Team selling

Key success factors

in exploiting sales potential in business-to-business relationships

Outline

1. **Basics**
   - What does the study examine?
2. **Theoretical reference points**
   - Which theories form the basis of the study?
3. **Conceptual foundation**
   - What empirical work underpins the study?
4. **Empirical study**
   - What are the key findings of the study?
5. **Conclusion**
   - What are the implications for science and practice?

Subject of the study

A sales team in a business-to-business relationship is...

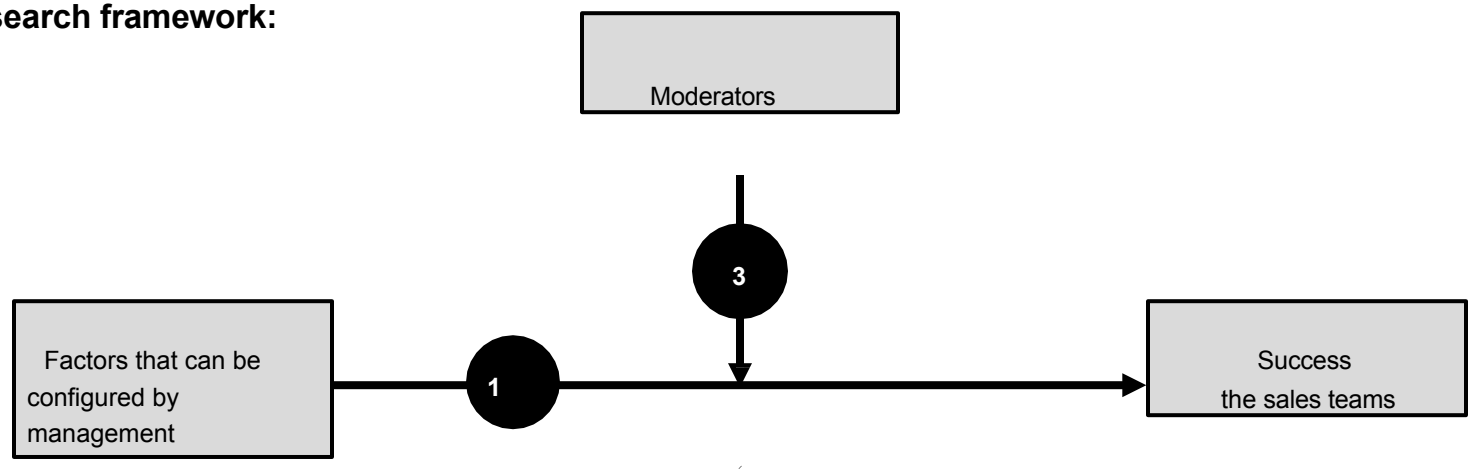
- a unit of three to a maximum of twelve people (**group**),
- whose members are recognised as such by outsiders and perceive themselves as members (**shared identity**),
- who are integrated into an organisation (**context**),
- through direct cooperation (**interaction**),
- perform joint tasks and pursue common goals (**interdependence**),
- which relate to sales or sales support activities with another company (**interaction with a customer**)

Research questions and scope of investigation

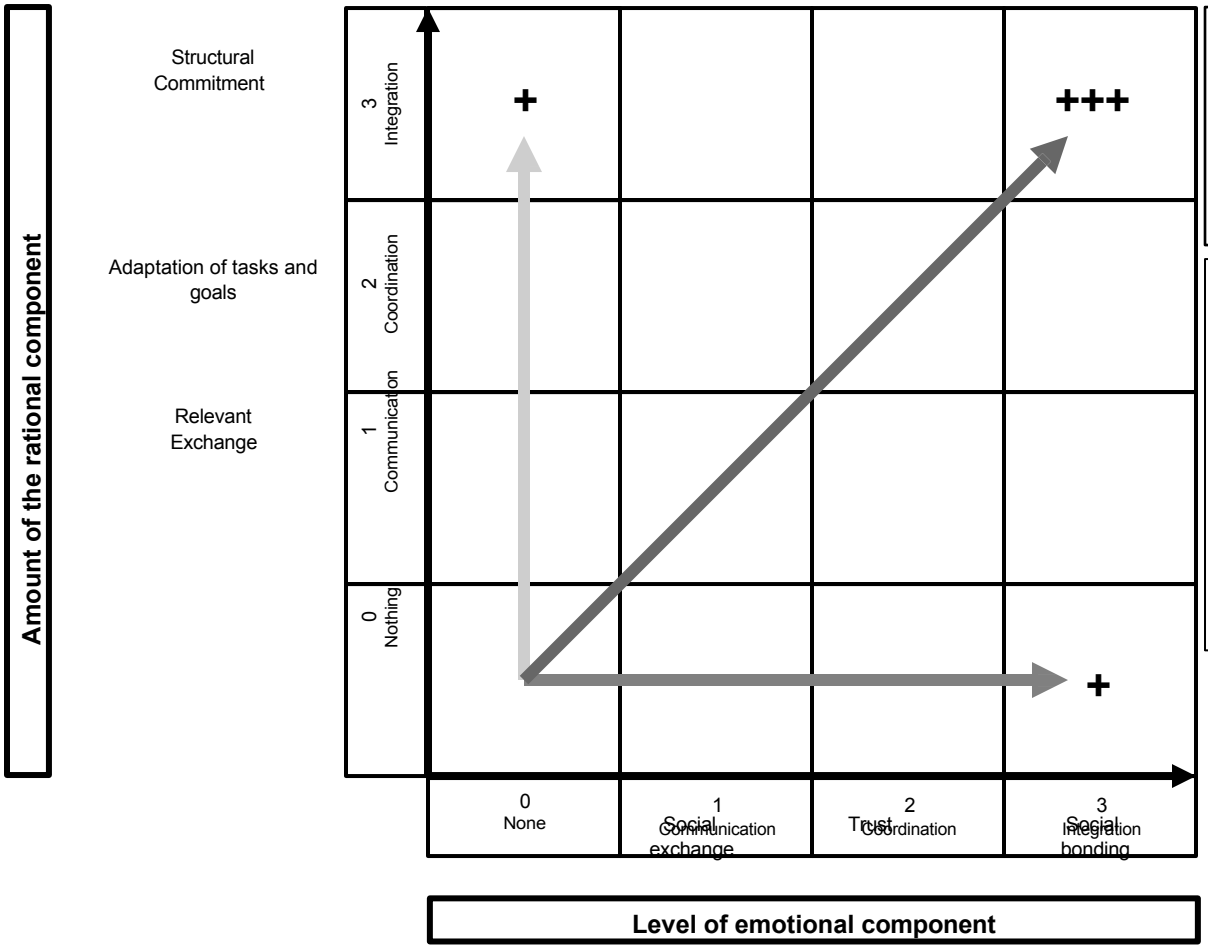
Research questions:

1. Which factors that can be relatively easily or quickly influenced by management affect the success of sales teams in B2B business relationships?
2. Which factors that are difficult or take a long time for management to shape influence the success of sales teams in B2B business relationships?
3. Which influencing factors moderate the relationship between the factors that can be shaped by management and the success of sales teams?
4. What is the current state of practice?

Research framework:



Potential exploitation in the business relationship: Presumed importance of teamwork

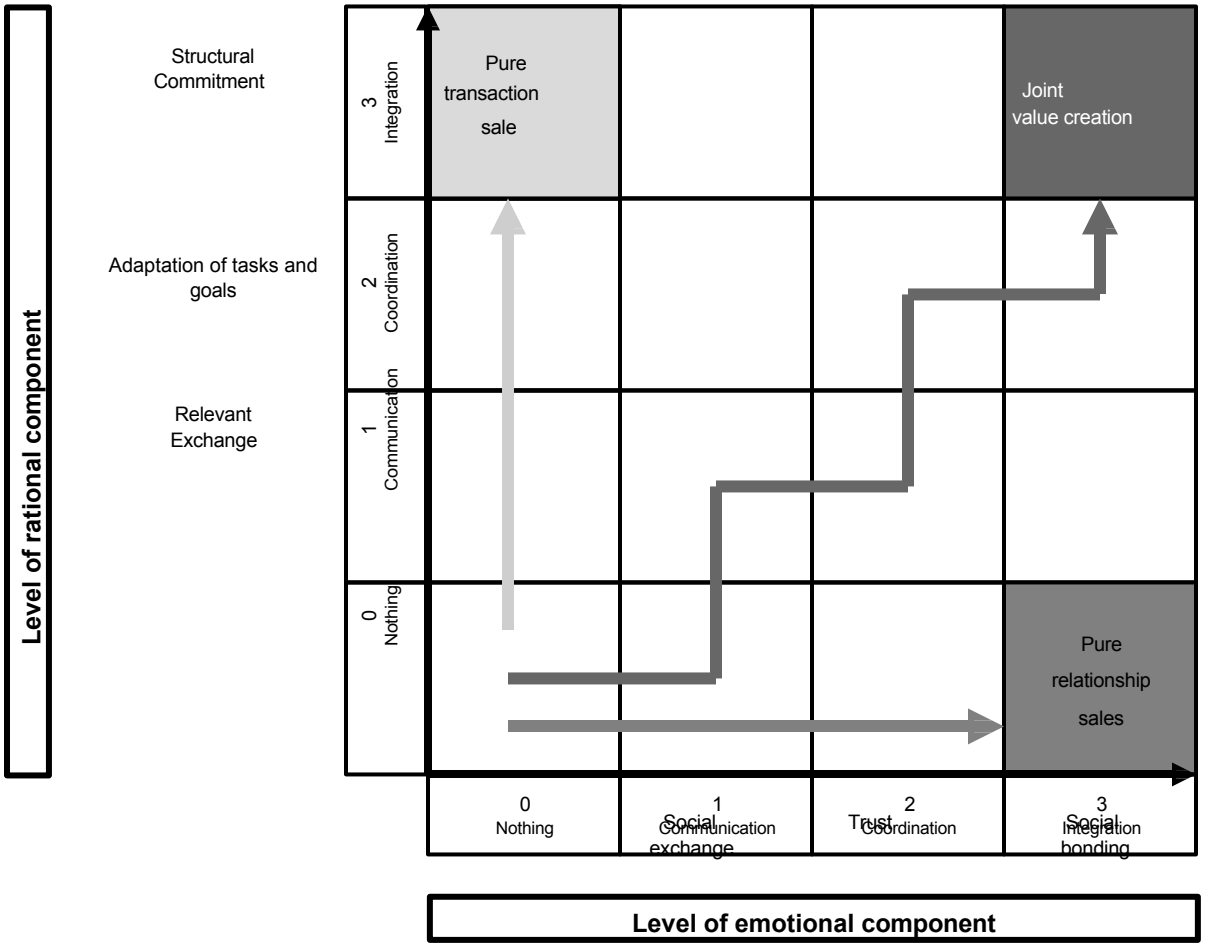


Hypothesis:

The higher the potential in the business relationship, the stronger the positive effect of the quality of teamwork on the exploitation of potential

Conceptual basis for the facets: Artz (BJM, 1999), Bensaou/Anderson (OS, 1999), Brennan/Turnbull/Wilson (EJM, 2003), Cannon/Achrol/Gundlach (JAMS, 2000), Cannon/Perreault (JMR, 1999), Doney/Cannon (JM, 1997), Jap (JMR, 1999), Johnson/Barksdale/Boles (JBR, 2003), Kalwani/Narayandes (JM, 1995), Morgan/Hunt (JM, 1994), Nicholson/Compeau/Sethi (JAMS, 2001), Rokkan/Heide/Wathne (JM, 2003), Schultz/Evans (JPSSM, 2002), Selnes/Sallis (JM, 2003), Smith/Barclay (JM, 1997)

Potential exploitation in the business relationship: Presumed exemplary developments over time



Definitions of exogenous factors examined

Easy or short-term factors

- **Decentralised leadership**
  - The construct "centralisation of leadership" describes the extent to which team leadership is shaped jointly by the entire team (high centralisation of leadership) as opposed to team leadership by a central team leader (low centralisation of leadership).
- **Task interdependence**
  - The construct "task interdependence" describes the extent to which individual team members need to cooperate individual team members in completing team tasks (joint work products).
- **Goal interdependence**
  - The construct "goal interdependence" describes the extent to which the responsibility, assessment and remuneration of individual team members are based on the achievement of team goals.
- **Autonomy**
  - The construct "autonomy" describes the extent to which a team is independent of factors external to the team. Management with regard to the service provision process (external decision-making autonomy)
- **Support**
  - The construct "support" describes the extent to which senior management provides the team with the necessary power and resources.
- **Communication decentralisation**
  - The construct "communication decentralisation" describes the extent to which several team members from the supplier company communicate with the customer company.

Definitions of exogenous factors examined

Factors that are difficult or impossible to influence in the long term

- **Skills of team members**
  - The construct "team member skills" describes the extent to which the individual team members have the professional skills and personal characteristics required to fulfil the team task, as well as the extent to which they complement each other.
- **Team and performance orientation of the corporate culture**
  - "...we define organisational culture as the pattern of shared values and beliefs (corporate values) that help individuals understand organisational functioning and thus provide them with guidelines for behaviour within the organisation." (Deshpandé/Webster 1989)
  - Corporate culture can be divided into seven value dimensions (O'Reilly, Chatman, Caldwell, AMJ 1991): 1) Innovation, 2) Stability, 3) Respect for People, 4) **Outcome Orientation** (profile items: achievement-oriented, action-oriented, high expectations, results-oriented),
    5) Attention to detail, 6) **Team orientation** (profile items: team-oriented, collaboration, people-oriented), 7) Aggressiveness
- **Asymmetry in the business relationship**
  - The construct "asymmetry in the business relationship" describes the extent of the imbalance between the supplier company and the customer company with regard to the degree of mutual alignment of tasks and goals.

Definitions of endogenous factors examined

Process construct

- **Quality of teamwork**
  - The construct "quality of teamwork" describes the quality of cooperation within a team and the quality of a team's interaction with its intra-organisational environment (boundary management).

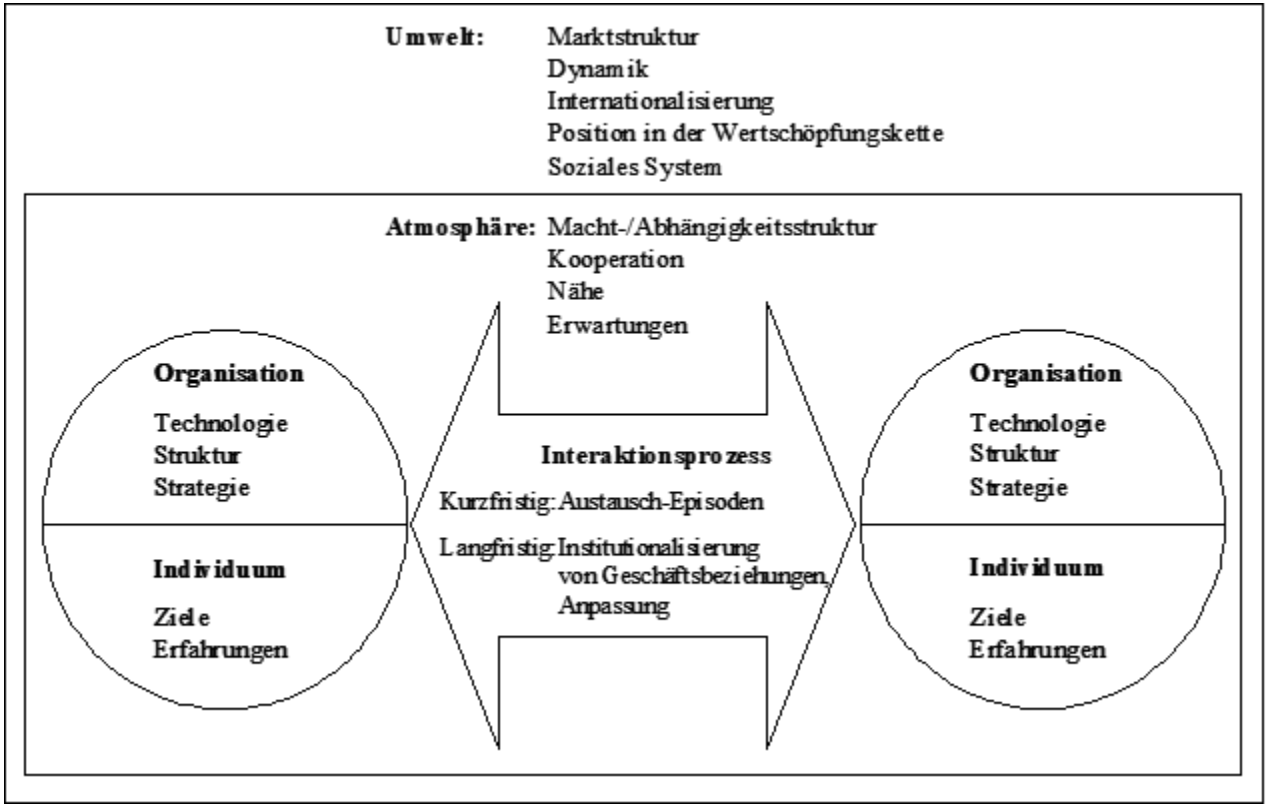
Success-related constructs

- **Potential exploitation in the business relationship**
  - The construct "potential exploitation in the business relationship" describes the extent to which the relationship potential in a business relationship is exploited. The relationship potential is the maximum willingness of a customer company with regard to the rational and emotional components in the business relationship with a supplier.
    company
  - The "rational component in the business relationship" comprises the mutual exchange of relevant information, the mutual adaptation of tasks and goals, and the mutual structural commitment
  - The "emotional component in the business relationship" includes mutual social exchange, mutual trust and mutual social commitment.
- **Economic success in the business relationship**
  - The concept of "economic success in business relationships" describes the extent to which exploitation of economic potential in the business relationship

