



Article Title

Collaborative Communication between Sales and Logistics and Its Impact on Business Process Effectiveness: A Theoretical Approach

Citation

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Abstract

Logistics functions have played a critical role in cementing organizational efficiency and price control. At the same time, sales has become more than closing the deal, as value can be created throughout the sales process, including post-purchase activities. Therefore, sales and logistics must come together to create value for the firm as well as customers. Building on the marketing-channel communication strategy viewpoint, we conceptualize the integration between sales and logistics. We propose a framework centering on sales-logistics integration and develop propositions that uncover how a collaborative communication between these two functions may impact specific business processes. Finally, we discuss implications of these predictions and provide a future research agenda for theory and practice.

Conclusion

As business becomes more complex and global in nature, the need for CC across organizational functions becomes even more important. Mohr and Nevin (1990) set the stage for examining this strategy among channels partners, and recently, scholars have adapted this framework to intra-firm relationships (e.g., Peters & Fletcher, 2004). The current research sought to extend the literature by investigating the influence of CC among two specific intra-firm functions: sales and logistics. Despite the fact that a rich body of literature examines the marketing-sales interface (e.g., Dewsnap & Jobber, 2000; Kotler et al., 2006) as well as marketing- logistics integration (e.g., Ellinger, 2000; Ellinger et al., 2006), the literature on sales-logistics is sparse. We suggest that the framework proposed here is an important first step to bringing scholarly attention to this issue. Specifically, we offer a theoretical rationale for CC between sales and logistics. Our propositions indicate that such collaborative behaviors may help organizations secure business process effectiveness.

In summary, the authors believe that the current framework offers a critical contribution by providing an agenda for sales and logistics researchers looking to increase business process effectiveness. The field of SCM is ever expanding, involving employees in almost every functional business area. Similarly, marketing has become a far-reaching discipline with implications for a wide range of business scholars. Logistics is emerging as a subfield within

SCM that deserves its own attention; likewise, sales is fast gaining momentum as a crucial, if undervalued, component of marketing. Both in theory and practice, the examination of these functional areas has repercussions that ripple across the organization itself, throughout the supply chain, and to the end customer