as a front runner and adopt agile approach in strategy tuning. In order to perform successful selling there is an increasing need for endurance and eagerness to counsel the customer in such a long term purchase process. There is a couple of ways to ensure that the extended buying cycle is fully acknowledged and exploited by the selling party (Graham, 2000.)

Firstly:

Understand customer's purchasing process and plan the sales strategy accordingly.

Secondly:

Prepare for long term process in advance in order to avoid disappointment and quit the bidding too early.

In principle the selling party should build the strategy where they are always around when the customer is on its way to make the decision to buy. In order to ensure such a position the selling party should share its sales philosophy to the client and thus demonstrate selling party’s willingness to build a long term relationship with the customer and not only looking for some quick sales. Using such a pattern gives a clear indication and commitment to the client and helps to gain trust and acceptance and minimizes the atmosphere of pushing and pressuring. In successful scenarios the actual sale itself becomes a natural output of a process (Graham, 2000.)

As a conclusion, the extended buying process has modified the environment and thus it is vital that the selling party is seen as knowledgeable and capable to act as an counselor who possesses the cutting edge, ideas and technologies.

If this kind of organized approach is adopted, it eventually enables possibilities to exhibit proficient sales qualities and ensures that the client does not make decisions behind your back. In the end, the seller’s enthusiasm to act like mentioned above are usually the ones who will be invited when the client is ready to sign the deal (Graham, 2000.)

4.1.2. Account executives- The full time marketers

This chapter describes potential of sales people to manipulate customer’s decision making during a buying cycle. Usually account executives are employed to sales and marketing unit and hence they must be seen as a full time marketer. Therefore their primary role is to build relations, gain trust and generate more and more revenue for case company and influence customer decision making.

In addition, there can be seen a number of ways where full time marketers can influence to customer’s decision making units decision in B2B environment. Generally, the customer’s decision making unit (stake holders) of mostly develop so called spreadsheet approach in their decision making during buying process. In this approach all the shortlisted vendors are registered one by one on the first row and scored using customer specific weighted qualities in column A according their reputation in mind of customer. At first glance, such approach sounds very rational and reliable. Anyhow it is still customer specific and it can be influenced by full time marketer. As the corporate level decisions are still made by specific group of people, they could take emotional decisions and are justified later if possible. The significant benefit here to have full time marketer to build and maintain good relationships with the customer in order to influence the columns placed in the spreadsheet and consequently help customer to see what their important and significant needs are. In most cases the features registered in column A might be important and for real but in many cases the one who has managed to influence in to those also eventually wins the deal (Iannarino, 2012.).

If the qualities in column A are already secured then full time marketer could try to challenge the weighting of them. One good example could be price which generally has quite high weighting in customer mind. Here full time marketer (account executive) could indicate customer that how the lower price would cost them more through the lower benefited value of such solution. By taking this approach full time marketer can affect the weighting to be influenced from price to cost and in the direction of value proposition type of scaling. So if we conclude, it is full time marketer responsibility to protected decision making units emotional decisions are justified and directed to serve seller's favour. This can be achieved by helping them to select measurable and tangible attributes and weight them properly (Iannarino, 2012.) As a conclusion we can say that full time marketer has a critical role in altering the clients buying process through decision making unit.

4.1.3. Solution team- Part time marketer

It the present times, it is rather very common that companies which are selling services and B2B marketing, have many employees working and located very close to customer but are not directly working in sales unit. As an example one can list employees like software designer, system administrator, application designer, Implementation and maintenance engineers, who eventually can be potential part time marketers in addition to their main role and responsibility in the company.

The part time marketing can be seen as one of the toolkits of market based relationship marketing (Möller & Halinen, 2000). Gummesson (1998) makes statement that marketing in general should be seen in wider scope, requiring everyone's participation. When looking typical company employee structure one could articulate that people working in sales and marketing unit which are employed and highly trained to carry out sales and marketing tasks are full time marketers whereas all the rest of workforce in the company can be seen as a part time marketers.

However, all these employees persuade to customer relationships to a certain extent during their working time, thus it is reasonable to say that complete marketing function can be formed by involving full time marketer and part time marketers. Very important thing here to notice is the fact that fulltime marketers can never make the company's success by their own. They cannot always be involved with right customer with a proper knowledge or be in right time at a right place but for part time marketers instead, it is possible (Gummesson, 1998.) Firstly, all the employee should positively think and act as individual customer for their peers so in a way acting as an internal client who can ask the services. Simultaneously, all employee should act like service provider and dedicatee themselves to deliver best services to their internal clients. If the team members start working and practicing in daily job, the organization can market their competencies, knowledge and expertise internally around their domain, making them ultimately successful also when dealing with external clients (Gummesson, 1991.)

Especially in consulting business, it is more common that solution consultants are performing as a part time marketers as compared to full time marketers under sales and marketing units. Also it is pretty obvious that full time marketers have a limitation in covering whole market segment. This can be understood in circumstances where full time marketers might fail in choosing industry, target customer, place or time while making their efforts to generate more sales.

Instead, the part time marketers have positive point and can take an advantage of being on the right place at a right time as they are closer to customer than the full time marketers. In ultimate situations it can happen that technical experts acting as part time marketers are the only ones around the customer (Grönroos, 1994a.)

Eventually we could say that in many cases the part time marketer might even possess more important role in service selling and hence have more impact to customer planning future purchases compared to full time marketers (Grönroos, 1994b.)

In literature, there are usually three identified concepts and theories used to approach part time marketer framework: services marketing theory, network/interaction theory of industrial marketing and total quality management (Gummesson, 1991.).

As a conclusion it is very convincing to say that part time marketer has an essential role serving customer in entire purchase process by helping them to distinguish different business needs and available technologies, provide consultancy help when assessment options, and ultimately help full time marketer to rationalize positive attributes and their weights in order to convince the decision making unit. All in all it is concluded that full time marketer and part time marketer together forms the solid groundwork for setting up and upholding good relationships with the customer.

4.1.4. Motivation

Conceivably the major confront in recent days in bigger organizations is to make every effort and push the solution experts to move forward to develop as a part time marketers. Many firms do try to provide their consultants basic skills. Many buy presentation training and a few sales training. Rarely does a firm identify the total set of skills its people need to market and sell, then develop a program to provide them. (Charles F Harding Fall 1994): 7. Sometimes, the lack of prospect response makes solution experts feel unprofessional and embarrassed. Surely they must be doing something wrong. Faced with this situation many professionals conclude too quickly that they don't like marketing and stop. Some go so far as to say their services can't be marketed (Harding, 1992, pp. 59, 62). Generally the solution experts are self-driven, intellectual, knowledge oriented, self-respecting and highly dedicated. Management should thus keep those facts in consideration when leading those experts and especially if seeking their enthusiasm to act in a sales team. In addition, experts typically appreciate liberty in their daily work, and thus the level of bureaucracy should be set as low as possible. The leaders should focus to communality and working traditions and take care that experts has the appropriate structure to do their job well.

As a conclusion, when encouraging solution experts to contribute more in sales, following points should be considered:

- meaningful contented tasks
- Define and allocate reasonable and meaningful goals
- Implement effective reward system

4.2. Cross team integration:

While doing CSA, it has been understood that both the teams AMS SALES and PU SAP are not integrated effectively and hence not all the necessary information on current sales cases are being delivered to PU SAP. As a consequences, the planning of desired resources are becoming challenging not all the required resources from solution team are on boarded to win the customer. So I tried to find literature and past study done cross function team integration. I referred the paper "A cause-effect-cause model for sustaining cross-functional integration" (Charles R. Emery Erskine College, Due West, South Carolina, USA).