2. Theoretical reference points

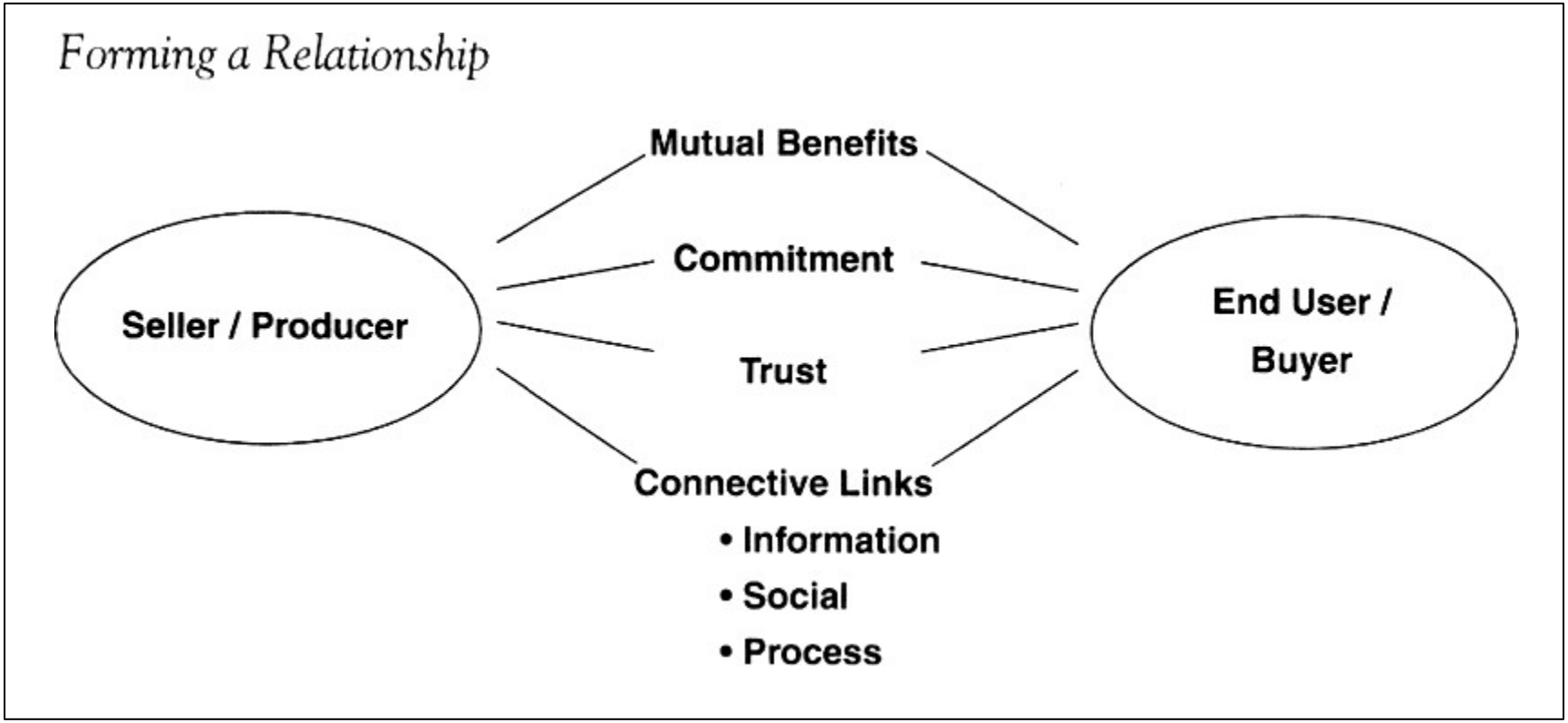
Business relationship approach of the IMP Group (1982)

- Theoretical foundation of the tasks of sales teams, success factors and asymmetry in business relationships based on the **IMP Group's business relationship theorem** (Håkansson, 1982) and key works that have further developed this approach: Dwyer/Schurr/Oh 1987, Moorman/Zaltman/Deshpandé 1992, Morgan/Hunt 1994, Smith/Barclay
  1997, Cannon/Perreault 1999, Day 1999, among others.



2. Theoretical reference points

Further development of the business relationship approach: Day (1999)



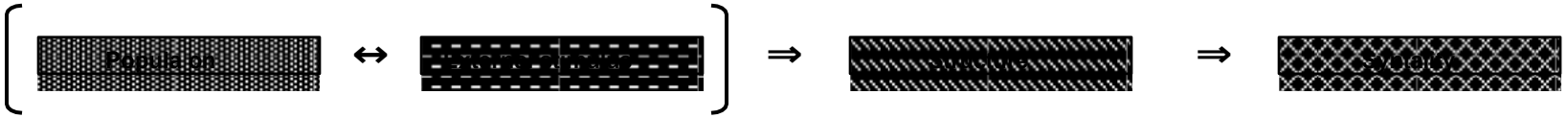
Source: (Day 1999, p. 135)

Description of the theory

- **T h e** Group Syntality Theory consists of two parts **Dimensions** of a **group** Dynamics of syntality

- **Dimensions of a group**
  - **Population traits:** Individual characteristics of the individual group members (consideration of the group average with regard to these characteristics)
  - **Characteristics of internal structure:** Organisational structure within the group (e.g. leadership)
  - **Syntality traits:** Group personality or effect of the group as a whole

- Postulated interaction chain:



- **Dynamics of group personality**
  - An individual joins a group to satisfy their own needs. To do so, the individual is willing to devote some of their energy to group activities. **Synergy** refers to the sum of these individual energies that are available to the group.
  - Group activities can be divided into:
    - Activities for maintaining the group (creating group cohesion and harmony)
    - Activities for achieving group goals
  - The portion of synergy that must be used to maintain the group is called **maintenance synergy**. This allocation is made first, as otherwise the group would break up. The remaining synergy (**effective synergy**) is used to achieve group goals.

- **Further relevant statements by Cattell**
  - Groups with significant interpersonal conflicts (e.g. due to a lack of compatibility between team members) must use a large proportion of their synergy to maintain the group. These groups are therefore not very effective.
  - A group leader is defined as a person who changes the syntality of a group through their presence. Accordingly, every group member is also a leader to a certain extent.

Relevance to team selling

- External factors (stimuli: team-related factors that can be shaped by management outside the team and characteristics of the business relationship) influence team members (population), who are usually predetermined in practice. This leads to the formation and consolidation of a team structure (structure) and the emergence **of teamwork** (syntality).

- **Optimal design of certain factors** by management creates a high degree of effective synergy, which can be used to exploit the potential of the business relationship.

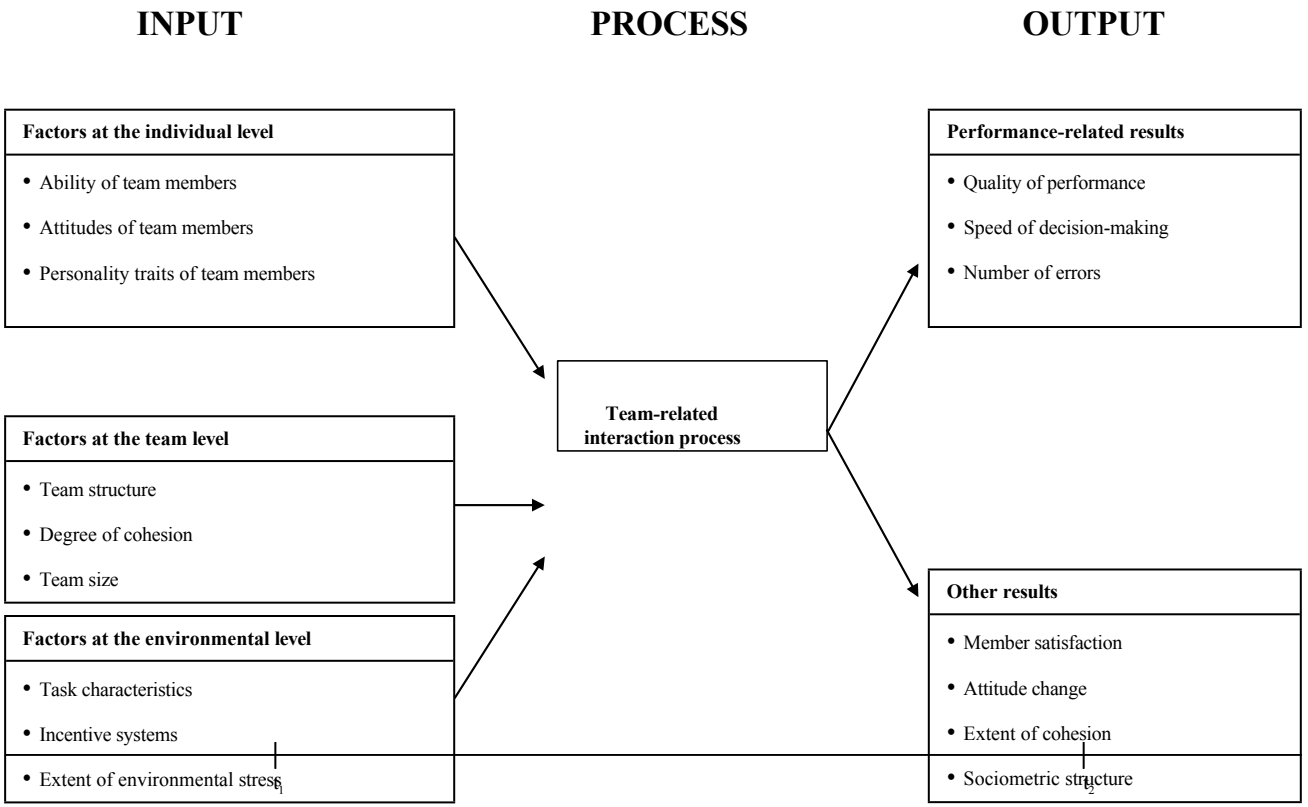
- The **compatibility** of the team members is particularly important to ensure that little maintenance synergy is required.

- Team **leadership** can be decentralised if this increases the syntality of the team

- Managers should ensure that team members are also able to satisfy their own **needs** are also met during teamwork

Team models

- The key findings of team research were summarised in team models (see appendix). These input-process-output and input-output models form an integrative frame of reference for the work and underpin key constructs.
- First input-process-output model of team research by McGrath (1967):



2. Theoretical reference points

Team models: input-process-output models

Input-process-output models		Implications for the present work	
		Foundation of the constructs	**Further implications**
1	McGrath (1967)	Abilities, goal interdependence	• This first IPO model forms the general frame of reference for this paper.
2	Gladstein (1984)	Decentralised management, boundary management	• The input has not only an indirect but also a direct effect on the output • Model was empirically confirmed on 100 sales teams
3	Pearce/Ravlin (1987)	Skills, autonomy, Goal interdependence, support	• potential, performance orientation: Certain preconditions are upstream of team design (task conditions, organisational conditions) • Support: External activation of the team is important
4	Hackman (1988)	Goal interdependence, task interdependence, support, skills, potential	• Division of input into team and context • Potential: "Demands of the task" as a moderator
5	Tannenbaum et al. (1992)	Skills, support, task interdependence, decentralised leadership, team and performance orientation of the corporate culture, boundary management, potential	• Potential (task complexity), performance orientation: Organisational and situational contextual influences overlap the entire impact structure of the model • Time-related empirical design: Iterative nature of the model (outputs influence inputs)
6	Yeatts/Hyten (1999)	Decentralised management, goal interdependence, support, boundary management	• Subdivision of the team process into teamwork and boundary management

See figures in the appendix

2. Theoretical reference points

Team models: input-output models

Input-output Models		Implications for the present work	
		Foundation of the constructs	**Further implications**
7	Shea/Guzzo (1987)	Task interdependence, goal interdependence	• Practical relevance of the model: The model is (1) straightforward, (2) simple empirically testable and contains (3) only variables that can be influenced by management. can be fundamentally changed or controlled • Moderating effect of task interdependence on the causal relationship between goal interdependence and team performance • Authors confirm the positive effect of interdependence using a case study (435 salespeople in a department store chain)
8	Sundstrom et al. (1990)	Autonomy, goal interdependence, support, boundary management, team and performance orientation of corporate culture	• Time-related empirical design: reciprocal interdependencies • Team building: increase in cohesion through teamwork over time • Boundary management: Importance of a balanced degree of differentiation from and integration into the surrounding organisation
9	Campion et al. (1993)	Skills, leadership centrality, task interdependence, goal interdependence, autonomy, support, communication decentralisation	• Restriction to input variables that directly affect team performance (key management variables) • Authors empirically confirm the positive effect of input factors (80 teams, financial services)
10	Cohen (1994)	Skills, leadership centrality, goal interdependence, autonomy, support	• Time-related empirical design: Reciprocal relationship between process and input⇒ Process as input variable • Decentralised management: Factor is considered very important, Subdivision into 6 dimensions

see figures in appendix

"Perhaps the greatest impediment facing researchers is the difficulty of gaining the participation of sufficient buying and selling team members to permit rigorous, empirical research...To the best of our knowledge, there is **only one** empirical study, Gladstein (1984), that addresses some of the issues concerning teams managing collaborative relationships in business markets..."

Narus/Anderson, Journal of Business-to-Business Marketing 1995

Selected empirical studies with large samples on teams in organisations:

Teams in organisations in general

- **Numerous studies**: Alper et al. (PP, 2000), Amazon (AMJ, 1996), Amazon/Sapienza (JoM1997), Austin (JAP, 2003), Barrik et al. (JAP, 1998), Barry/Steward (JAP, 1997), Barsade et al. (ASQ, 2000), Beal et al. (JAP, 2003), Bishop/Scott (JAP, 2000), Bunderson (AMJ, 2003), Bunderson/Sutcliffe (AMJ, 2002), Bunderson/Sutcliffe (JAP, 2003), Campion et al. (PP, 1996), Carpenter (SMJ, 2002), Carpenter/Frederickson (AMJ, 2001), Carpenter/Sanders (SMJ, 2002), Chattopadhyay (AMJ, 1999), Chen/Klimoski (AMJ, 2003), Cohen et al. (HR, 2003), Cordero et al. (JPIM, 1998), De Dreu/Weingart (JAP, 2003), De Dreu/West (JAP, 2001), Denison/Hart/Kahn (AMJ, 1996), Edmondson (ASQ, 1999), Eisenhardt/Tabritzi (ASQ, 1995), Ellemers/de Gilder/Van den Heuvel (JAP, 1998), Elron (LQ, 1997), Emery/Fredendall (JSR, 2002), Finkelstein/Hambrick (ASQ, 1990), Gefen/Ridings (JMIS, 2002), Gobeli/Koenig/Bechinger (JPIM, 1998), Gully et al. (JAP, 2002), Iaquinto/Frederickson (SMJ, 1997), Janssen/Van den Vliert/Veenstra (JM, 1999), Jehn (ASQ, 1995), Jehn/Northcraft/Neale (ASQ, 1999), Katz (ASQ, 1982), Keck (OS, 1997), Kidwell/Mossholder/Bennett (JM, 1997), Kirkman/Rosen (AMJ, 1999), Kirkman/Shapiro (AMJ, 2001), Knight et al. (SMJ, 1999), Korsgaard/Schweiger/Sapienza (AMJ, 1995), Lechler (1997), Liden/Wayne/Bradway (HR, 1997), Lievens/Moenaert (JSR, 2000), Magjuka/Balwin (PP, 1991), McNamara/Luce/Tompson (SMJ, 2002), Michel/Hambrick (AMJ, 1992), Neumann/Wright (JAP, 1999), O'Reilly/Chatman/Caldwell (AMJ, 1991), Pearce/Gallagher/Ensley (JOOP, 2002), Peterson et al. (JAP, 2003), Randel/Jaussi (AMJ, 2003), Robinson/O'Leary-Kelly (AMJ, 1998), Seers (OBHDP, 1989), Seers/Petty/Cashman (GOM, 1995), Simons/Pelled/Smith (1999), Simons/Peterson (JAP, 2000), Smith et al. (ASQ, 1994), Sparrow/Liden/Kraimer (AMJ, 2001), Steward/Barrick (AMJ, 2000), Uhl-Bien/Graen (AMJ, 1998), Van der Vegt/Emans/Van de Vliert (PP, 2001), Vinokur-Kaplan (JABS, 1995), Wageman (OS, 2001), Wagner (AMJ, 1995), West(Schenk (SMJ, 1996), Wiersma/Bird (AMJ, 1993), Wurst (2001), Wurst/Högl/Gemünden (2001)

New product development teams

- **Extensive work**: Ancona/Caldewell (JHTMR, 1990), Ancona/Caldwell (OS, 1992), Gemünden/Högl (2001b), Gemünden/Ritter/Heydebreck (IJRM, 1996), Hoegl/Gemünden (OS, 2001), Janz/Colquitt/Noe (PP, 1997), Kahn (JPIM, 1996), Keller (AMJ, 2001), Lovelace/Shapiro/Weingart (AMJ, 2001), Lechler (1997), Lynn/Skov/Abdel (JPIM, 1999), McDonnough III. (JPIM, 2000), Olson/Walker/Ruekert (JM, 1995), Pelled/Eisenhardt/Xin (ASQ, 1999), Pinto/Pinto (JPIM, 1990), Pinto/Pinto/Prescott (MS, 1993), Reagans/Zuckerman (OS, 2001), Ruekert/Walker (JPIM, 2002), Sarin/Mahajan (JM, 2001), Sethi (JAMS, 2000), Sethi (JM, 2000), Sethi/Nicholson (JPIM, 2001), Sethi/Smith/Park (JMR, 2001), Stock (2003), Youngbae/Byungheon (RDM, 1995)