The need for integration in a competitive environment was not empirically realized until Lawrence and Lorsch (1967) compared organizational performance to the types and amounts of cross functional coordination utilized. They found that higher performing firms had achieved a higher level of interdepartmental integration through the use of coordinating mechanisms. From this work, Galbraith (1977) suggested the use of an ordered list of coordinating mechanisms as organizations face increasing uncertainty and competitiveness.

The integrated teams in the organization can produce the great results and to integrate the teams coordinating mechanism should be applied. The most effectiveness of integrations are depend upon six highly interconnected variable: shared goals, process understanding, integrative devices, communication, reward system, and conflict resolution.

Shared goals:

Refers to the degree to which the departments agree to commit resources. This consensus is a necessary prerequisite to the exchange of information (Levine and Shite, 1961; Van De Ven, 1976). This variable in the increases the effectiveness of the team integration between sales and solution team. Account executives and solution team should share goals. Shared goals plays major role in team success because it enables collaboration and one team approach. This will clear the role and responsibility of each member in team and hence promotes accountability culture.

Shared goals help in cross function integration

- Committed resources
- Accountability
- Collaboration approach

Process understanding:

Refers the team members understanding on the processes whether strategic or internal to perform assigned tasks. Process understanding is measured by both team member awareness and the grade to which organization officially classifies linkages within the strategic processes.

Walton (1989) who suggests that employees who help develop and understand the strategic objectives will be commitment rather than compliance oriented.

Both the teams, sales and solution team should give more importance to improve the cross function integration so when team members are allotted their understanding on processes should be very clear. To become more effective team, management should prepare well defined processes from the beginning of the sales cycle. The flowchart approach can be adopted and published, this spreads the awareness and also promotes defined processes. Integrated team can dedicate processes to designed resources also. This also ensures the elimination of unwanted and non-value information and tasks.

Process understanding help in cross function integration

- Clear vision of the strategy
- involvement of the resources
- Elimination of waste

The communication:

Refers to both official and casual communications between teams for the purpose of Improving team performance. The effectiveness of communication is measured in terms of quantity, quality, and difficulty (effort required).

The teams which are highly integrated have good quality in sharing information, giving feedback. The management should ensure that communication between the teams are established. While working in two different units for the same goal often useful to other units to improve the process. Also the internal feedbacks motivates the team and learning of and performance of the team members. The degree of cross function integration affect the degree of uncertainty and the employees' motivation to share ideas. This finding is directly in line with the presence of explicit goals, feedback positively affects motivation, rate of learning, and performance (Latham and Yukl, 1975; Nemeroff and Cosentino, 1979). Naturally, it was no surprise that the highly integrated cross function teams scores extremely high on all communication aspects.

High degree of communication helps in cross function integration

- Real time information between the units
- Action plan preparation

- Elimination of waste
- Feedback – team motivation, share ideas, innovative solutions

The reward system

Refers How the organizations rewarding the employees on their performance. While working in cross function teams the management should understand that how the employee is involved in cross function teams and evaluate his/her performance based on duties assigned.

All the organizations are varying in appraisal methodology for e.g. traditional capability approach to process oriented approach and process oriented approach. The process oriented organization with highly integrated cross functional teams set the strategic processes not only for rewarding employees but also set the objectives. Further, integration improved the feedback frequency so improvement plan for getting desired rewards can be planned. On the other hand the organization which are still stick to traditional approach to appraisals are fight to sustain cross function integration. St. John (1991) who empirically determined that conflicts between manufacturing and marketing were significantly reduced under environments with process-oriented appraisal systems. Management should establish process oriented reward system so the objective setting for the employee working in cross function team can be done with strategic processes rather than traditional way. Process oriented reward system

Reward system helps in cross function integration

- Tangible objective setting
- Ensures rewards for the employee
- Frequent feedback- indicator for employee

Conflict resolution:

Conflict resolution refers to the approach team should use to resolve differences as they are directly involved with the performance of the team and strategic processes. The efficacy of highly integrated conflict resolution should be measured in terms of the degree of resolution, collaboration between the teams, agreed equity, and handling of the issue. The effectiveness of conflict resolution between the units should be defined as the excellence of the collaboration that exists among units of the organization. Highly integrated organizations view the resolution of conflict as a creative rather than a punitive process. (Lawrence and Lorsch, 1967).

The effectiveness of cross functional integration is quantified via both objective and subjective or perceived measurements. The objective evidence refers to the quality and quantity of cross functional process improvements such as:

- Value addition to the customer by innovative, rapid and improved services
- Less errors, reduce waste
- Improved response time
- Enhanced efficiency and better use of resources.

As compare to organization with integrated function teams, organizations employees of the poorly integrated teams defines conflict resolution in terms of compromise or internal bureaucracy. Also, as these organizations developed more experience in cross-functional problem-solving, the need for any formalized method of resolution rapidly decreased. This reinforces the findings of Zammuto and Krakower (1991) who noted the need for formalized conflict resolution decreased in high performing, flexible cultures.

The management should implement conflict management approach where the multiple teams are working towards the same goal.

High integration	Low integration
Shared goals	
Decentralized and empowered workforce	Centralized and autocratic
Continuously improving	Occasional improvements resulting from shear force
Mgrs encourage process improvement	Encourages competition between functions
X-functional work given high priority	X-functional work given lowest priority and superficial treatment
Partnership	Adversarial
Shared vision	Parochial department interests
Well thought out and lasting corrective actions	Band-Aid fixes with frequent problem recurrences
Disciplined follow-up on corrective actions or improvement implementation	Lack of or superficial follow-up
Employees use methods learned in training	Employees are either untrained in problem-solving skills or are not encouraged to use the skills
Process understanding	
X-functional processes and measures formally identified	X-functional processes not identified; lack of integrative measures
Time set aside as part of employees' duties	Time not made readily available
Integration devices	
Organizations employ various formal integrating devices	Lack of or dysfunctional integrating devices
Liaison personnel highly qualified and respected	Liaison personnel lack expertise and interpersonal skills
X-functional meetings well attended by regular members and substitutes	Meetings poorly attended; attendees are often tardy
Communication	
Open communication	Delayed communication, poor feedback and lack of trust
X-functional problem solving – proactive	Reactive
Reward system	
Bases rewards and performance appraisals on processes	Uses traditional appraisal reward methods
Frequent feedback by supervisors	Sporadic feedback
Use of internal customer ratings	No input from internal customers
Conflict resolution	
Visible collaboration	Compromise or power over solutions
Rapid and fair	Lengthy and acrimonious; often breeds retaliation
Rapid problem identification through the use of confrontation	Little problem identification; organization often tries to smooth over or deny problems affecting internal customers

Figure: 7 Summary characteristics of organizations successful and unsuccessful in achieving evidence of sustained integration.

4.3. Collaborative delivery approach

Mack Hanan introduced the term ‘Consultative selling’ at first in his book Consultative Selling in the 1970s. In that book Hanan presented full time marketer as a consultant towards the customer/prospect. And hence arrange the foundation for consultative selling approach. In this approach, the full time marketer who is basically sales person becomes a reliable advisor to the customer and plays the role of a consultant. This type of selling strategy requires sales professionals to focus on identifying, then satisfying, the needs and wants of their customers. They can no longer simply pitch their products and services: Instead, they must ask questions, listen to answers and provide sound recommendations and advice based on that. This technique focuses on building relationships, creating an atmosphere of trust and selling the way customers want to buy (Goldglantz, Harvey F, Mar 2012). This fact makes consultative selling more natural and easier way also for the part time marketers to offer their services, products and solutions (Graziano & Flanagan, 2005.)

Eventually, to become successful with this approach, the full time marketer need constantly recognise the customer’s needs and provide solution which would help the clients to accomplish their goals. In general there can be recognised three different areas, which are common for the full time marketers practicing consultative sales successfully (Daniels, 2006.)

Firstly: Engage in need-based conversations with and current and potential customers in such sales calls there can be achieved understanding of customer needs through mutual exchange of information. Such dialogs also can help customer to realize the potential need. Also the successful full time marketers typically act from benefit-oriented rather than feature-oriented approach and hence are able to link the needs to benefits in more advanced way (Daniels, 2006.)

Secondly: Full time marketer can prepare creative multi offerings. To succeed in this area, the full time marketer must be able to select services from wide portfolio in order to prepare unique solution for the customer.

As mentioned, the full time marketer can achieve this by utilizing the part time marketers’ technical expertise and thus together be able to show how the solution would bring the most value to the customer (Daniels, 2006.)

Lastly full time marketer’s positive and effective involvement in consultative sales approach usually brings success in their efforts in the value argumentation. Generally, they can discuss and offer all quantitative benefits of their organization's services offering. This helps full time marketer to control price pressure. Though, the most challenging part here lies is that the full time marketer should be able to make their clients to realise the fact that value of proposed solutions can gained over a period of time from several different sources like benefits of using long term services or products, custom solutions as per the business need, maintenance services, reputation of selling company and apparently from competence, knowledge and expertise offered by full time marketer.

As a conclusion, success in these three principles requires a significant skill, resources and knowledge from selling organization. This can lead into situation where only identified key customers are selected and approached with this kind of deep commitment (Daniels, 2006.). In consultative approach part time marketer can be introduced by full time marketer in order to generate synergistic effect to influence customer's decision making.

The list below expresses some of the key characteristics for full time marketers practicing consultative sales approach during purchase process discussions:

- Enthusiastically look for opportunity for consultation with non-technical stake holders as they might be technical buyers internal clients
- Practice consultative questioning with part time marketer in order to get the maximum information from customer, once the part time marketers are introduced to customer.
- Be active listener to fetch all possible information in order to propose the best possible solution both technically and financially
- Prepare or support writing of justification for business case in terms of financial profitability (Schmitz, 2014.)
- Plan your meetings professionally to ensure high meeting quality for both you and for your customer

As a conclusion, full time marketer practicing consultative sales approach should emphasise their effort during the early stages of the purchase process. During the first stage of purchase process it is possible to make the most significance and influence to customer way of thinking and even discover new innovative solution possibilities which would give customer enormous value (Anonymous, 2001.)

4.4. Conceptual framework

Based on the literatures review on current state analysis weaknesses, I came up with the conceptual framework which would help in solving the problem which case company is facing in winning new customers and generate more sales. The key problems in current state analysis can't be solved with one simple solution, those can be solved with multiple suggestions given in conceptual framework.

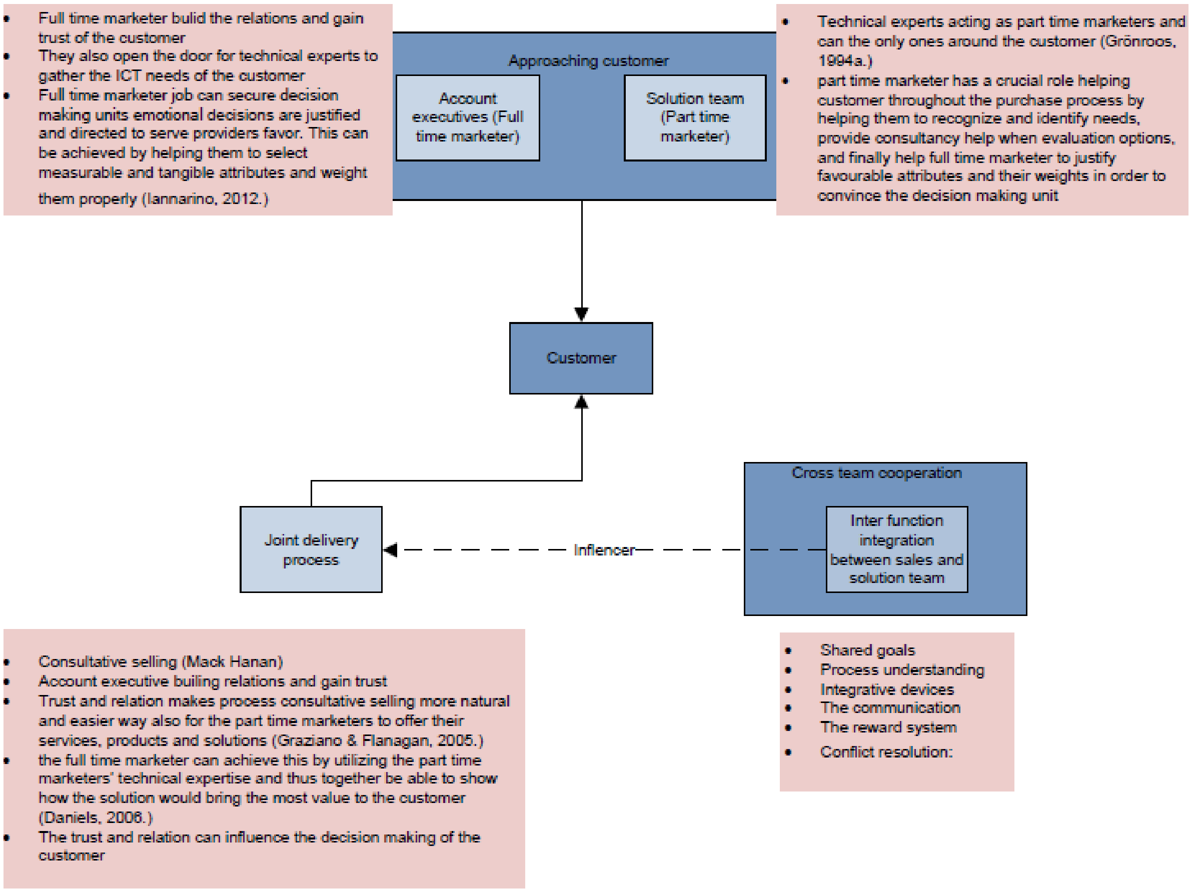

Figure 8: conceptual framework

4.4.1. Approaching customer

To approach to the new customer it is very important to understand the buying behaviour of the customer and it is also very important for case company to establish case company's readiness to build a long term association with the customer and not only looking for some quick sales.

Along with showing readiness to build long term associations and gain the trust, it is vital that the selling party is seen as competent to act as an advisor who possesses the cutting edge ideas and technologies.

Account executives: Full time marketers

Sales people, mainly account executives and sales executives and the people to influence customer's decision making during a purchase process thru building relations and gaining trust. Usually account executives are hired to sales and marketing unit to perform the role of full time marketer. Account executives should meet the customer on regular intervals and open the door for part time marketers for exploring technical need of the customer. They should also discuss the service offerings and competency of the case company to implement services.