Team selling

- **Little work on sales teams in general**: De Jong et al. (JM, 2004), Dixon et al. (JPSSM, 2003), Frenzen (2002), George/Bettenhausen (JAP, 1990), Gladstein (1984), McNeilly/Russ (JPSSM, 2000), Piercy et al. (JPSSM, 2001)
- **Very few studies on sales teams in B2B business relationships**: Helfert (1998), Helfert/Vith (IMM, 1999), Stock (2003)
- **No work on key account management teams in B2B business r e l a t i o n s h i p s = Positioning of this work**

3. Conceptual foundation

Factors that can be shaped in the short term

Factors	Conceptual foundation
Decentralised management	Ancona/Caldewell (JHTMR, 1990), George/Bettenhausen (JAP, 1990), Piercy et al. (JPSSM, 2001), Bishop/Scott (JAP, 2000), Bonner/Ruekert/Walker (JPIM, 2002), Bunderson (AMJ, 2003), Cohen et al. (HR, 2003), Eisenhardt/Tabritzi (ASQ, 1995), Gemünden/Högl (2001b), Iaquinto/Frederickson (SMJ, 1997), Kirkman/Rosen (AMJ, 1999), Kirkman/Shapiro (AMJ, 2001), Korsgaard/Schweiger/ Sapienza (AMJ, 1995), Lechler (1997), Peterson et al. (JAP, 2003), Sparrowe/Liden/Kraimer (AMJ, 2001), Stock (2003), Wageman (OS, 2001), Wagner (AMJ, 1995), West(Schenk (SMJ, 1996)
Task interdependence	Bishop/Scott (JAP, 2000), Janssen/Van den Vliert/Veenstra (JM, 1999), Janz/Colquitt/Noe (PP, 1997), Jehn (ASQ, 1995), Liden/Wayne/Bradway (HR, 1997), Olson/Walker/Ruekert (JM, 1995), Robinson/O'Leary-Kelly (AMJ, 1998), Sethi (JAMS, 2000), Steward/Barrick (AMJ, 2000), Stock (2003), Van der Vegt/Emans/Van de Vliert (PP, 2001)
Goal interdependence	Carpenter/Sanders (SMJ, 2002), Denison/Hart/Kahn (AMJ, 1996), Gladstein (1984), Janssen/Van den Vliert/Veenstra (JM, 1999), Janz/Colquitt/Noe (PP, 1997), Jehn (ASQ, 1995), Lynn/Skov/Abdel (JPIM, 1999), Olson/Walker/Ruekert (JM, 1995), Robinson/O'Leary-Kelly (AMJ, 1998), Sethi (JAMS, 2000), Sethi/Nicholson (JPIM, 2001), Steward/Barrick (AMJ, 2000), Stock (2003), Van der Vegt/Emans/Van de Vliert (PP, 2001)
Autonomy	Denison/Hart/Kahn (AMJ, 1996), Janz/Colquitt/Noe (PP, 1997), Frenzen (2002), Liden/Wayne/ Bradway (HR, 1997), Kirkman/Rosen (AMJ, 1999), Olson/Walker/Ruekert (JM, 1995), Pearce/Gallagher/Ensley (JOOP, 2002), Sparrowe/Liden/Kraimer (AMJ, 2001), Steward/Barrick (AMJ, 2000), Stock (2003), Youngbae/Byungheon (RDM, 1995)
Support	Campion et al. (PP, 1996), Lechler (1997), Pearce/Gallagher/Ensley (JOOP, 2002), Sparrowe/Liden/Kraimer (AMJ, 2001)
Communication centrality	The construct originates from expert discussions. A conceptual foundation is still pending.

Long-term factors

Factors	Conceptual basis
Team member skills	Alper et al. (PP, 2000), Amazon (AMJ, 1996), Amazon/Sapienza (JoM1997), Ancona/Caldewell (JHTMR, 1990), Ancona/Caldwell (OS, 1992), Austin (JAP, 2003), Barrik et al. (JAP, 1998), Barsade et al. (ASQ, 2000), Barry/Steward (JAP, 1997), Bunderson (AMJ, 2003), Bunderson/Sutcliffe (AMJ, 2002), Campion et al. (PP, 1996), Carpenter/Frederickson (AMJ, 2001), Chattopadhyay (AMJ, 1999), Chen/Klimoski (AMJ, 2003), Cordero et al. (JPIM, 1998), De Dreu/Weingart (JAP, 2003), De Dreu/West (JAP, 2001), De Jong et al. (JM, 2004), Denison/Hart/Kahn (AMJ, 1996), Dixon et al. (JPSSM, 2003), Ellemers/de Elron (LQ, 1997), Gilder/Van den Heuvel (JAP, 1998), Emery/Fredendall (JSR, 2002), Finkelstein/Hambrick (ASQ, 1990), Gefen/Ridings (JMIS, 2002), Helfert (1998), Helfert/Vith (IMM, 1999), Jehn/Northcraft/Neale (ASQ, 1999), Keck (OS, 1997), Keller (AMJ, 2001), Kidwell/Mossholder/Bennett (JM, 1997), Kirkman/Shapiro (AMJ, 2001), Knight et al. (SMJ, 1999), Lievens/Moenaert (JSR, 2000), Lovelace/Shapiro/Weingart (AMJ, 2001), Magjuka/Balwin (PP, 1991), McDonnough III. (JPIM, 2000), McNamara/Luce/Tompson (SMJ, 2002), McNeilly/Russ (JPSSM, 2000), Michel/Hambrick (AMJ, 1992), Neumann/Wright (JAP, 1999), Pelled/Eisenhardt/Xin (ASQ, 1999), Randel/Jaussi (AMJ, 2003), Robinson/O'Leary-Kelly (AMJ, 1998), Seers (OBHDP, 1989), Sethi (JM, 2000), Simons/Pelled/Smith (1999), Simons/Peterson (JAP, 2000), Smith et al. (ASQ, 1994), Stock (2003), Wiersma/Bird (AMJ, 1993)
Performance orientation of corporate culture	Denison/Hart/Kahn (AMJ, 1996), Ellemers/de Gilder/Van den Heuvel (JAP, 1998), Magjuka/Balwin (PP, 1991), O'Reilly/Chatman/Caldwell (AMJ, 1991), Sarin/Mahajan (JM, 2001), Youngbae/Byungheon (RDM, 1995)
Team orientation of corporate culture	Dixon et al. (JPSSM, 2003), Ellemers/de Gilder/Van den Heuvel (JAP, 1998), O'Reilly/Chatman/Caldwell (AMJ, 1991)

3. Conceptual foundation

Process construct

Conceptual foundation	Conceptual foundation
Quality of teamwork	Alper et al. (PP, 2000), Amazon (AMJ, 1996), Amazon/Sapienza (JoM1997), Barrik et al. (JAP, 1998), George/Bettenhausen (JAP, 1990), Barsade et al. (ASQ, 2000), Beal et al. (JAP, 2003), Bunderson (AMJ, 2003), Bunderson/Sutcliffe (JAP, 2003), Chen/Klimoski (AMJ, 2003), Cohen et al. (HR, 2003), De Dreu/Weingart (JAP, 2003), De Dreu/West (JAP, 2001), De Jong et al. (JM, 2004), Edmondson (ASQ, 1999), Eisenhardt/Tabritzi (ASQ, 1995), Ellemers/de Gilder/Van den Heuvel (JAP, 1998), Gemünden/Högl (2001b), Gemünden/Ritter/Heydebreck (IJRM, 1996), Gobeli/Koenig/Bechinger (JPIM, 1998), Gully et al. (JAP, 2002), Helfert (1998), Helfert/Vith (IMM, 1999), Hoegl/Gemünden (OS, 2001), Janz/Colquitt/Noe (PP, 1997), Jehn (ASQ, 1995), Jehn/Northcraft/Neale (ASQ, 1999), Kahn (JPIM, 1996), Katz (ASQ, 1982), Keller (AMJ, 2001), Knight et al. (SMJ, 1999), Korsgaard/Schweiger/Sapienza (AMJ, 1995), Lechler (1997), Lievens/Moenaert (JSR, 2000), Lovelace/Shapiro/Weingart (AMJ, 2001), Lynn/Skov/Abdel (JPIM, 1999), Magjuka/Balwin (PP, 1991), McNeilly/Russ (JPSSM, 2000), McDonnough III. (JPIM, 2000), McNamara/Luce/Tompson (SMJ, 2002), Pelled/Eisenhardt/Xin (ASQ, 1999), Peterson et al. (JAP, 2003), Pinto/Pinto (JPIM, 1990), Pinto/Pinto/Prescott (MS, 1993), Reagans/Zuckerman (OS, 2001), Robinson/O'Leary-Kelly (AMJ, 1998), Seers (OBHDP, 1989), Seers/Petty/Cashman (GOM, 1995), Sethi (JM, 2000), Sethi/Nicholson (JPIM, 2001), Sethi/Smith/Park (JMR, 2001), Simons/Pelled/Smith (1999), Simons/Peterson (JAP, 2000), Smith et al. (ASQ, 1994), Sparrowe/Liden/Kraimer (AMJ, 2001), Stock (2003), Uhl-Bien/Graen (AMJ, 1998), Vinokur-Kaplan (JABS, 1995), Wagner (AMJ, 1995), West(Schenk (SMJ, 1996), Wurst (2001), Wurst/Högl/Gemünden (2001), Youngbae/Byungheon (RDM, 1995)

4. Empirical investigation
Procedure of the study

- **Proposal** (12/02)
- Creation of the questionnaire (1/03-2/03)
- Research into the 50 largest German companies in the target sectors of automotive suppliers, computers/electrical engineering, mechanical engineering, chemicals and consumer goods, and identification of sales managers by telephone (2/03)
- Conducting 20 structured telephone interviews with experts (3/03)
- **Finalisation of the questionnaire** (3/03)
- Writing letters to sales managers and subsequent personal telephone acquisition by HJS
  ⇒ Upon acceptance: Nomination of 2 team members from a maximum of 5 KAM teams, minimum requirements for teams: 3 to a maximum of 12 members, shared identity, sales or sales support activities of team members for a shared key account that will remain anonymous (4/03-11/03)
- **Sending of 2 individualised questionnaires per team** (4/03-11/03)
- Follow-up phone calls regarding the questionnaires (6/03-1/04)
- Qualitative data analysis (clustering of 10,711 qualitative responses) and quantitative descriptive analysis (diploma thesis)⇒ Results report for participants (2/04-4/04)
- **Multivariate data analyses** (8/04-9/04)
- **Excerpt from the 71 companies in the sample**:

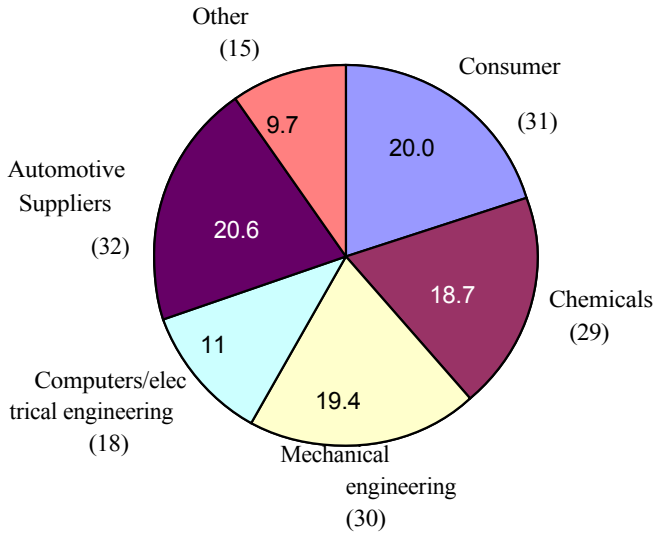
  Adidas, ABB, BASF, Basell, Bayer, Bosch Siemens, Bosch Rexroth, Celanese, Continental, Coca Cola, Degussa, Deutz, Diehl, Dynamit Nobel, ExxonMobil, Festo, Getrag, Henkel, Homag, Infineon, IWK, Klüber, Karmann, Kraft Foods, Knorr-Bremse, Kolbenschmidt, L'Oréal, Lucent, MAN Roland, Melitta, Nestlé, Oetker, Osram, Otis, Peguform, Philip Morris, Philips, Rohde & Schwarz, RWE, Procter & Gamble, ThyssenKrupp Steel, ThyssenKrupp Automotives, Schindler, Schwarzkopf & Henkel, Siemens, SKF, Voith Siemens, Wacker, Webasto, Wella, ZF Friedrichshafen, etc.

4. Empirical investigation
Quality of sample 1

- **Sample**: n= ,155 teams, m= ,279 questionnaires, mostly 2 informants per team

Information about the team comes from...	Number of teams	Number of questionnaires
1 team leader & 1 team member	1	2
2 team members	1	3
1 team leader	20	2
1 team member	1	1
Total	15	279

- **Number of teams per industry**:

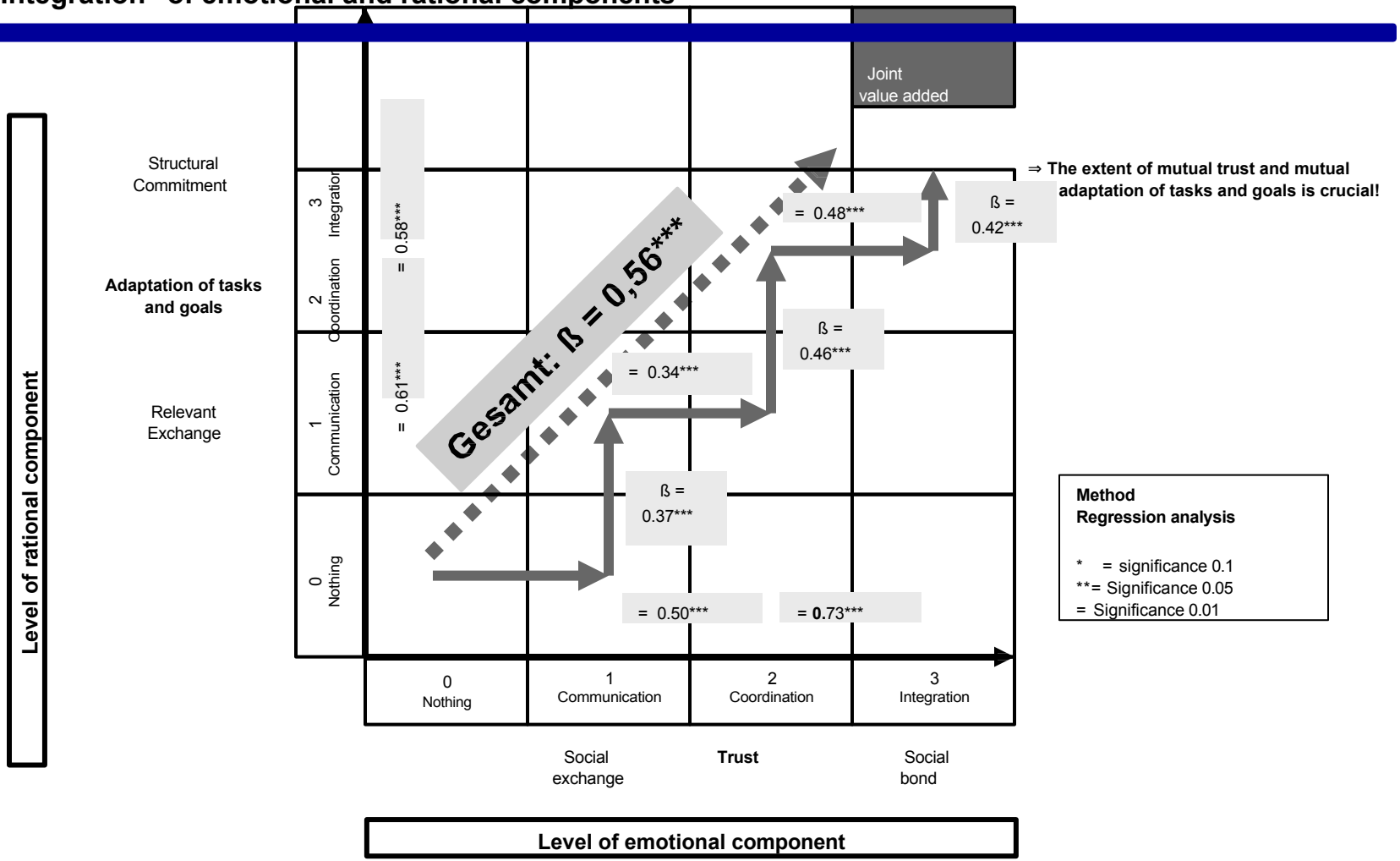


4. Empirical investigation
Quality of the sample 2

Number of team members	Average: **6.6**, standard deviation: 2.7
Share of the customer in the total revenue of the business unit in which the team operates (share of total revenue: share of teams)	<1%: 3.0%, 1-5%: 19.5%, 5-10%: 25.9%, **10-20%**: 21.1%, 20-35%: 17.7%, 35-50%: 8.6%, 50-75%: 1.9%, >75%: 2.3%
Customer sales ranking	Average: **4**, standard deviation: 3.3
Customer's profit rank	Average: **5**, standard deviation: 3.3
Share of the 3 largest customers in the division's total revenue	1-5%: 2.8%, 5-10%: 8.0%, 10-20%: 6.8%, 20-35%: 27.2%, **35-50%**: 22.4%, 50-75%: 22.8%, >75%: 10.0%
Revenue of the business unit (€ million) in which the team is active	<10: 7.8%, 10-20: 6.3%, 20-50: 7.4%, 50-100: 12.5%, 100-250: 14.8%, **250-500**: 15.2%, 500-1000: 18.2%, >1000: 17.3%
Number of employees in the division	Average: **2,150**
Number of employees in sales	Average: **140**
Average annual growth rate of division sales (last 3 years)	>30%: 2.8%, 20-30%: 4.0%, 10-20%: 17.7%, 5-10%: 24.9%, **0-5%**: 36.5%, 0 - -5%: 5.2%, -5% - -10%: 5.6%, < -10%: 3.2%
Professional experience of respondents (number of years)	Average: **15**, standard deviation: 9