Solution experts: Part time marketers

- Tool kit for market based relation ((Möller & Halinen, 2000)
- Marketing required everyone's participation (Gummesson, 1998.)
- Technical experts are part time marketers always around the customer (Grönroos, 1994a.)
- impact to customer planning (Grönroos, 1994b)

As mentioned in above references solution team has to act as a part time marketer. The full time marketer (account executive) alone is not sufficient to win the customer due to the limitation of technology knowledge as well as time and target customers and hence the contribution from other teams augment the process and increase the winning ratio. Part time marketer (solution team) are the technology experts having the latest knowledge can be utilized in sales. Part time marketer should be introduced by the account executive. So as a team, full time marketers and part time marketers together build the overall marketing team and influence the customer purchase process as well as decision making. To practice selling company should market their competence, proficiency and knowledge internally around their field, making them eventually successful also when dealing with external clients (Gummesson, 1991.). Using solution team as a part time marketer in initial stage of sales cycle helps the case company to reduce the cost by reducing time to clear the requirements of ICT team and provide the best solution in short time.

4.4.2. Cross function team integration:

Cross function team integration is very important aspect of the handling new sales. Cross functional team integration helps the sales team and solution team to work seamlessly. There are few areas and case company should works on this areas to produce best from the teams.

The communication:

- High degree of trust (Hildebrandt- 1988)
- Directly linked explicit goals, motivation, learning, and performance (Latham and Yukl, 1975; Nemeroff and Cosentino, 1979).

Cross functional team must define their communication processes refers to both formal and informal since it has direct impact on team performance and build high degree of trust among the teams. The management should define communication processes explicitly due to the various teams and team members from different geography could be involved in sales. Also, the nature of work is different for each team, account executives are always around the executives of the customer whereas solution team is involved with ICT team and both are having different kind of interdependent information. And hence, the good quality sharing real time information is useful to influence customer's decision making and also to adjust the strategy of case company.

Another aspect of the communication is feedback. The sharing positive internally motivates team members, encourage learnings and enhance the performance of the team.

Process understanding:

- Employees who help develop and understand the strategic objectives will be commitment rather than compliance oriented (Watson-1989).

To having integrated team working on same goal, must have proper understanding on the processes. To avoid any risk, the management should ensure that the process are thoroughly understood by all the team members and followed.

As Watson (1989) mentioned, all the team member should contribute to building strategy so they become more concerned for implementing and understanding rather than accepting. Both the teams (sales and solution team) should build the strategy with the involvement of the team members and should validate that the process is understood by all the team members. Clear process understanding ensures elimination of non-value tasks and waste. It also promotes clear vision and high utilization of resources.

Shared goals:

- Resource commitment (Levine and Shite, 1961; Van De Ven, 1976)

While working in cross integrate teams, it is very important to share the goals, especially working on sales cases where two different teams are involved. Shared goals increases the effectiveness of the cross functional integration since the clear goals are set, discussed and agreed between the teams and team members. This not only ensures collaboration but also promotes and accountability.

The reward system

- Process oriented approach- St. John (1991)

Organization should place the process oriented approach where the employee can set the objectives so that management understand the employee’s assignment with cross functional team and the objectives are set based on the accountability and role defined instead of traditional way of appraisal. Process oriented approach increases the transparency of giving and receiving the feedback which can be directly linked with the objective setting and reward system. In traditional approach the KPI for solution team is always billable work demotivate solution team not to participate in sales cases. In order to motivate solution team to participate actively and from the beginning, case company should implement process oriented approach so the KPI should be reset and reward system are objective based and achiever cross function teams on sales case must be rewarded.

4.4.3. Collaborative delivery approach:

Consultative selling is the choice of delivery process proposed by Mack Hanan in 1970. In consultative selling the full time marketer approaches the customer and build the long term relationship and gain the trust of the customer. The fulltime marketer should vigorously pursue chances for discussions with buyer stake holders as they might be technical buyers for internal teams, markets should fetch all the information in order to propose best possible effective solution. They should plan the meetings professionally to ensure the desired output full time marketer and customer as well. By gaining the trust of the customer, full time marketer should open door for part time marketer to get in discussion with ICT team and provide effective solution. It is also important to form one cooperative delivery model where both the teams working together and achieve the goal of winning customer. By gaining more and more trust of the customer, full time marketer should also get more information on budget of the customer and share the information to part time marketer to prepare the solution which fits in to the customer's budget and reduce the cost by eliminating iterations. Once the solution is prepared the sales and solution team should submit the RFP and also present the brief presentation on proposed solution with the cost of implementation. Full time marketer who has good relationship with customer should continue meeting stakeholders in order to influence the decision making of the customer.

Following table shows the key problem and their suggested solution as found in conceptual framework.

Problems seen in current state analysis	**Solution as found in Conceptual framework**	**Brief description**
Standard guidelines are set by the case company on how to approach the customer but many of the account executives have different opinions and more in favour to change the guidelines.	It has been found in from the literatures that each customer has its own buying process and hence the standard guidelines cannot be generalized for all the customers and guidelines should built for each customer. The better solution is to build strategy for customer based on its buying process.	For each customer, account executives are the main point of contact and account executive should gather most of the information from related to customer by meeting regularly and asking relevant questions. once all the relevant questions are answered and get the clear idea on customer's buying process, the

		strategy on winning customer can be build.
Account executives getting access to CEO and CTO to discuss the offerings of case company and get the limited information on business problems and inability of current ICT solution to resolve them.	Account executives are full time marketers and they can built the long term relations and gain the trust. once he succeed to gain the trust, the part time marketers should be introduced to meet customer's ICT team to gather requirements in real business problems and limitation on current ICT solutions	For each customer, the business problems and current ICT solution limitation is the trigger for new sales for case company. The trigger is always pulled by CEO /CTO of the company. So the responsibility should be shared by the cooperative team of sales and solution people to gain the trust and gather all the needed ICT requirements in order to propose effective and efficient solution in given time frame.
Account executives struggle to get the access and discuss to ICT team leads which has most of the information on business problems and inability of ICT systems to resolve them due the lack of knowledge on latest technologies and available solutions	Introduce solution team member as a part time marketer to the customer once the relations are built and trust is gain. Solution team member will get the hold of customer's ICT leads and gather the required information and also the requirements. once all the information on customer's budget and all the ICT requirements are gathered, the solution building on RFP can be started.	It is the fact that account executives are not technical experts and can't propose the latest and needed technology to meet the customer's requirements. They can meet major stake holders and built the relations. on other hand, the stake holders are the people not holding detailed information on ICT department needed. To solve this problem, it is very important to introduce solution team so they can gather all the requirements and also built the relationships with ICT team members which can also influence customer's decision making.
Since AMS SALES and PU SAP are individual service lines and not co-operative model available, no dedicated resource from solution team is assigned to sales case from beginning so chances of wrong proposal by account executives are very high and losing customer in first place are very likely.	To solve this problem, organization has to work on three major aspects. Communication (Hage, J., Aiken, M. and Marrett, C.B. (1971) Shared goals: (Levine and Shite, 1961; Van De Ven, 1976). Integrative devices ((Levine and Shite, 1961; Van De Ven, 1976)	Communication: AMS sales team should communicate between the team members about the progress on the sales case and all other information related to budget, relations and requirements of resources with other teams. Shared goals: between both the service lines the resources should be committed well beforehand along with the forecasted utilization. So all the resources can work as a team on one customer instead of two different teams with individual goals. Integrative devices: Admin arrangement should be done as soon as target customer is approached. Regular meetings, informal meetings between the team members should be organized.