4. Empirical study

Potential exploitation in the business relationship: "Integration" of emotional and rational components



4. Empirical study

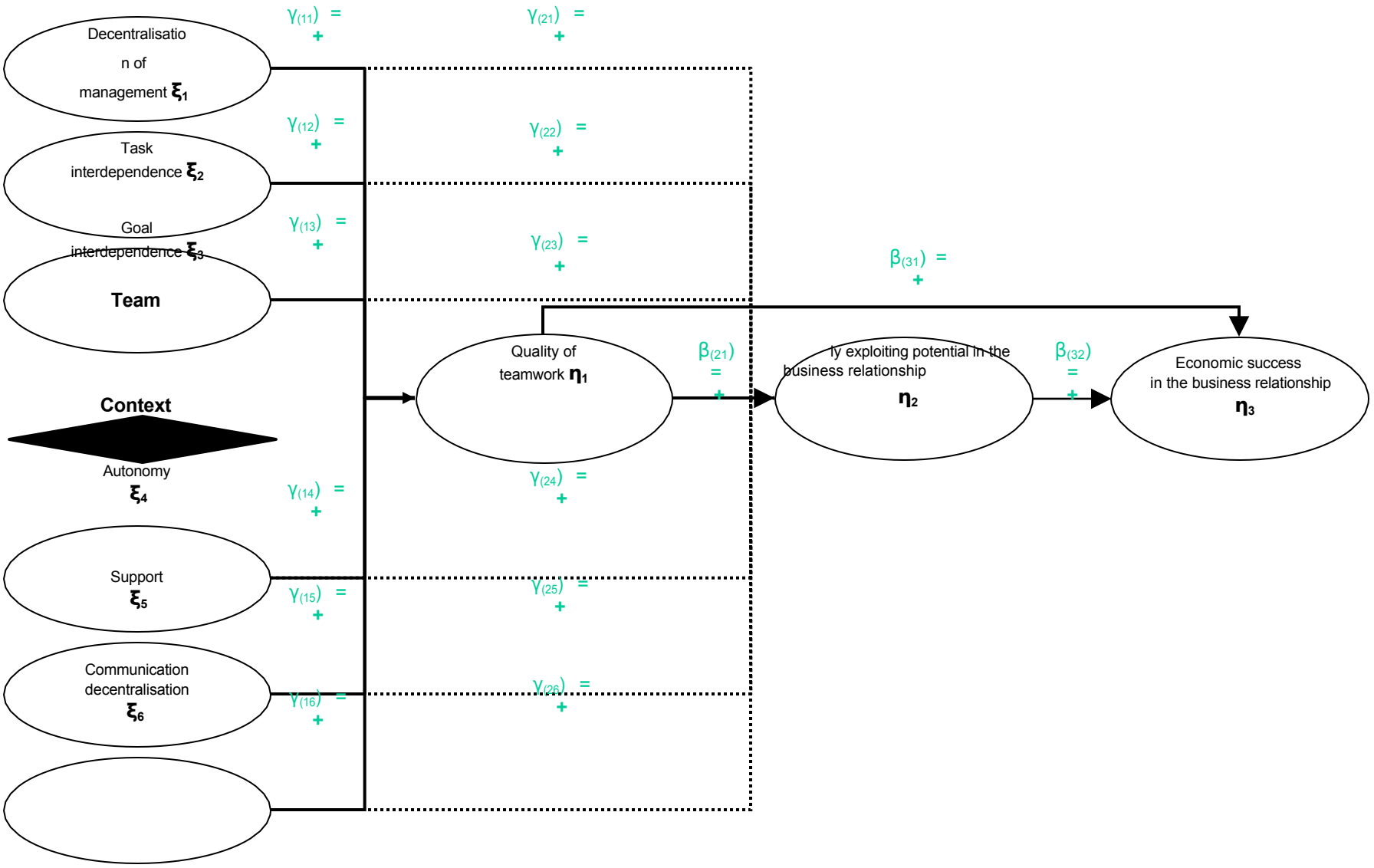
Potential exploitation in the business relationship:
Discriminant validity between the rational and emotional components

Fornell/Larcker criterion for assessing the discriminant validity of the two components of the business relationship

Constructs		1	2
	DEV	0.55	0.55
1. Exploiting the potential of the emotional component in the business relationship	0.55	-	
2. Exploiting the potential of the rational component in the business relationship	0.55	**0.69**	-

4. Empirical study

Model of factors that can be shaped in the short term: Hypotheses



4. Empirical study

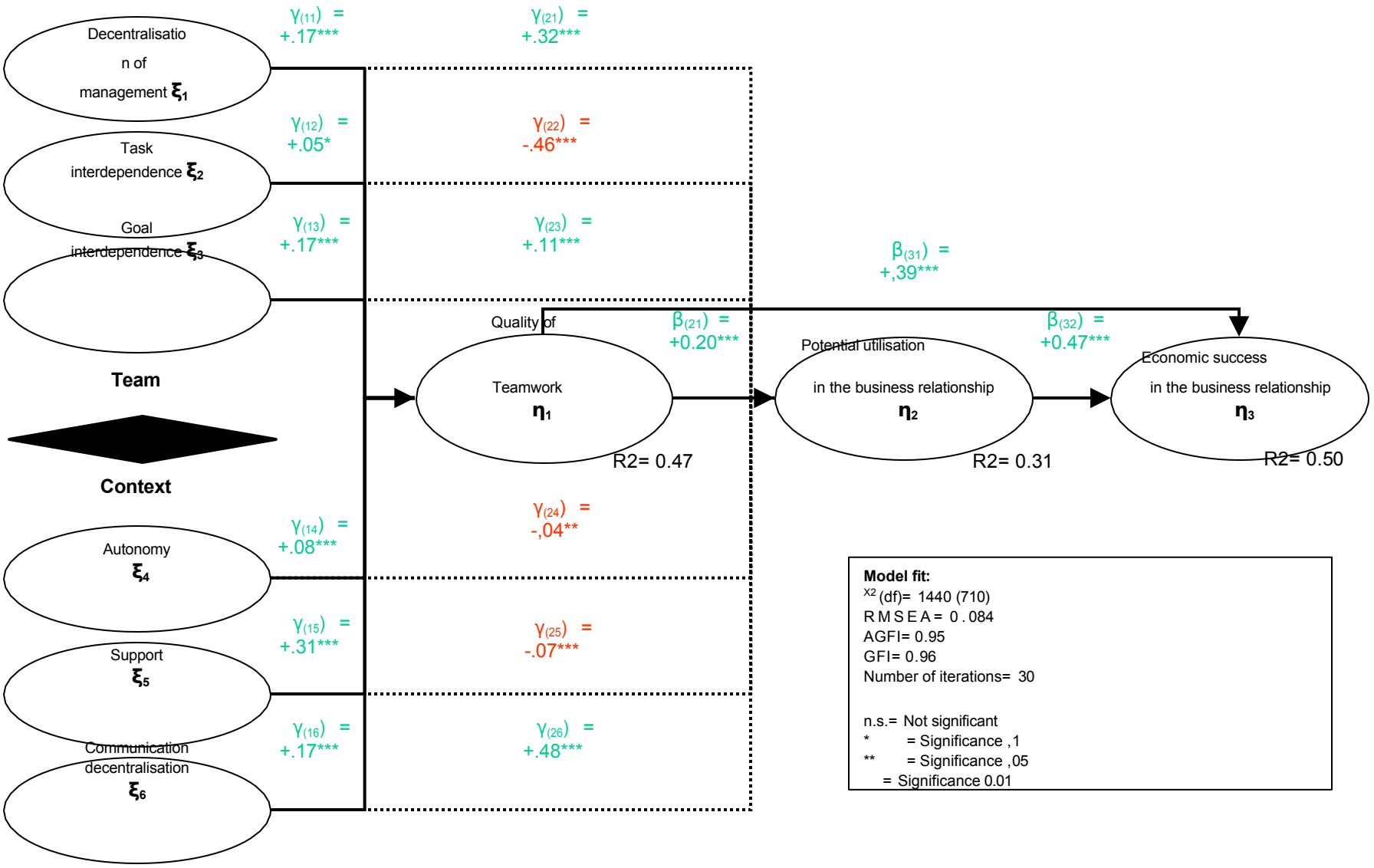
Model of factors that can be shaped in the short term: discriminant validity

Fornell/Larcker criterion for assessing discriminant validity

Constructs		1	2	3	4	5	6	7	8	9
	DEV	0.61	0.50	0.66	0.62	0.54	0.60	0.53	0.68	0.61
1. Quality of teamwork	0.61	-								
2. Potential exploitation in the business relationship	0.50	0.12	-							
3. Economic success in the business relationship	0.66	0.30	0.36	-						
4. Centralised management	0	0	0	0.12	-					
5. Task interdependence	0	0	0	0.07	0.44	-				
6. Goal interdependence	0	0	0	0.08	0.23	0.37	-			
7. Autonomy	0	0	0.01	0.04	0.07	0.04	0.09	-		
8. Support	0.68	0.31	0.04	0.10	0.18	0.10	0.15	0.31	-	
9. Communication decentralisation	0	0	0	0.14	0.16	0.35	0.12	0.03	0.03	-

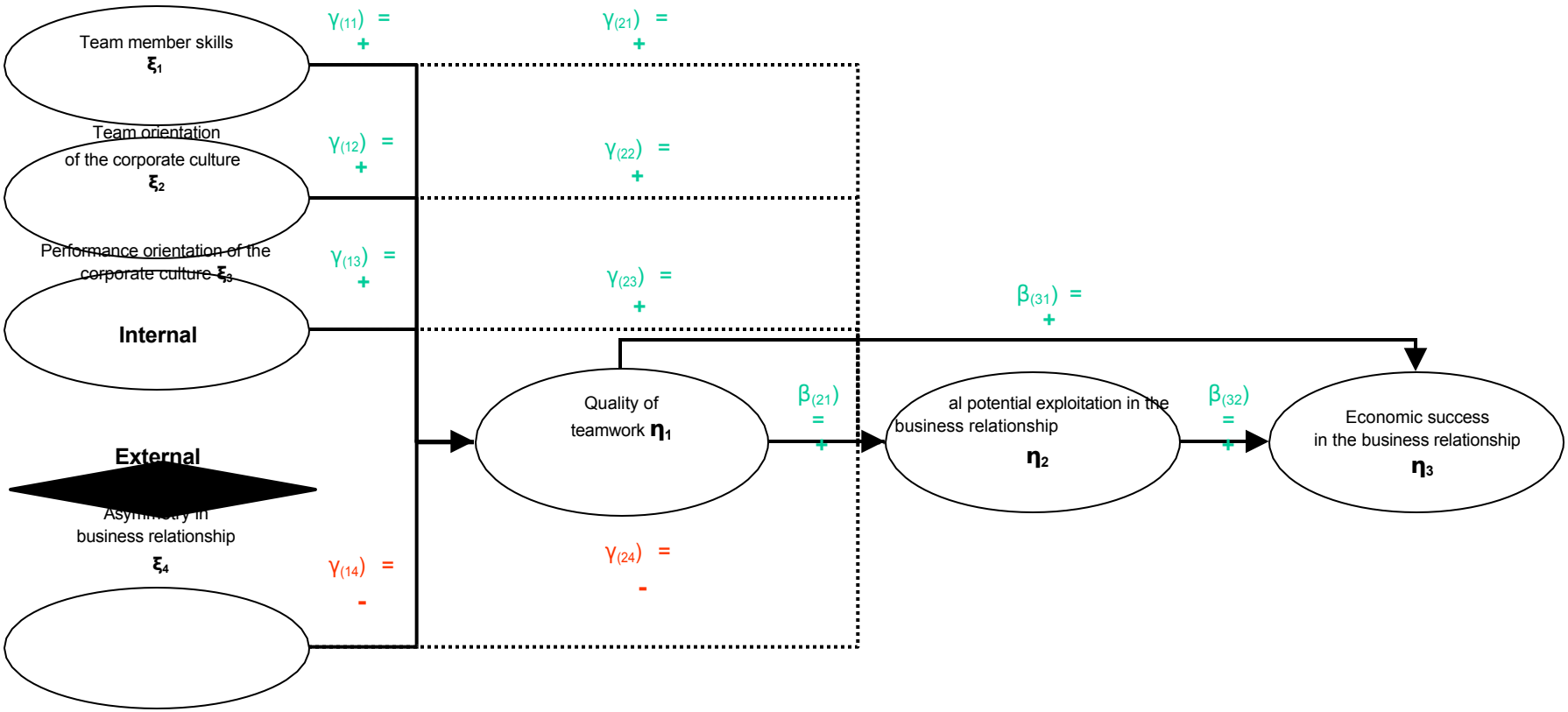
4. Empirical study

Model of factors that can be shaped in the short term: Empirical results



4. Empirical study

Model of factors that can be shaped in the long term: Hypotheses



4. Empirical study

Model of factors that can be shaped over the long term: discriminant validity

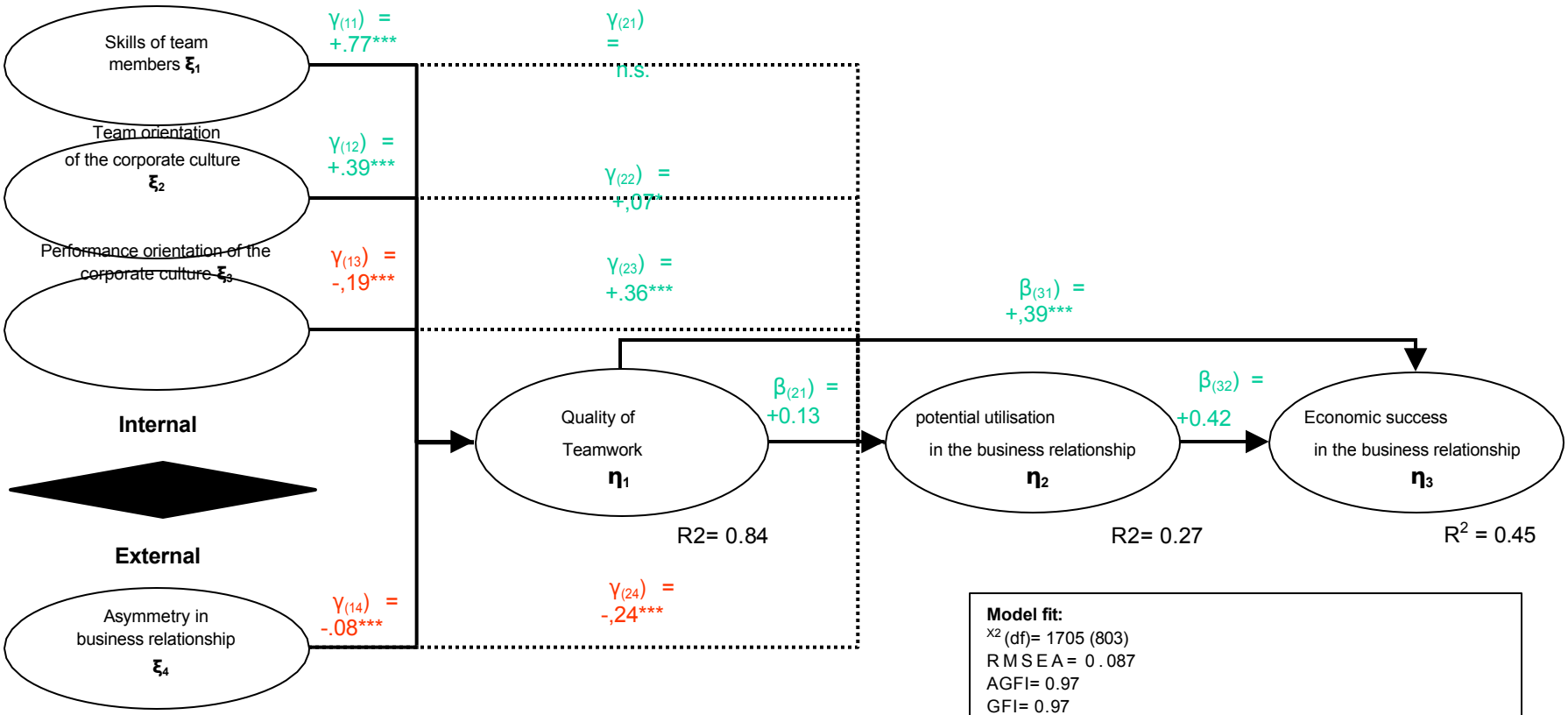
Fornell/Larcker criterion for assessing discriminant validity

Constructs		1	2	3	4	5	6	7
	DEV	0.61	0.50	0.66	0.54	0.68	0.61	-
1. Quality of teamwork	0.61	-						
2. Potential exploitation in the business relationship	0.50	0.12	-					
3. Economic success in the business relationship	0.6	0	0	-				
4. Skills of team members	0.54	**0**	0	0.24	-			
5. Team orientation of the corporate culture	0.68	0	0	0.17	0.30	-		
6. Performance orientation of the corporate culture	0.61	0	0	0.17	0	0.40	-	
7. Asymmetry in the business relationship	-	0.01	0.06	0.02	0	0.00	0	-

Chi^2 difference test in the construct composite: Chi^2 difference= 1937 – 1740= 197
⇒ Highly significant⇒ Discriminant validity between constructs 1 and 4 given

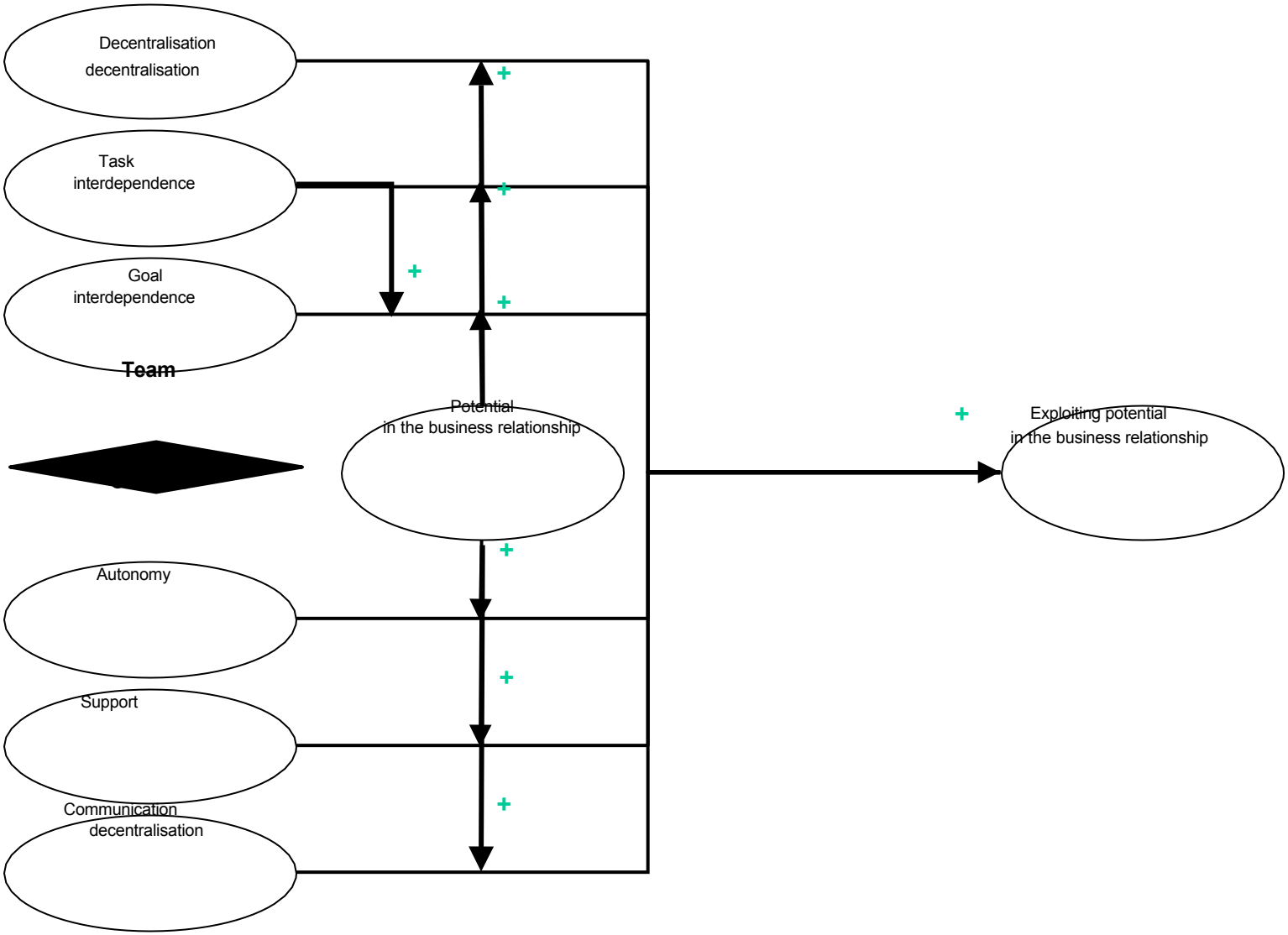
4. Empirical study

Model of factors that can be shaped over the long term: Empirical results



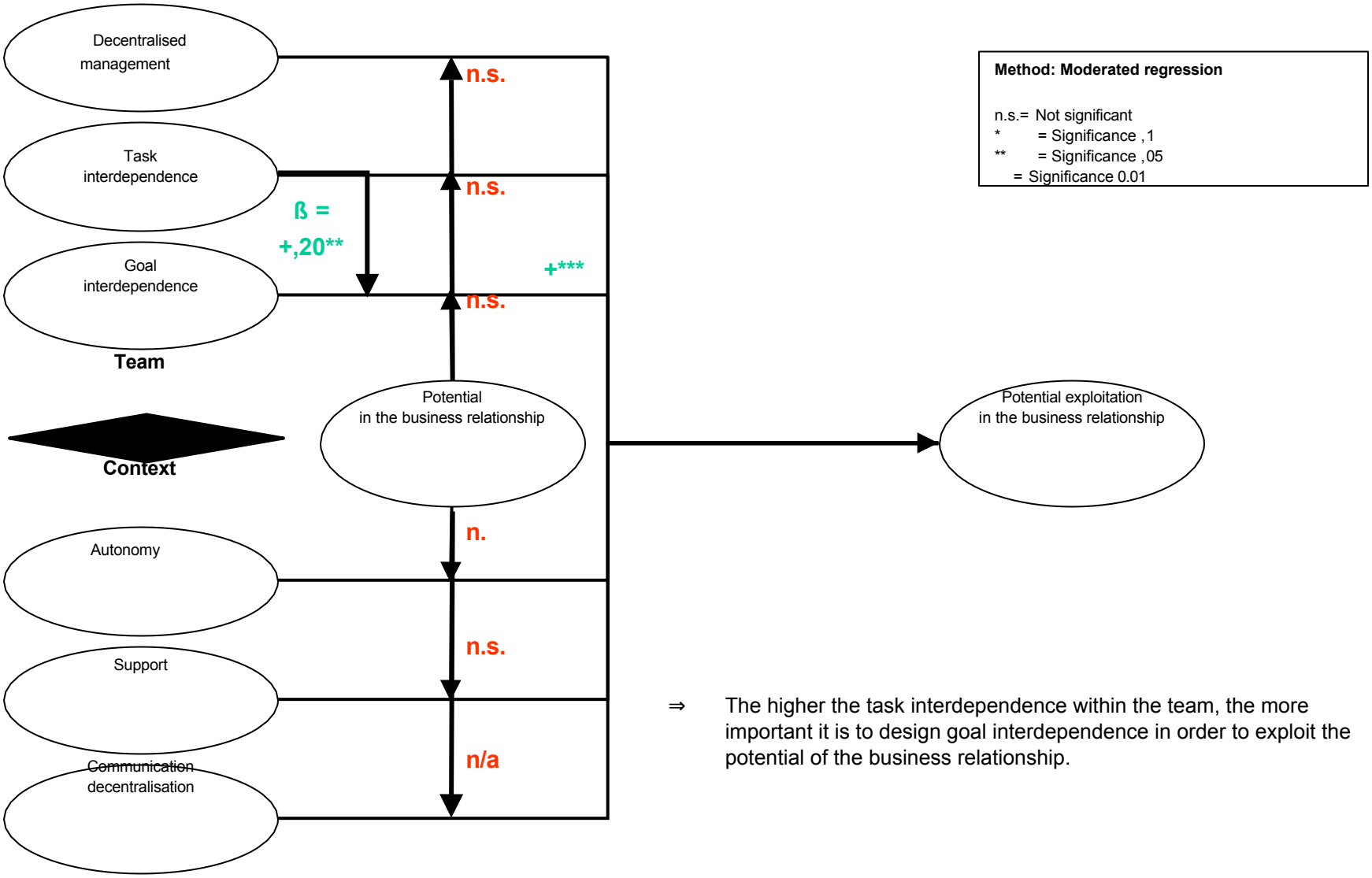
4. Empirical study

Factors that can be influenced in the short term: hypotheses on moderating effects



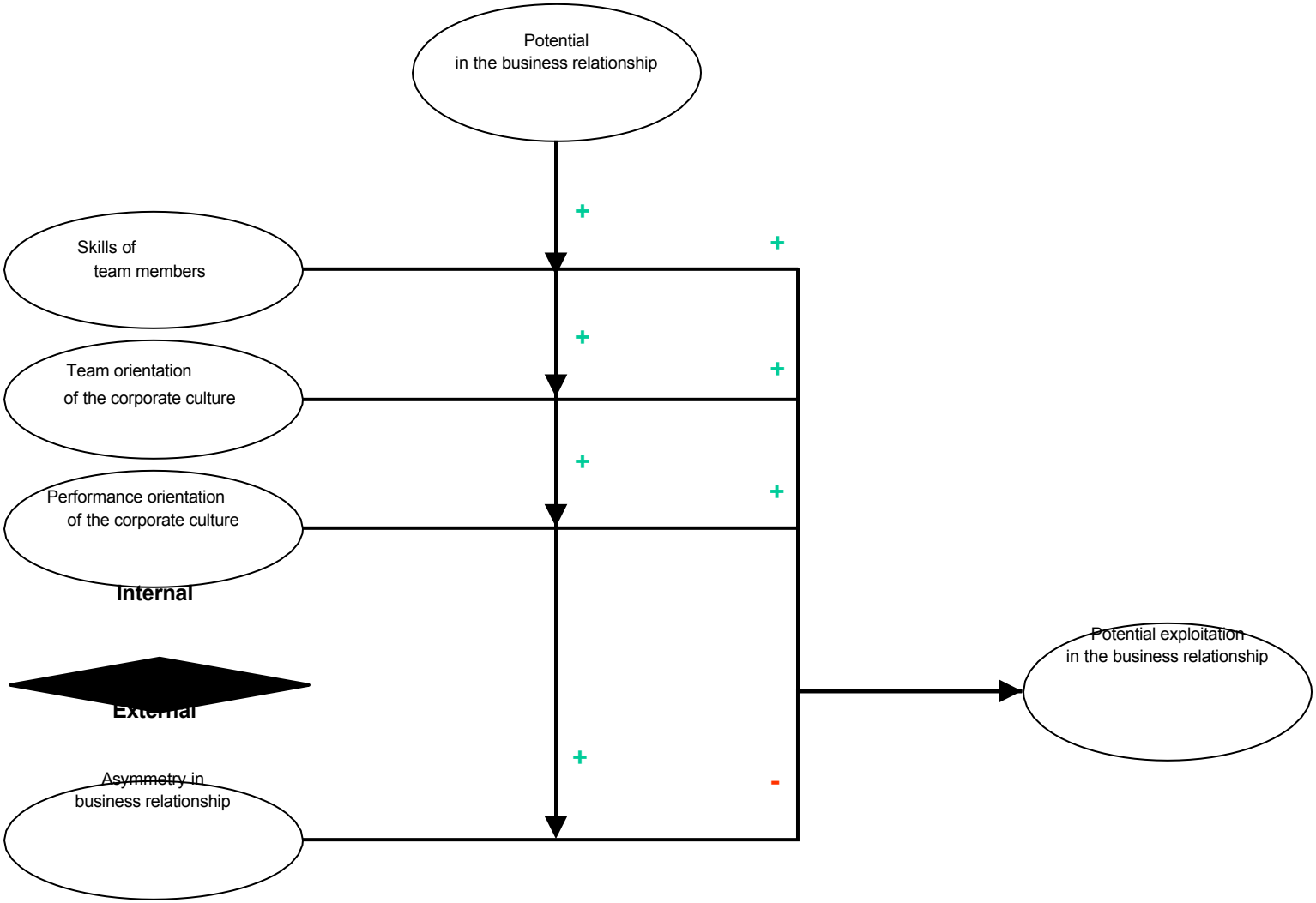
4. Empirical study

Factors that can be shaped in the short term: Results on moderating effects



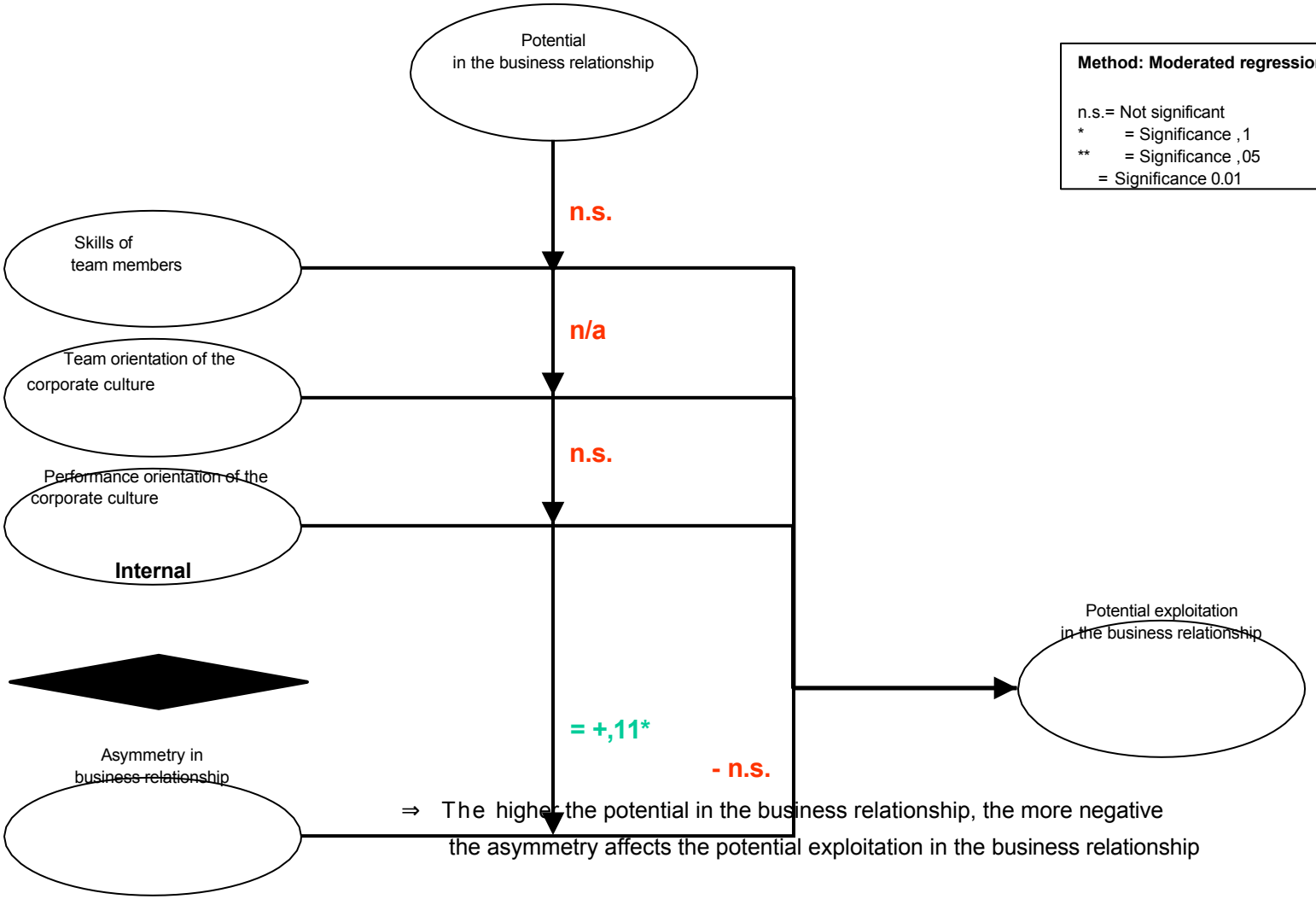
⇒ The higher the task interdependence within the team, the more important it is to design goal interdependence in order to exploit the potential of the business relationship.