All the team members in solution team has KPI to generate the revenue by doing 90-100 % of billable work, if they are fail to do so then their annual bonuses is being affected. This has also an impact on willingness of resource to contribute in new sales.	Reward system: St. John (1991)	To solve this problem the KPI should be changed and reward system should be introduced to appraising team member capability-oriented approach can be taken.
Solution team is not fully aware of target customers and progress on each which makes PU SAP head difficult to keep senior resources available for sales cases.	Communication (Hage, J., Aiken, M. and Marrett, C.B. (1971) Shared goals: (Levine and Shite, 1961; Van De Ven, 1976).	Clear communication should be established in order to send the information across the teams. The communication should be on target customer, the progress and needed resources. Shared goals are another aspect thru which dedicated team members can be identified and based on the resource requirements. Once the team is identified, they should work on target customer together until the proposal is submitted.
Missing co-operative model for information exchange on progress in both the units.	Communication (Hage, J., Aiken, M. and Marrett, C.B. (1971) Shared goals: (Levine and Shite, 1961; Van De Ven, 1976). Conflict management: Lawrence and Lorsch (1967) Integrating devices: The cooerative model should be inroduced from the demand generation phase of sales cycle in order to handle the sales case from the demand generation phase to winning the customer.	The integrated cooperative model can be built with four major aspect. Communication: all the team members should be aware of what is happening at all front On real time. The real time information helps teams to act immediately on right direction. Shared goals helps to identify resources on time. Conflict management helps in rapid problem identification through the use of confrontation. Also promotes visible collaboration.

5. Building improved cooperative operating model

5.1. Overview of proposal building

For building the proposal, Data 2 is conducted as interviews and group discussions in order to collect suggestions and recommendations from the relevant stakeholders. Based on the knowledge and data obtained as Data 2, the preliminary proposal is then drafted, which consists of new defined operative model. At the second round of Data collection (Data 2), the target was to obtain the suggestions from relevant stakeholders in terms of the feedback of PU SAP and AMS sales. Interview and discussions are the main method applied for Data 2.

5.2. Customer Approach in different phase of sales cycle:

Approaching customer to generate the new business is very crucial step in generating new business. To cultivate prospect to new business is very lengthy process and hence need lot of planning. Based on literatures and interviews, I come up different phases of sales cycle and the role and responsibilities of account executives, PU SAP head, solution architect and solution team in approaching customer in each one of the stage.

Phases in sales cycle:

- Demand generation
- Qualifying
- Selling
- Closing customer

The case company should built the dedicated teams to work on each different aspects of the Phases included in sales cycle.

Core team: Account executive and PU SAP head/solution architect.

Solution team: Technical experts.

Demand generation:

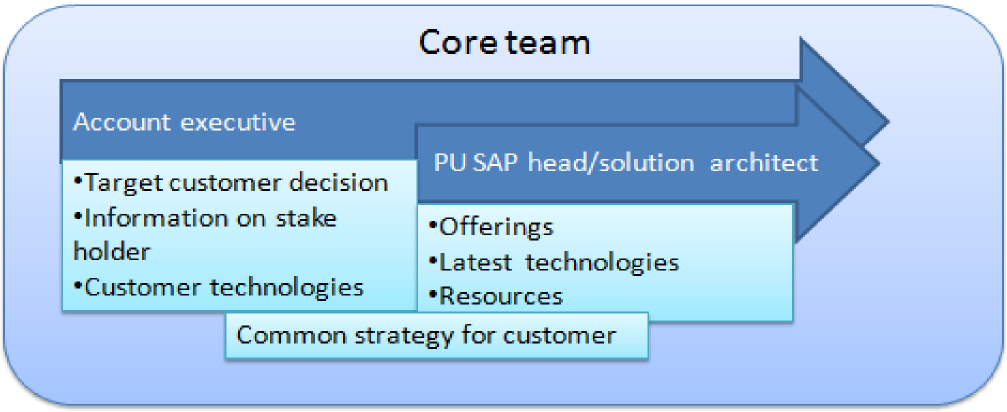

Figure 9: Role of team members in demand generation phase of sales cycle

Core team should work individually but integrated in demand generation phase on below mentioned aspects:

Role of Account executives:

Target customer:

Account executives are the direct marketer of the case company and their role to find the customer for the case company who are looking for ICT infrastructure renewal. It is account executives responsibility to find the target customer.

Business intelligence:

Account executives should use digital technologies / social media or other tools to gather the information on stake holders of the company. Account executives should follow the stake holders and find their interests in technologies and other activities to prepare the ground work for targeting the customer.

While cross channel "engagement" can be notoriously difficult to measure, social media offers great opportunities for developing successful stakeholder engagement campaigns and – importantly (Jonny Ross Friday, May 9th, 2014)

Strategy:

Case company has described methodology for approaching customer but in today's world where the business is changing, the need of the customers are also changing and conventional methodology to approach customer will not work. So, once the enough information is gathered about the stake holders and their technologies, account executive should prepare initial strategy for target customer. Meaning, they should prepare the detailed plan that who are the stake holders, which technology they are using, what the influencing factors are, why they are renewing the technology and what would be approach of case company to chase target customer.

Technology:

Account executives should determine that what technologies the customer is using and what they could be interested in. by using tools the account executive should derived which are the best fit for the customer.

Role of PU SAP/ Solution architect

PU SAP head/ solution architect in core team has very important role to play in demand generation phase. There are four areas where they have to work before approaching customer.

Strategy:

PU SAP head should prepare the strategy for their unit on how to approach the customer. The input should be taken from sales team about the stake holders and their ICT team. PU SAP head should have clear idea about the strength of the target company, technology they are using and interested in. which stake holders should be approached at customer side and how.

Technology:

Before approaching customer, PU SAP head should decide which technology is the best suitable for target customer. PU SAP head must be in contact with technology vendor to get the latest updates, cost of implementation and some reference customers to influence target customer.

Offerings:

PU SAP head should discuss with sales team about the finding with the technology case company can offer to target customer and core team together should decide the offerings for target customer. It must be mutual agreement between core team on offerings.

Resources:

Based on offerings, PU SAP head should arrange the resources and do the forecast in order to get the right resources at right time. If any recruitment is needed, HR must be involved well in time.

Qualifying:

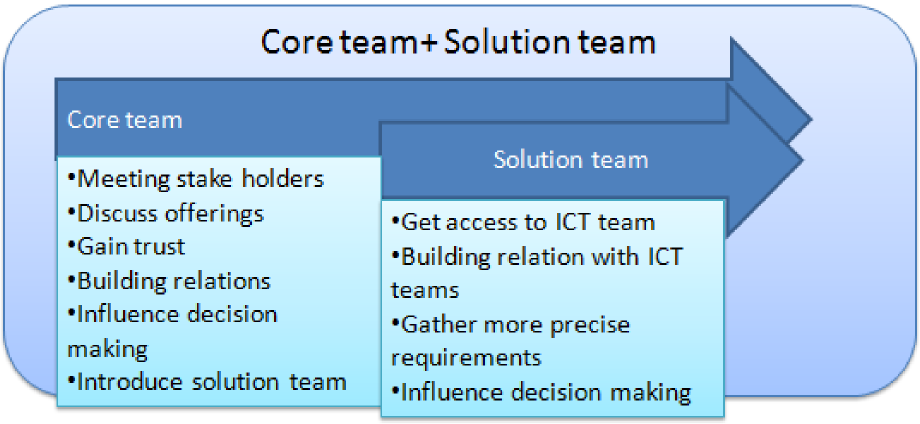

Figure 10: Role of team members in qualifying phase of the sales cycle

Account executive (Core team):

With the pre-sales activities in demand generation phase the core team should be ready with information on stake holders, technologies, offerings and strategy on approaching customer. As a next step, the stake holder of target customer should be approached by the account executive. Account executives are full time marketer of the case company and their main responsibility to build the relations and gain the trust of the customer. The account executives should meet the main stake holders and discuss about the offering of the case company and their ability to implement the offerings. When the need of solution architect from core team is arises, core team should work together and address the issues. The benefit of introducing core team to customer is influencing the decision making of the customer and get the entry as a chosen vendor for producing solution for RFP.