Long-term factors: Hypotheses on moderating effects



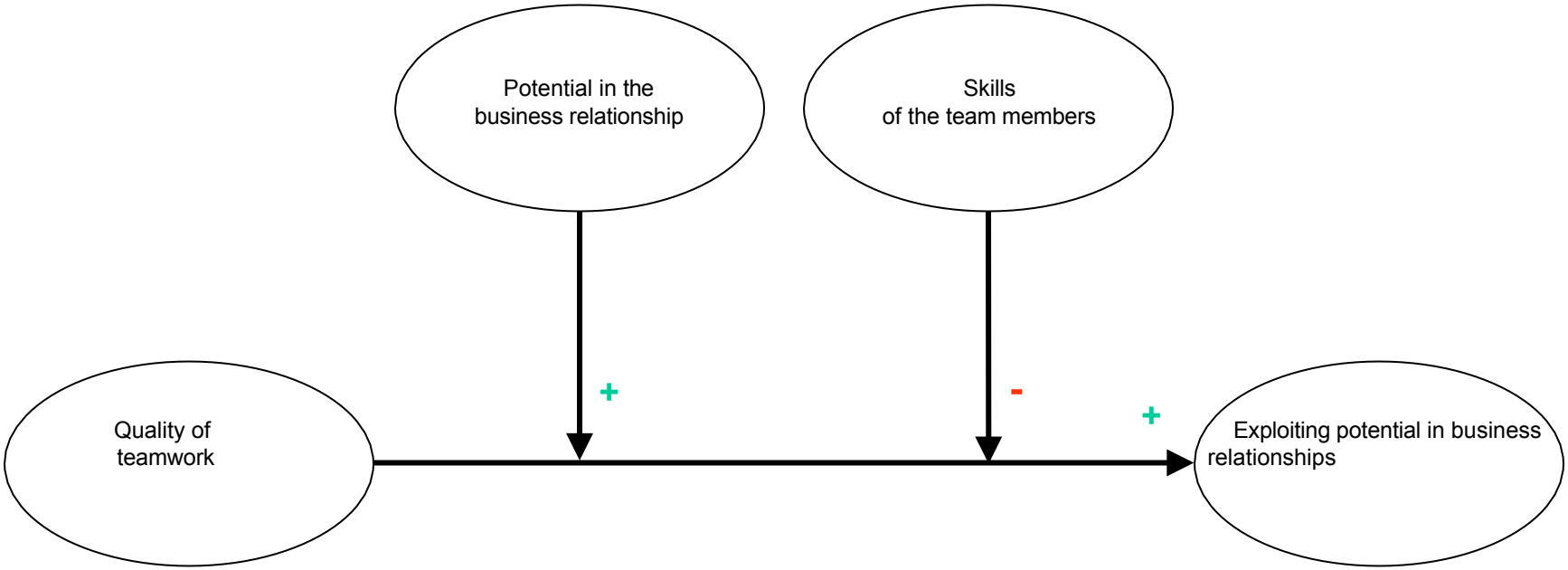
4. Empirical study

Long-term factors: Results of moderating effects



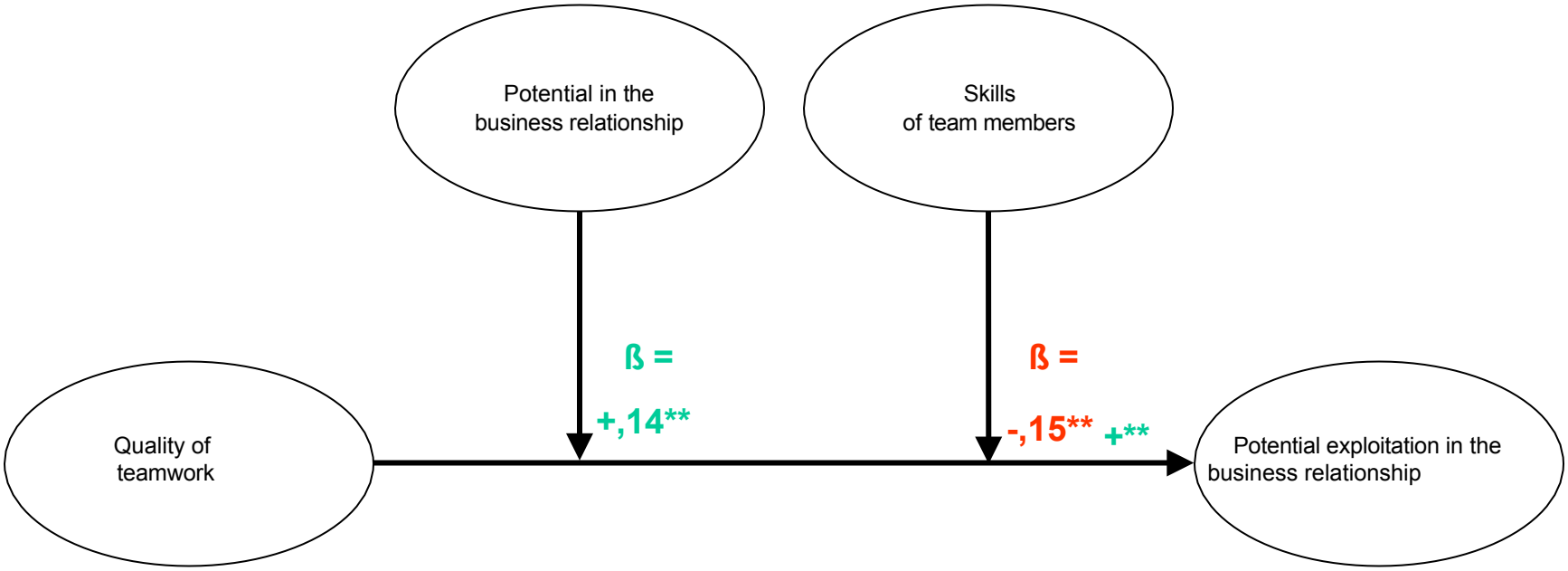
⇒ The higher the potential in the business relationship, the more negative the asymmetry affects the potential exploitation in the business relationship

Team process: Hypotheses on moderating effects



4. Empirical study

Team process: results on moderating effects



⇒ The higher the potential in the business relationship and the lower the skills of the team members, the more positive the quality of teamwork is on the exploitation of potential in the business relationship.

Method: Moderated regression

n.s.= Not significant
* = Significance ,1
** = Significance ,05
= Significance 0.01

4. Empirical study

State of practice

- **Comparison of mean values across all teams**
  (scale: 0 lowest value - 10 highest value):

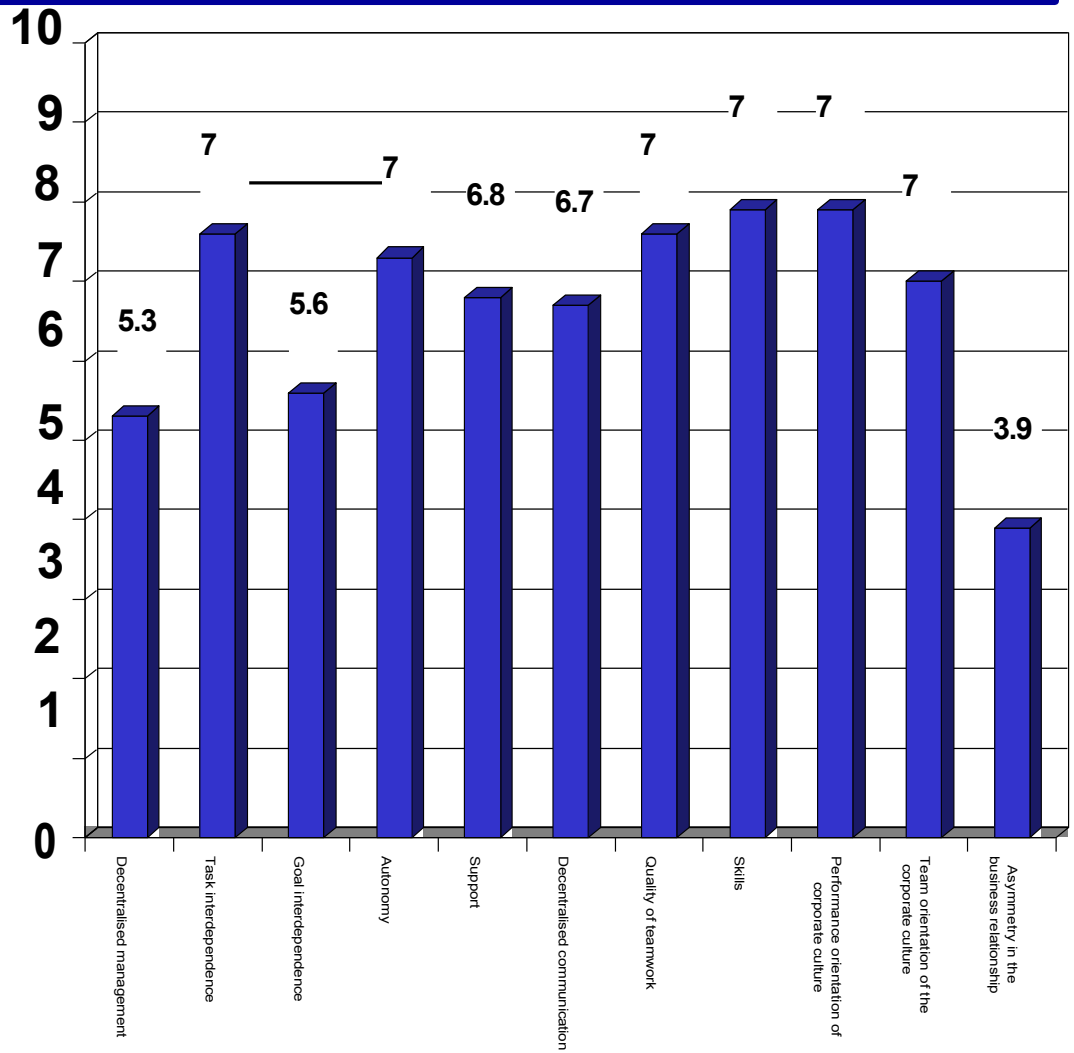
⇒ **Action required by priority:**

Short term:

1) Decentralised management
2) Interdependence of objectives
3) Decentralised communication
4) Support

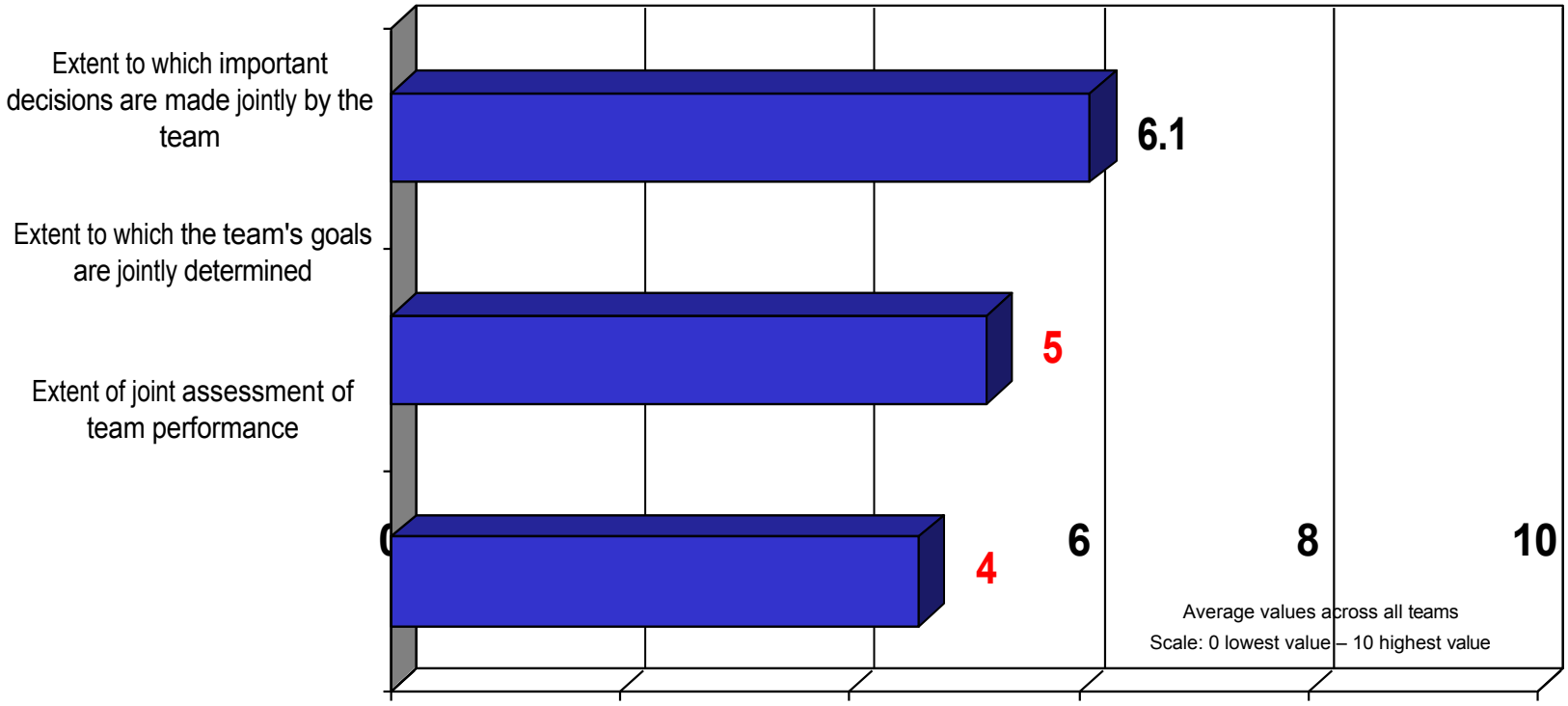
Long term:

1) Asymmetry in the business relationship
2) Team orientation of the corporate culture

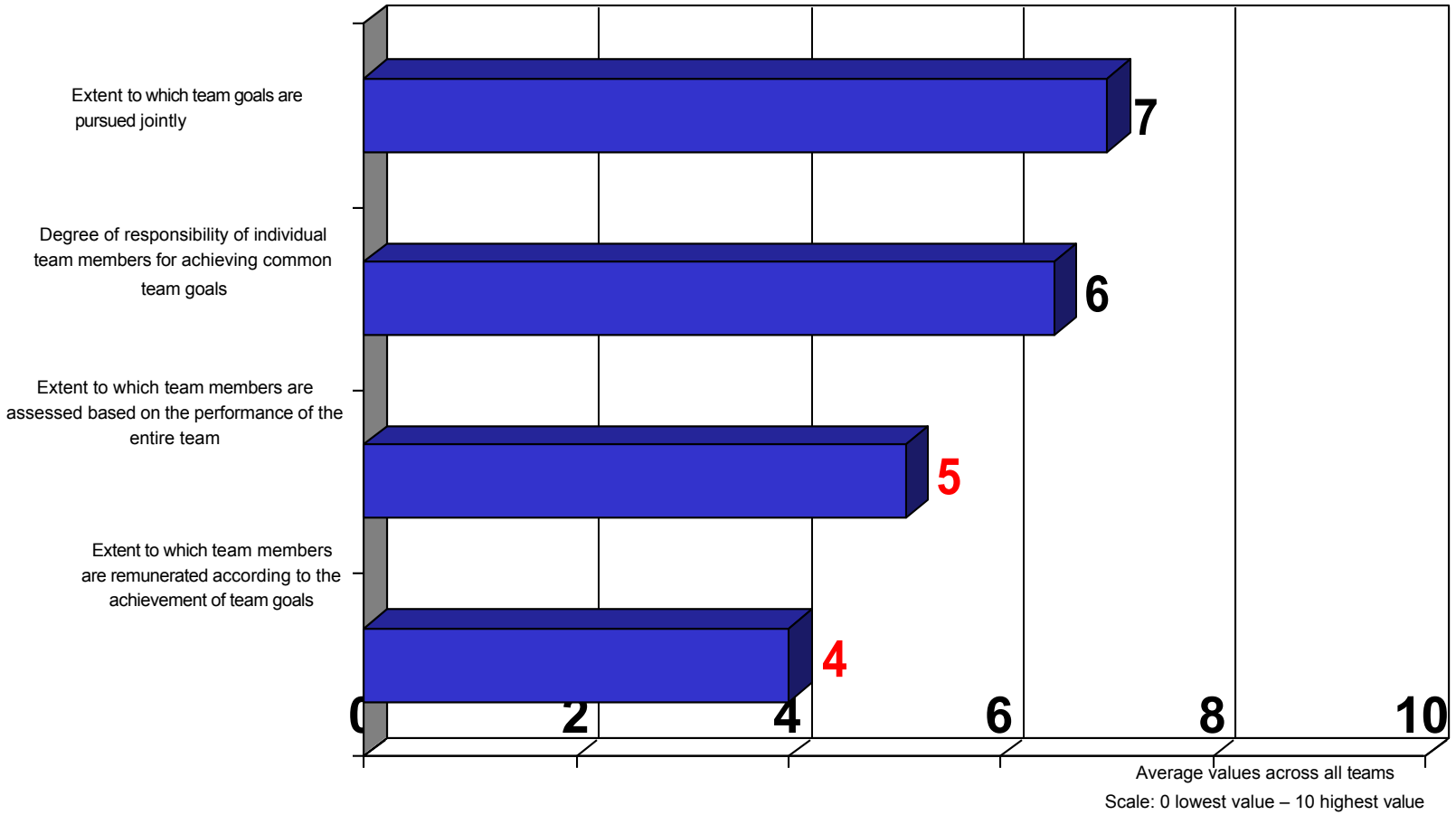


4. Empirical study

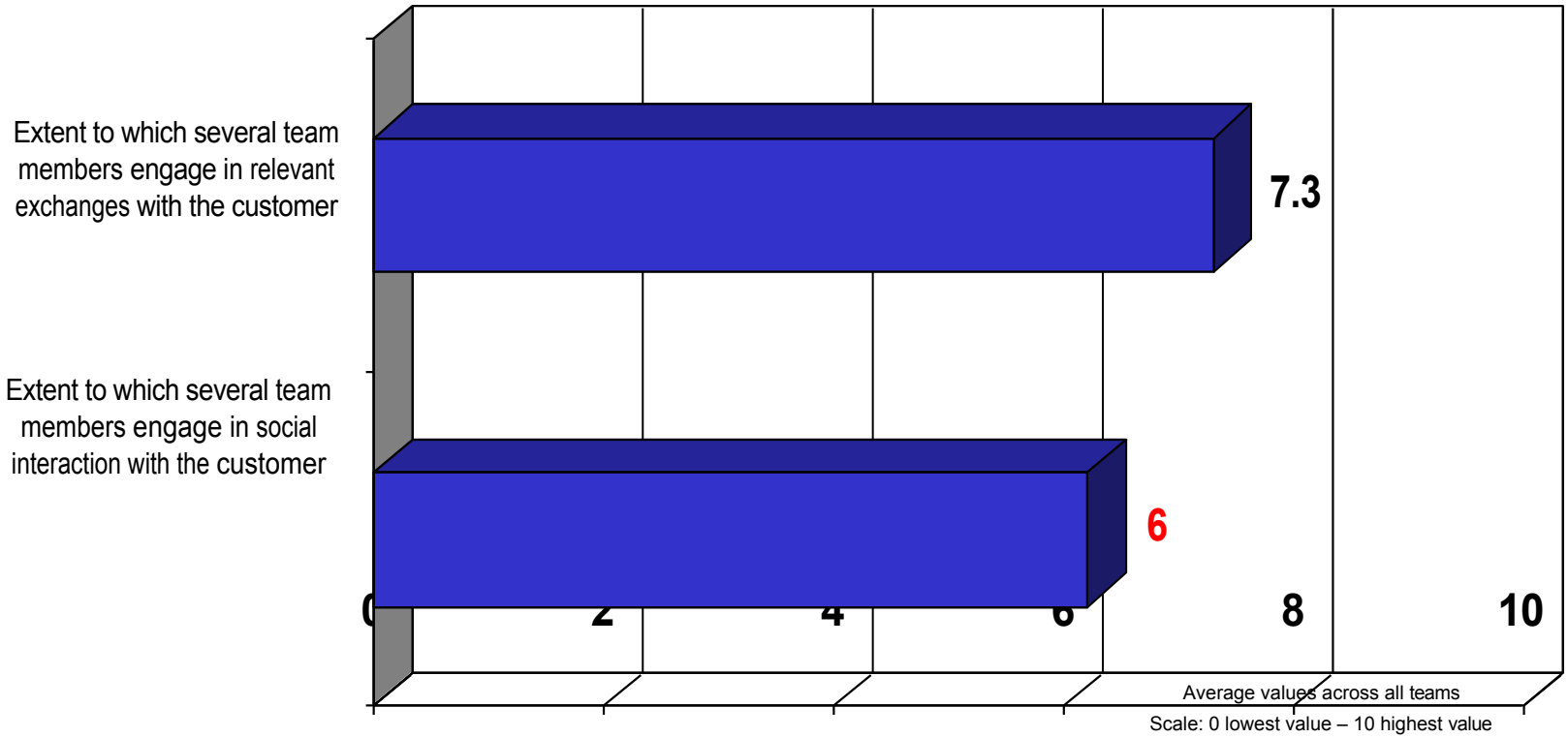
State of practice: Starting points for increasing decentralised management



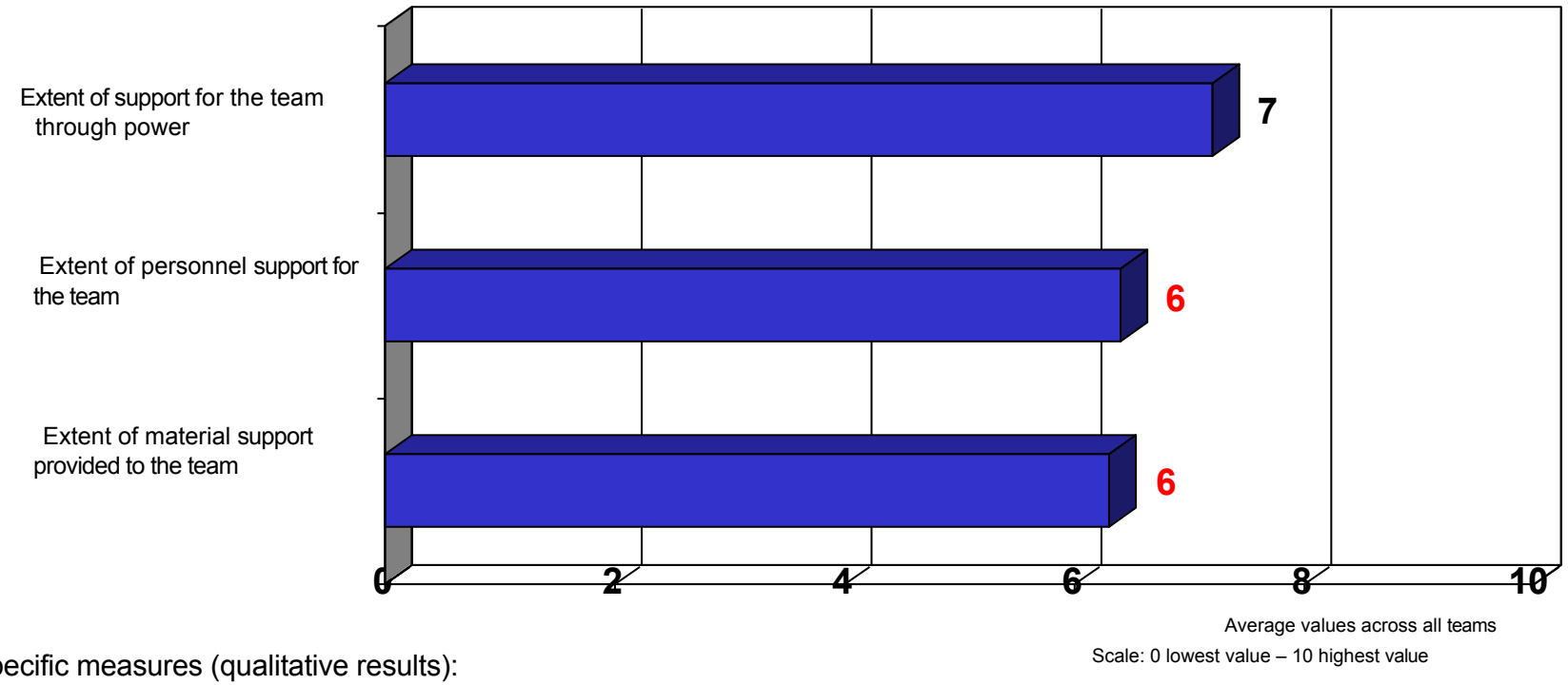
State of practice: Starting points for increasing target interdependence



State of practice: Starting points for increasing decentralised communication



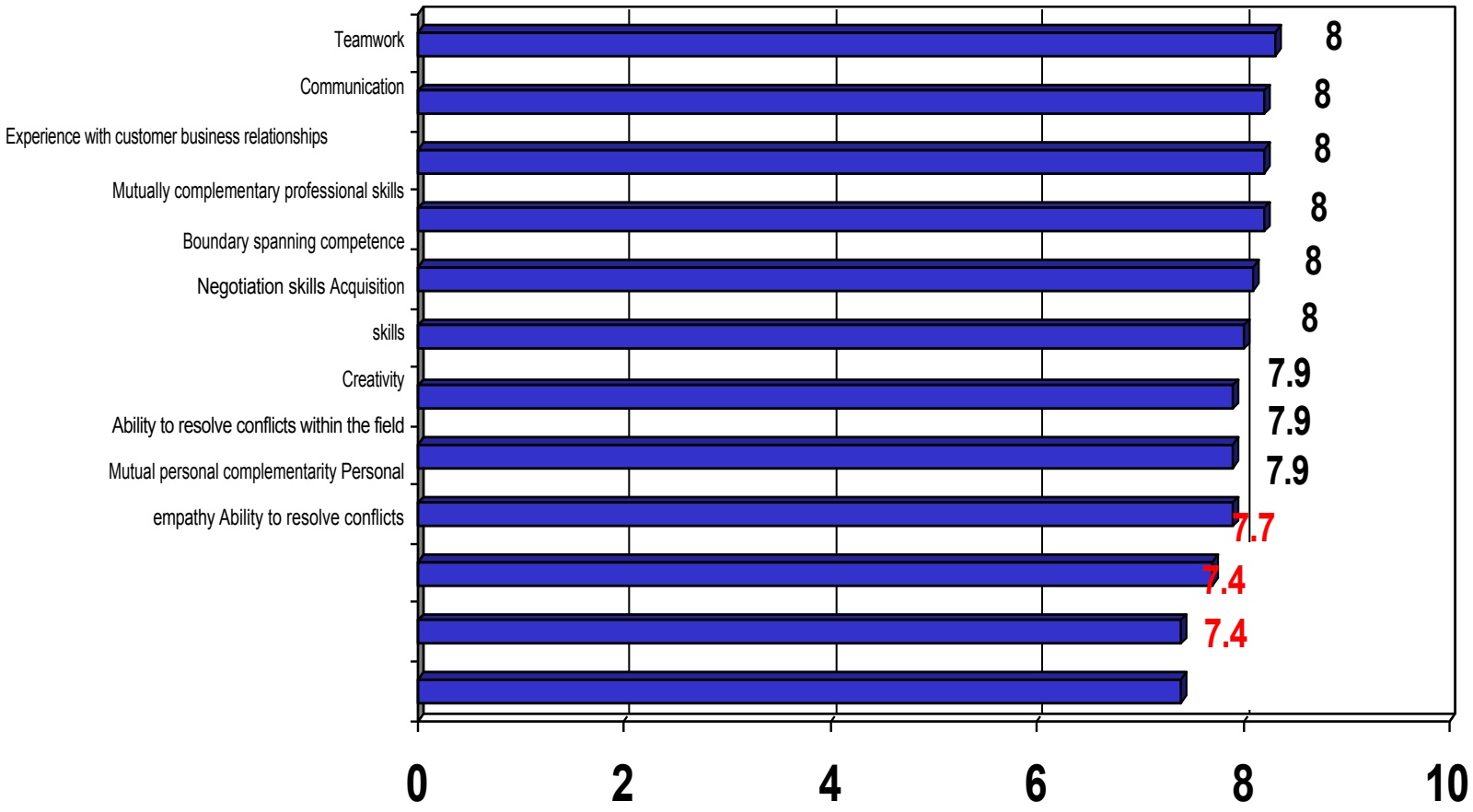
State of practice: Starting points for increasing support



Specific measures (qualitative results):

1) Regular cross-team coordination meetings regarding access to resources from other functional areas
2) Assignment of team mentors as contact persons for other functional areas
3) Regular reporting by the team to management
4) Support from management through mentors

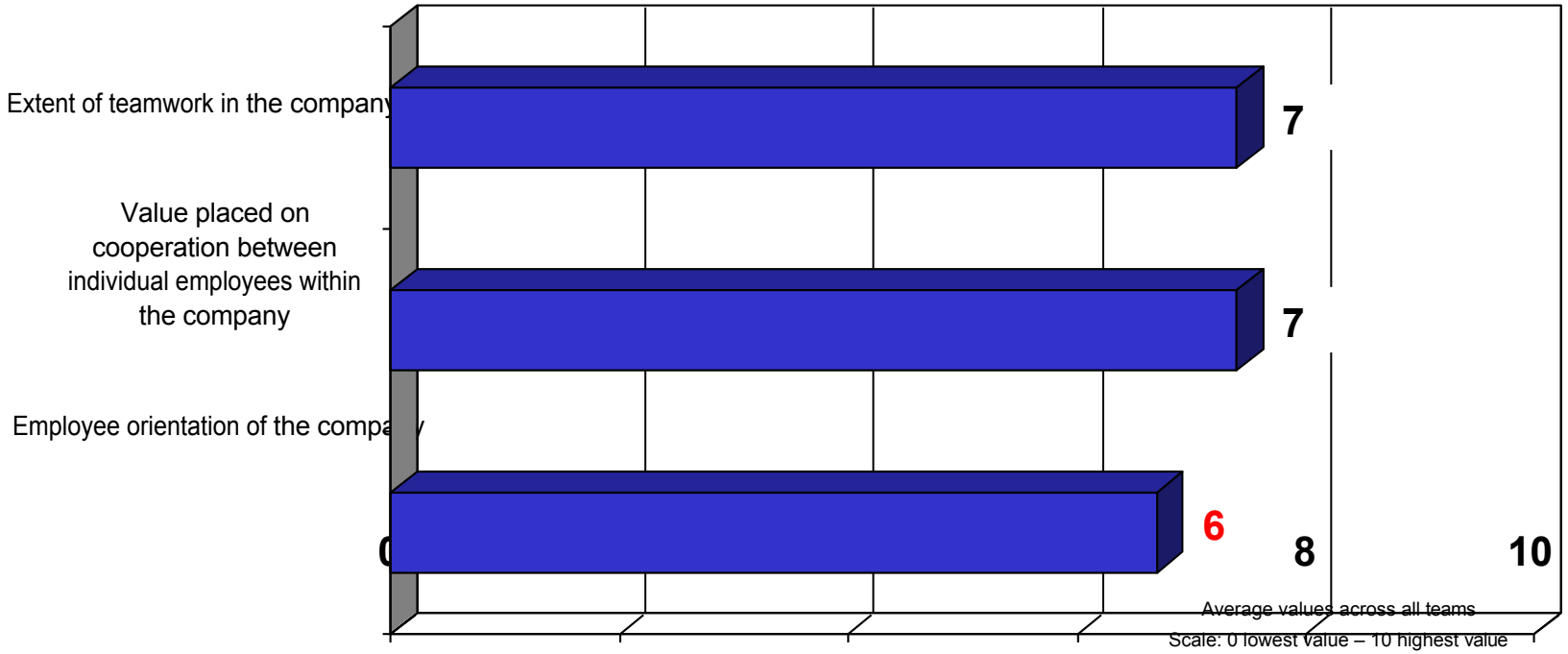
State of practice: Starting points for increasing the skills of team members



Average values across all teams

Scale: 0 lowest value – 10 highest value

State of practice: Starting points for increasing team orientation in corporate culture



Specific measures (qualitative results):

1) Increase the degree of team orientation in the company organisation
2) Regular communication of team results/successes to external parties
3) Increase the amount of team training

Implications for research

1. Overarching implications

- First empirical study based on a large sample of key account management teams in the business-to-business sector
- Comprehensive conceptualisation of relationship success as the exploitation of potential in key rational and emotional facets of the business relationship

2. Which factors that can be relatively easily or quickly influenced by management affect the success of sales teams in B2B business relationships?

- Proof of the positive effect of teamwork quality on potential exploitation and economic success in business relationships
- Demonstration of the impact of key factors that can be shaped by management in the short term on the quality of teamwork and the exploitation of potential in the business relationship. Distinction between direct and indirect effects

3. Which factors that are difficult or take a long time for management to influence affect the success of sales teams in B2B business relationships?

- Proof of the impact of key factors that are difficult or impossible for management to influence in the short term on the quality of teamwork and the exploitation of potential in business relationships. Distinction between direct and indirect effects
- Initial investigation of the impact of components of corporate culture and the asymmetry of the business relationship in this context

4. Which influencing factors moderate the relationship between factors that can be shaped by management and the success of the sales teams?

- First investigation of the effect of potential in the business relationship as a moderator

Management-relevant recommendations for action

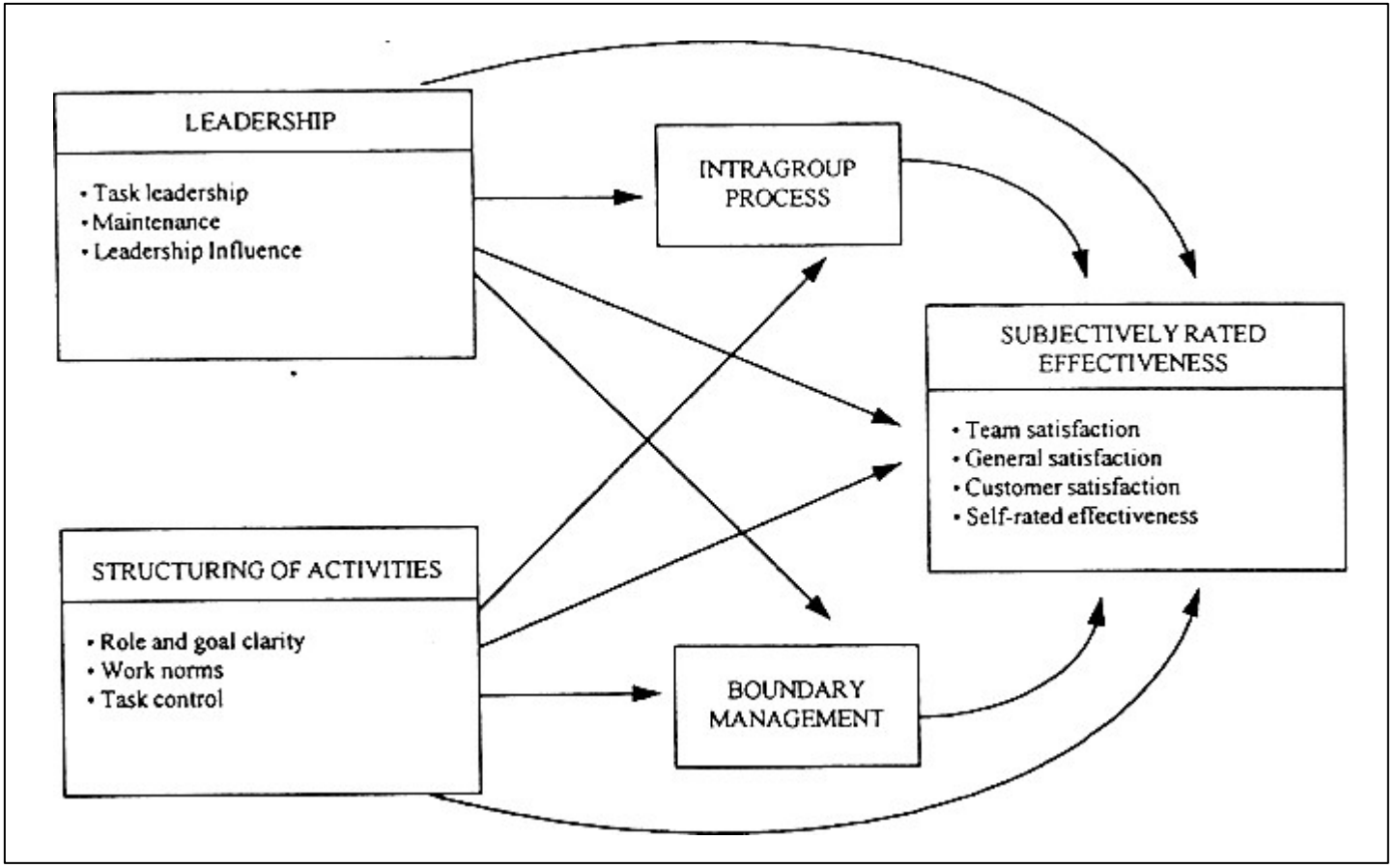
- In order to tap into the potential of business-to-business relationships, management must take targeted measures to improve the quality of teamwork within the sales team
- The higher the potential in the business relationship and the lower the skills of the team members, the more important the quality of teamwork is
- First, the following factors should be specifically addressed by management (listed according to their strength of influence on teamwork):
  - 1) Support, 2) Goal interdependence, 3) Centralised leadership, 4) communication decentralisation, 5) autonomy, 6) task interdependence
- The higher the task interdependence in the team, the more important it is to structure goal interdependence within the team
- In the longer term, management should also focus on shaping the following factors (listed according to their strength of influence on teamwork):
  - 1) Quality of team members' skills, 2) Team orientation of the corporate culture, 4) Performance orientation of the corporate culture, 3) Asymmetry in the business relationship