Solution team (technical experts):

Once the relations are built and trust is gained, the core team should introduce solution team members to the customer and especially to their ICT team. Solution team should discuss the business problems with ICT team leads and gather more precise requirements. Once the detailed requirement is collected, solution team is better position to propose solution. Direct access to ICT team also facilitate solution team do communication better and reduce the lead time for proposing solution. It is reasonable to say that full time marketers and part time marketers together form the overall marketing function. The vital thing here to notice is the fact that full time marketers can never make the company's success by their own. They cannot always be engaged with right customer with a proper knowledge or be in right time at a right place but for part time marketers instead, it is possible (Gummesson, 1998.)

Selling:

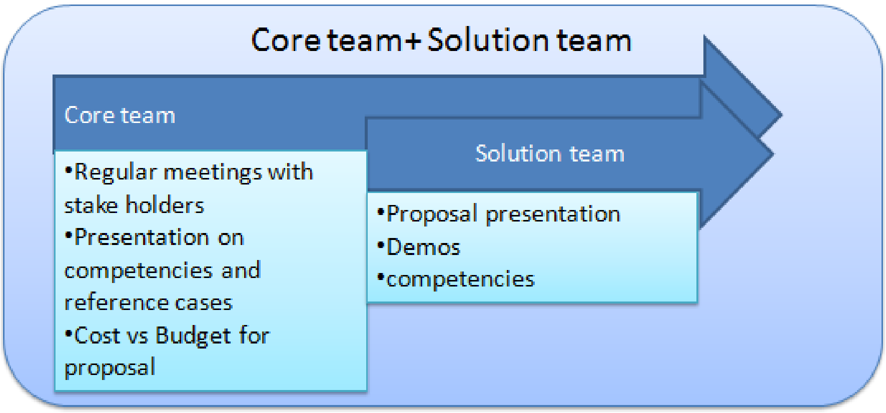

Figure 11: Role of team members in selling phase of the sales cycle

Sales conversion is the step where case company put most of the efforts to convert the prospect to new business. In this stage of sales cycle both the teams core team and solution team work together and propose the solution by responding the RFP. Case company should arrange one meeting on brief presentation on proposed solution and highlight the capabilities to implement the solution.

Account executive (Core team):

Present the competencies of the case company with the references of earlier implementations.

Highlight the teams case company have to build the solution. Also, core team should present the cost of implementing solution.

Solution team (technical experts):

Solution team present some live demos of proposed solution to their problems which will give boost the customer's confidence in case company. It is vital that the selling party is seen as knowledgeable and capable to act as an advisor who possesses the cutting edge ideas and technologies. When this kind of approach is deployed correctly, it ultimately enables possibilities to demonstrate professional sales qualities and ensures that the client does not make decisions behind your back. In the end, the sellers willing to act like mentioned above are usually the ones who will be invited when the client is ready to sign the deal (Graham, 2000.)

Closing customer:

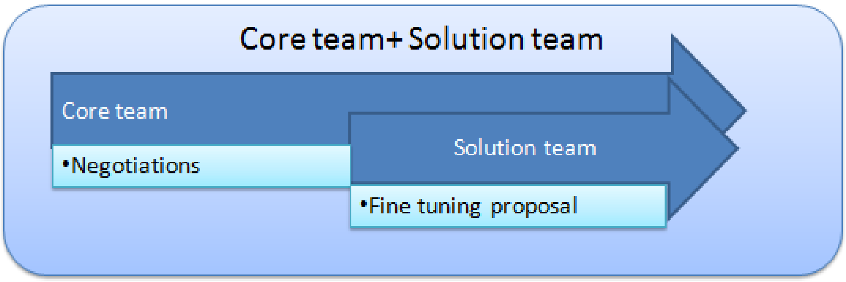

Figure 12: Role of team members in closing phase of sale cycle

In order to perform successful selling there is an increasing need for patience and willingness to advise the customer in such a long term purchase process (Graham, 2000.). To win the customer, case company should continue with the dedicated core team and solution team. Account executives should keep meeting stake holders and help them in decision making while solution team should work on fine tuning the solution based on further requirements and budget of the customer.

5.3. Cross team integration:

For the problem area of cross integrated team I come up with following points which should be improved. Improvement on these points will help case company and teams working on sales case to increase their productivity in many folds.

Strategy planning:

Walton (1989) who suggests that employees who help develop and understand the strategic objectives will be commitment rather than compliance oriented. While building strategy in demand generation phase senior team members from both the teams should be involved by account executive and PU SAP. This will ensure the understanding and commitment of each of the team member in later phase of sales.

Process understanding:

Refers to the employee awareness of both the strategy and the internal processes in approaching customer and task assigned to each individual. Once the strategy is planned, same should be discussed and circulated among all the team members. Management should find the ways and ensure that each team members is understanding and following the strategy as planned.

Communication

The organization having highly integrated team shares information freely and in real time. The core team members should exchange the information in real time, internally and with solution teams. If the communication is not done properly, this can have adverse effect on all the phases of sales cycle and may lose the customer. Communication is a tool which has positive and negative impact on the entire sales cycle so management should find innovative ways to endure that communication channel is properly set and information is being shared in real time. In recent time, lot of mobile applications are launched to internal communications also other tools can be used to set up communication process for the team working on sales case.

The feedback on the team member must be shared in meetings to encourage team members, promote learnings and augment team performance.

Conflict resolution:

Cross functional effectiveness is defined as the quality of the state of collaboration that exists among departments that are required to achieve unity of effort by the demand of the organization's strategy (Lawrence and Lorsch, 1967). The management should find the effective way to do the conflict resolution on time the positive impact of conflict resolution is faster resolution of problems, perceived equity and high degree of collaboration. High rate of conflict resolution ensures value addition to the customer by high resolution rate of problem which result in to good reputation of the company. Also, it enhance the efficiency and effective utilization of the team.

Shared goals:

Refers to the degree to which the departments agree to commit resources. This consensus is a necessary prerequisite to the exchange of information (Levine and Shite, 1961; Van De Ven, 1976). Once the team is finalized, the goals should be discussed and shared among the team members. Shared goals enables collaborative team approach and ensures effective integration and commitment from each team. All the team members will have clear idea about their role, responsibility and accountability.

The reward system:

Refers how the organization places rewards against achievement on set objective.

Process oriented reward system should be implemented so the objectives of the employee should be reset based on the assignment and accountability and not stick to tradition approach of setting reward system based on KPI of billable work. Sales team and solution team should be rewarded equally in case of customer closer. Generally, the entire sales cycle is lengthy process and to keep employee motivated and engaged, they should be rewarded in different phases of sales cycle.

5.4. Collaborative Delivery approach:

Consultative approach should be the approach for the delivery of effective solution which will help the case company to win the case and add new sales. Both the teams, core and solution team of the case company should adopt consultative approach from the time the customer is approached with the offerings. With Consultative Selling, the customer’s needs come first. Needs are identified through a combination of preparation and effective probing and drilling-down into customer answers (Richardson- Sales trainings and effectiveness solutions).

Below mentioned are the benefits of consultative approach (Nikki Owen.)

- Improved sales results because the whole sales process becomes easier
- Less objections because your proposals are aligned to their requirements that they have already agreed to
- Better relationships because the prospect feels that you have a good understanding of what they want
- Easier negotiations because you have agreed their requirements with them that you can refer back to at a later date
- Price becomes less of an issue because you have identified all their requirements not just the price one. The more requirements they have helps you to build a case for why they should chose you
- Prospects feel listened to because a consultative approach has more contribution and input from the prospect

5.5. Summary of proposed improved delivery model

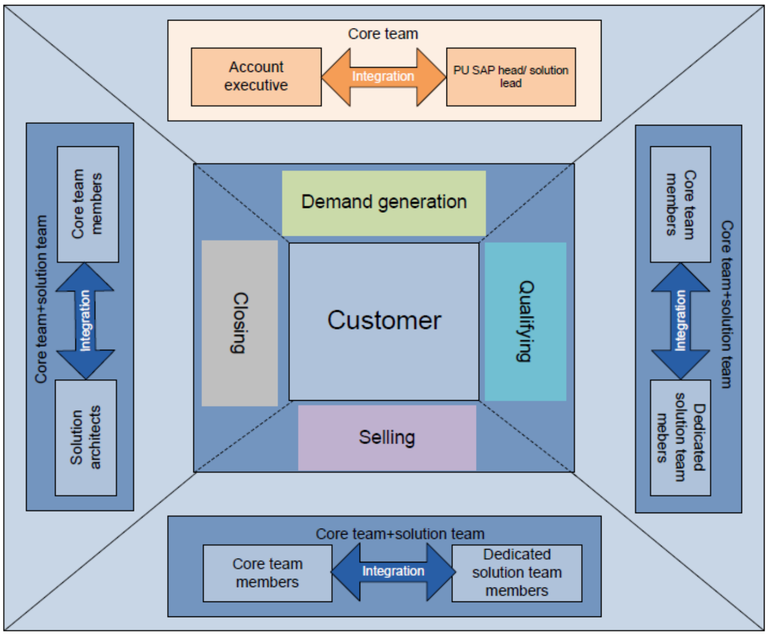

Figure 13: New co-operative model

Based on the conceptual framework and current state analysis, initial cooperative model is proposed to case company. This initial proposal included following areas of improvement for AMS sales and PU SAP teams.

- Building core team of account executive and PU SAP head/solution architect for demand generation.
- Collaborative efforts between core and solution team in qualifying, selling and closing phase
- Cross function team integration
- Implement uniformed delivery approach from demand generation to closing the customer.

6. Seeking feedback to proposed model

This section discusses the validation of the preliminary proposal and presents the final proposal for the management of the case unit.

6.1. Overview of the feedback stage

A meeting with the case units were arranged to validate the preliminary proposal of new cooperative model. Two account executives and one solution team member was interviewed to for gathering feedback and suggested changes.

6.2. Feedback received

The management of the case units accepted the process in general. Yet several comments were made to modify the preliminary proposal. The comments are described below. The first comment concerned the recommendation for the Collaboration Meeting. It is suggested in the preliminary proposal that the most frequent meetings should be arranged within core team in order to ensure to perform concrete action for presales activities in demand generation phase. And for core team and solution team, a once a week meeting is enough.

The meeting between core team members should be more frequent, at least thrice a week. Pre-sales activities in demand generation phase is very crucial and hence exchanging real time information across the team will reduce confusion, offers time saving, awareness of changes and enhance the productivity.

Account executive- Case company

Similarly, he also commented that the regular trainings on latest technologies and market trend. So along with the role mentioned for PU SAP head in chapter 5, training proposals for account executives should be proposed and arranged by PU SAP head.

He mentioned the trainings will help account executives an edge while discussing the offerings with customers. The training should be on latest technologies, implementation methodologies, type of resources and information on cost.

Account executive- Case company

Another comment came from same account executive concerning resources. He appreciated the efforts to produce cooperative model and the idea of creation core team in order to eliminate unforeseen risks at the later stage. As per his past experience, he suggested to involve resource manager/ HR team in the core team meetings once in a week in order to ensure the right resources are available on right time. Also it is helpful in ramping up and down the resources in different phases of the sales process.

I also interviewed the solution team member and he also appreciated the new cooperative model and things his emphasis is regular trainings on soft skills as the new model proposing solution team to meet the stake holder. He also mentioned that trainings on latest technology should be increased and must be conducted at least once in a month internally or externally. One very valid point raised by solution team member is to develop the solution team member to process oriented consultant so they can go to the customer and discuss about the business problem and propose the end to end solution and the technology to meet the requirement.

Nowadays customer would like to discuss business problem with the solution consultant who knows the entire business process and propose the solution and needed technology.

Solution team member- Case company

6.3. Summary of final proposed model

Based on above discussions with management along with cooperative model following points came up as an improvement in current proposed model.

- More frequent meetings between teams and team members internally
- Involvement of resource manager/ HR team in the meetings to manage upcoming resource needs
- Trainings

More precise meeting schedule and agenda is included along with new operative model in proposed new model. The same kind of meeting should be scheduled in each phase of sales cycle with different audiences. Regular meeting with clear agenda must be conducted to increase productivity of the teams.

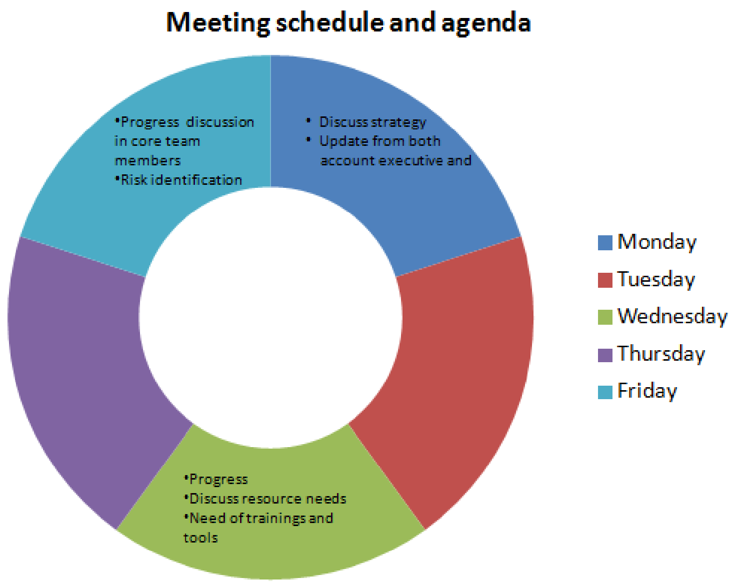

Figure 14: Meeting schedule machine

As seen from the figure 14 the week is divided in 5 working days and the meeting to be scheduled on Monday, Wednesday and Friday with the clear agenda. Regular meetings between core team members ensures synchronization between the team members for assigned tasks. Following agenda can be discussed and agreed up on.

- Strategy planning
- Updates from account executive and PU SAP head
- Progress discussion
- Trainings and tools
- Risk identification

For trainings PU SAP head should take initiative and prepare template where all the resources and needed technology/soft skill trainings must be logged along with the duration and cost. The trainings will be the value add for new sales and also be a motivating factor for resource.

PU SAP head should keep the list up to date and take needed approvals from management on time to ensure the trainings are held on time.

Training	Resource	Internal	External	Date	Duration	Cost	Approved
SAP module	Mr. XXX		X	DDMMYYYY	2 Weeks	2,000 €	X

Figure 15: Training template

7. Conclusions

Most of the account managers and solution team members have an idea on the weaknesses of the current operative model. However there was no intellectual operative model existed in case company. I have tried to eliminate the gaps by creating new cooperative operating model for dealing new customers and generate business for the case company. This section summarizes the study and recommends further steps for implementation of the model. Finally, this section assesses the thesis comparing the outcome of the thesis with the defined objective, and evaluates credibility of the thesis.

7.1. Summary

In the recent years, we experienced rapidly changing times, especially in businesses. In past few years, businesses have adapted numerous new marketing channels (example web and social are few to name). Due to introduction of new marketing channels and increase in consumers' expectations, companies have to transform their businesses to meet the requirements of consumers so the technologies to adopt such complex businesses.

On the other hand, technologies are also changing at the speed of light. The stake holders of the companies are unacquainted of the newest technologies and use.

And hence the consulting companies plays very important role to offer consulting services so companies implement most advanced technologies to meet the complex business requirement.

In the consulting market, the competition is very tough involving many different aspects of competitions so to be a market leader and winning more and more customers and generate more sales, three major aspects have been identified and studied in this thesis. In the entire sales cycle of winning customer, the phases of demand generation, Qualifying, selling and closing of customer have been studied, As a result following aspects are clearly came up as a change in current operative model.

- Change in methodology of approaching customer in different phases of sales cycle
- Cross team integration
- Collaborative delivery approach

Having one team approach from the beginning of the sales cycle till the end and integrated cross function teams gives along with collaborative unified delivery approach gives an advantage to case company on responding the challenges and competition in the market. To produce synergistic effect of integrated team the aspects like Shared goals, strategy planning, communication, process understanding, conflict resolution and reward systems have been studied. New cooperative operating model gives an advantage to the case company not only to identify potential customer but also to react and complete quickly customer expectation on later phases of sales cycle. This Thesis utilized action research as its research approach and conducted three separate data collection phases, and the data was collected via the personal interviews. Some of the interviews and discussions were done via calls. The data were collected in three phases to investigate strength and weaknesses, building improved cooperative model and collecting feedback from the stake holders of the case company. The best practices searched from the literatures keeping weaknesses and problem areas of the current model in mind which resulted in conceptual framework. The first proposal was made by keeping conceptual frame work, strength and weaknesses from CSA of current operating model in consideration.

The data collection was done after initial proposal was made in terms of discussions and interviews and suggested changes have been incorporated in initial proposal.

The analysis of the first data collection investigated the weakness and strengths of the current operating model in case company and identifies the key problem areas of the current way of working. The best practice found from literature keeping in mind the key problem area resulted into a conceptual framework. After the conceptual framework and keeping in mind the strength of current state analysis an initial proposal was made. The initial proposal was made along with solution team members and account executive who are working in case company. During the initial proposal lot of discussion was done face-to-face and also on phone calls.

The initial proposal was further evaluated by solution team members and account executive reviewed with changes. The feedbacks have been received as last set of data collection. And according to the feedback, final version of cooperative model was made. This thesis aimed at proposing cooperative operating model for generating more sales for case company in B2B business. It was interpreted throughout the results that standardize methodology in new operating model for approaching customer, integrated functional teams and collaborative delivery approach should be emphasized to generate more business.

7.2. Practical next steps and recommendations

New cooperative model will be promoted to both the teams, AMS sales and PU SAP.

If new operating model is used in new customers to generate sales it will produce synergistic effect, it will reduce the time, effort and cost for case company in entire sale cycle and will make a highly integrated effective team. The integrated team is a team which has shared goals, proper communication, reward system, strategy and other conflict resolution tools and everyone is focused on individual as well as team’s goal and they have all the supportive processes that will enable them to overcome any obstacle in achieving the set goals.

It is also important to keep in mind that there is no set formula or rules for success.

Only by understanding the difficulties and challenges while implementing suggested model, the required changes can be done and new model can be produced to promote success of the teams.

7.3. Evaluation

This section evaluates the thesis comparing the outcome to the initial objective of the thesis as well as evaluating the validity of the research and the reliability of the results.

7.3.1. Outcome vs objective

The objective of the thesis was to develop new cooperative delivery model for the case company. In current state analysis it clearly came out that current operating model doesn't have cooperative model which could work together with AMS sales and PUSAP teams. The general guidelines of the model is out dated and hardly being followed.

The thesis propose new operating model to be used in case company for targeting new customers and generating more business.

The operating model has been reviewed by account managers and solution teams who are working in case company. The feedback obtained confirmed the effectiveness of the new model. With the proposed model, case company would be able to overcome the issues found in current state analysis and will be able to cultivate more prospects to customers and generate more business.

The following subsection explores credibility concerns which will ensure that this research was conducted in an academic style.

7.3.2. Trustworthiness of the thesis

This section is evaluating the thesis on hand with the help of Guba’s (1981) trustworthiness criteria; credibility, transferability, dependability and conformability.

Credibility:

To ensure the creditability of the thesis I took some measurement criteria and try to validate the research applicability. In this research qualitative research method was applied, the data collected through the face to face interviews, on phone, discussions and reading case company internal documents. To ensure truth values, the interview questions were well documents and conveyed to participants, the answers for interviewees were also well documented and any clarification on doubts were communicated through emails. Transparent and clear research process was defined and communicated to the interviewees. Also the development on the study was well documented and communicated to the stake holders to ensure consistency and neutrality of the study. Triangulation approach was adopted for data collection so the Data collected using multiple sources. Face to face interview, case company internal documents and phone calls.

Clarity was maintained throughout the study with the stake holders on challenges, analysis, progress and outcome. To ensure the reliablility of the answers the same questions were asked to interviewees with little bit twist. In order to ensure the Applicability, Rich context of details was maintained in the study. Very simple and understandable language was used so the outcome model can be easily applicable. During the study, all the documents were created based on the information received from stake holders and internal documents. All the documents were kept safe to ensure the misuse. During the research, it has been examined that neither researcher nor participants are involved in other research to ensure any bias information from anyone and research was reviewed by stake holders time to time.

Transferability:

To ensure transferability of the research, the objective and outcome was defined and documented very clearly by the researcher also the data and processes well defined and documented in study. No shortcomings and limitations found in the study which makes the transferability very easy and effective.

Dependability:

To ensure dependability, researcher has considered all possible context within which research was done. Researcher has also analysed all the implications on outcome if the context is changes. There wasn't any carelessness or mistakes found during the research, all the data collection were done either via face to face interview or on phone, reliable source for internal documents was used. The proposal and outcome was analysed by the stake holders and nothing was which can indicate the mistakes and carelessness in the research. The dependability audit was not done for this research.

Conformability:

To ensure conformability in this qualitative research, researcher has secured the high quality of results by doing data collection from the experts in respective areas by face to face or phone call interviews. Also, the best practices, literatures, data collected from interviews and internal documents were referred to conduct research. The proven and time tested methodologies (refer chapter 2.1 and 2.2) were used to ensure the high standards of research.

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