Team models: overview

- **Input-Process-Output (IPO) team models**
  1. Gladstein (1984)
  2. Pearce/Ravlin (1987)
  3. Hackman (1988)
  4. Tannenbaum/Beard/Salas (1992a)
  5. Tannenbaum/Beard/Salas (1992b)
- **Input-output (IO) team models**
  6. Shea/Guzzo (1987)
  7. Sundstrom/DeMeuse/Futrell (1990)
  8. Campion/Medsker/Higgs (1993)
  9. Cohen (1994)

Appendix

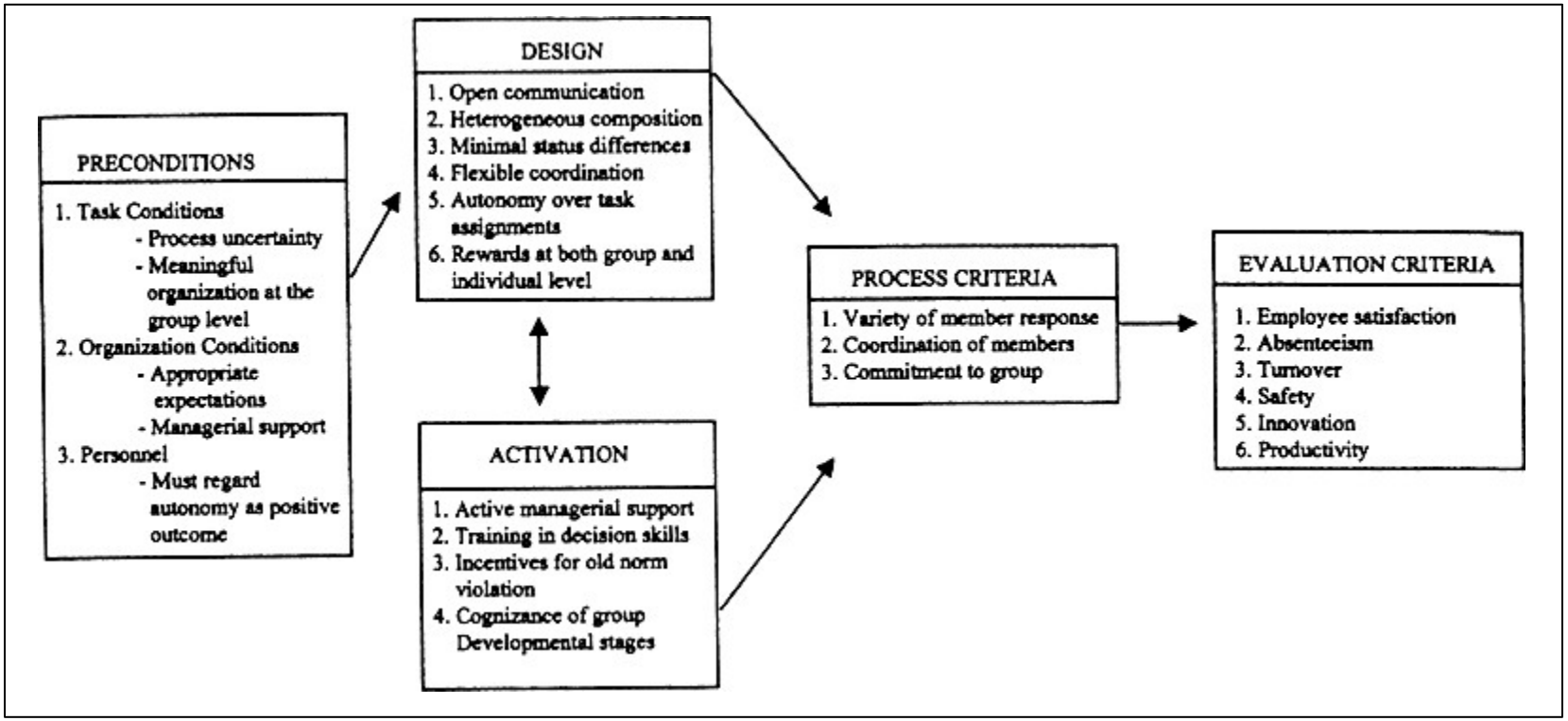
IPO team models: Gladstein (1984)



Source: (Hackman 1988)

Appendix

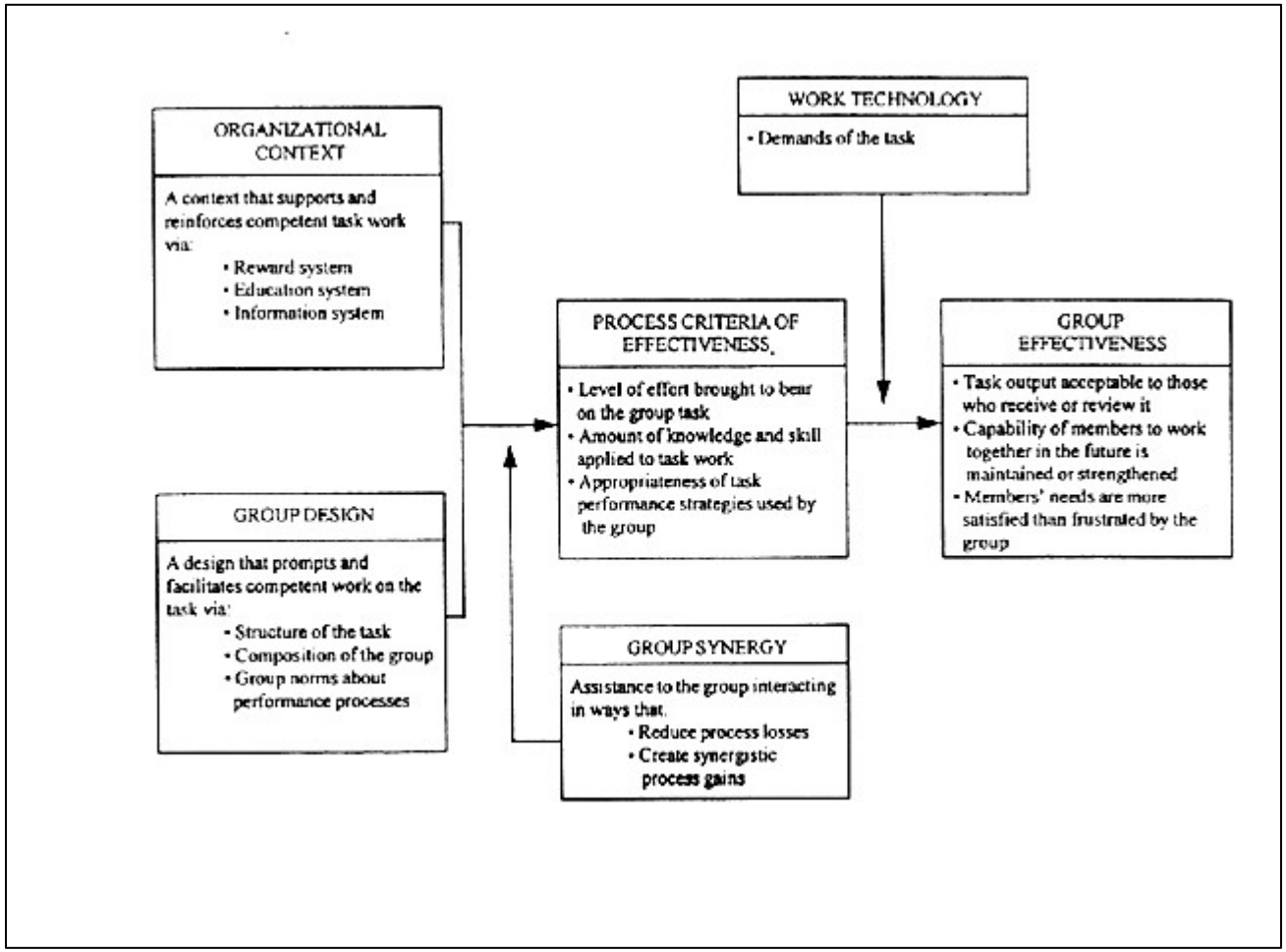
IPO team models: Pearce/Ravlin (1987)



Source: (Pearce/Ravlin 1987)

Appendix

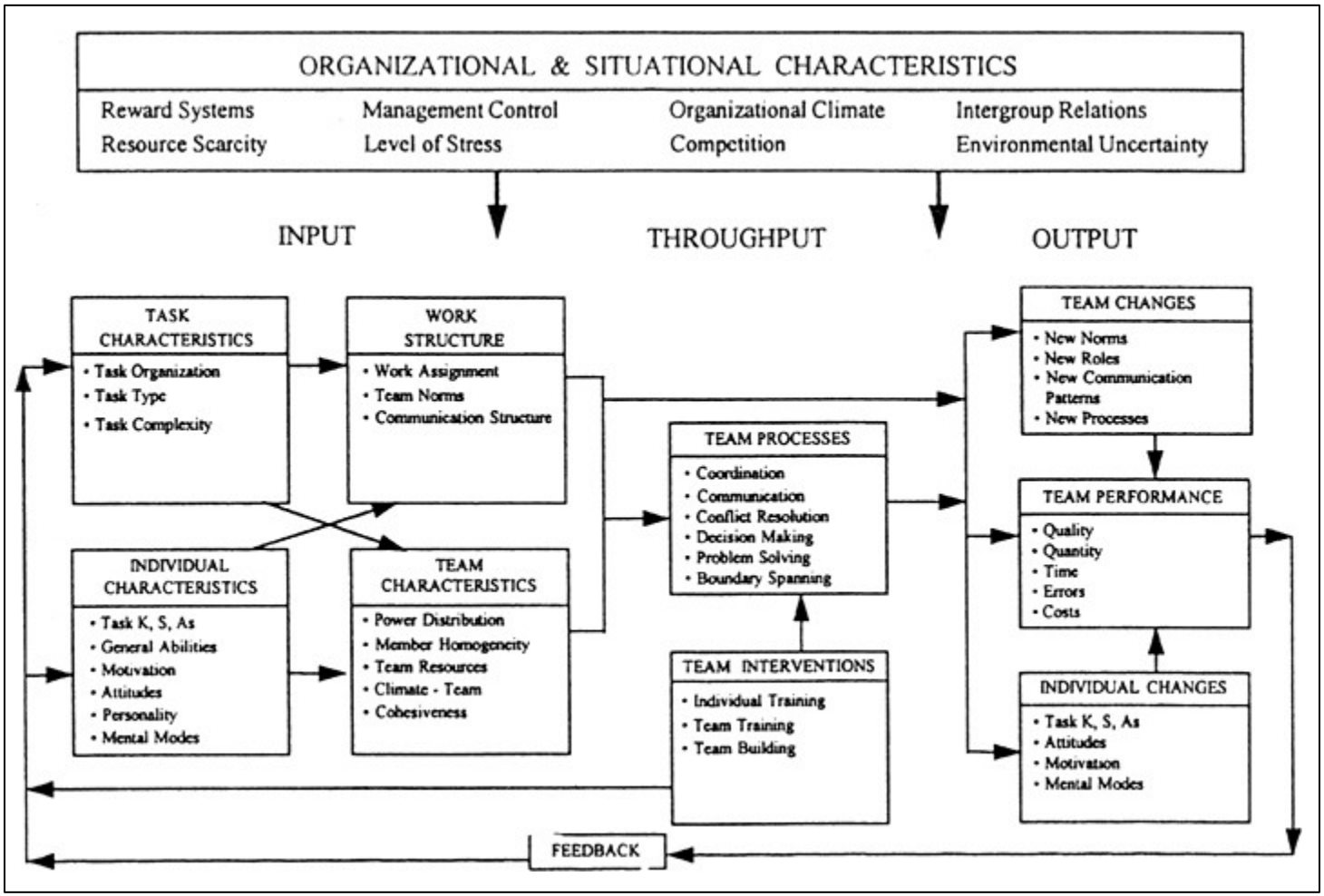
IPO team models: Hackman (1988)



Source: (Hackman 1988)

Appendix

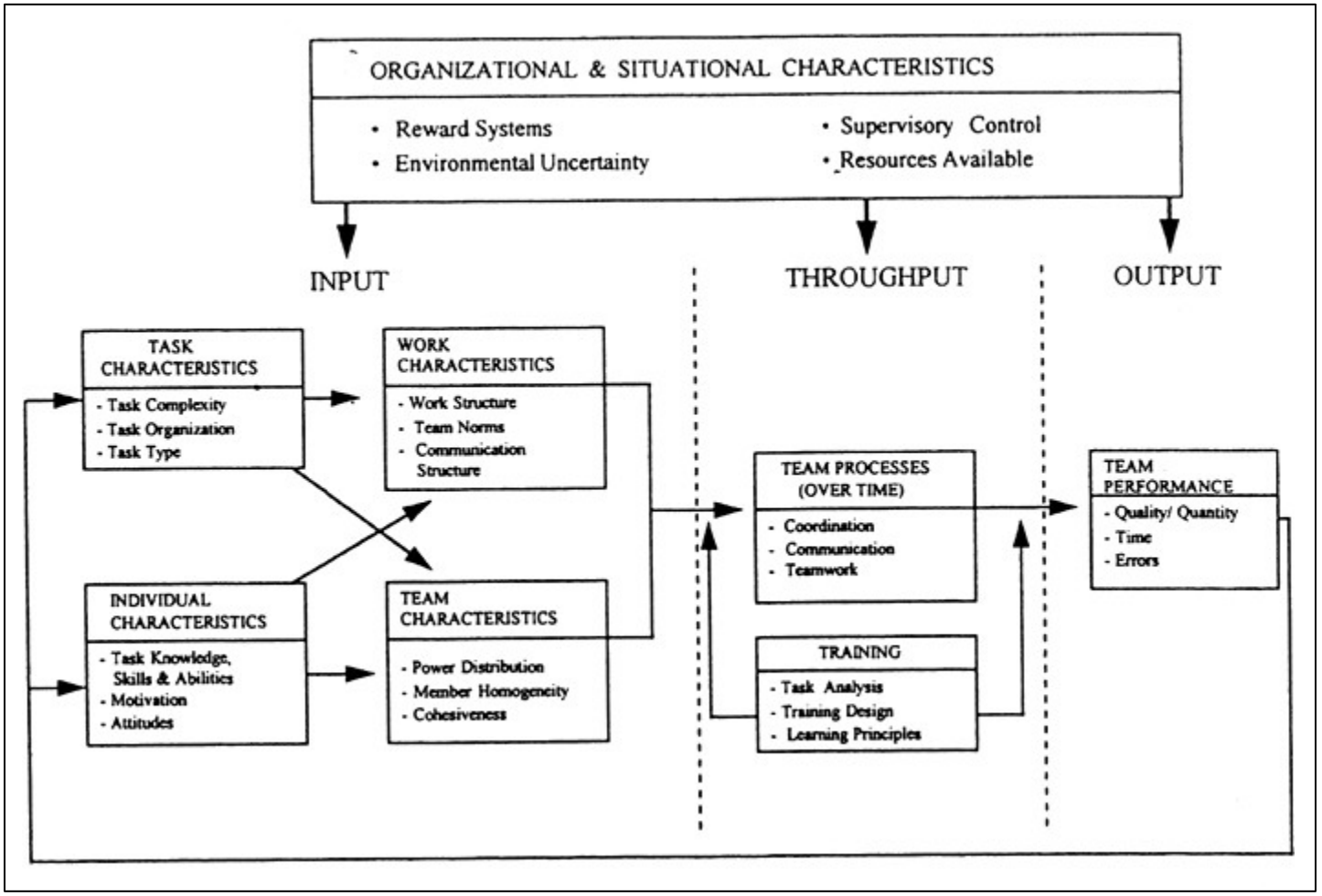
IPO team models: Tannenbaum/Beard/Salas (1992a)



Source: (Kelley 1992)

Appendix

IPO team models: Tannenbaum/Beard/Salas (1992b)



Source: (Salas et al., 1992)

Appendix

IPO team models: Yeatts/Hyten (1999)

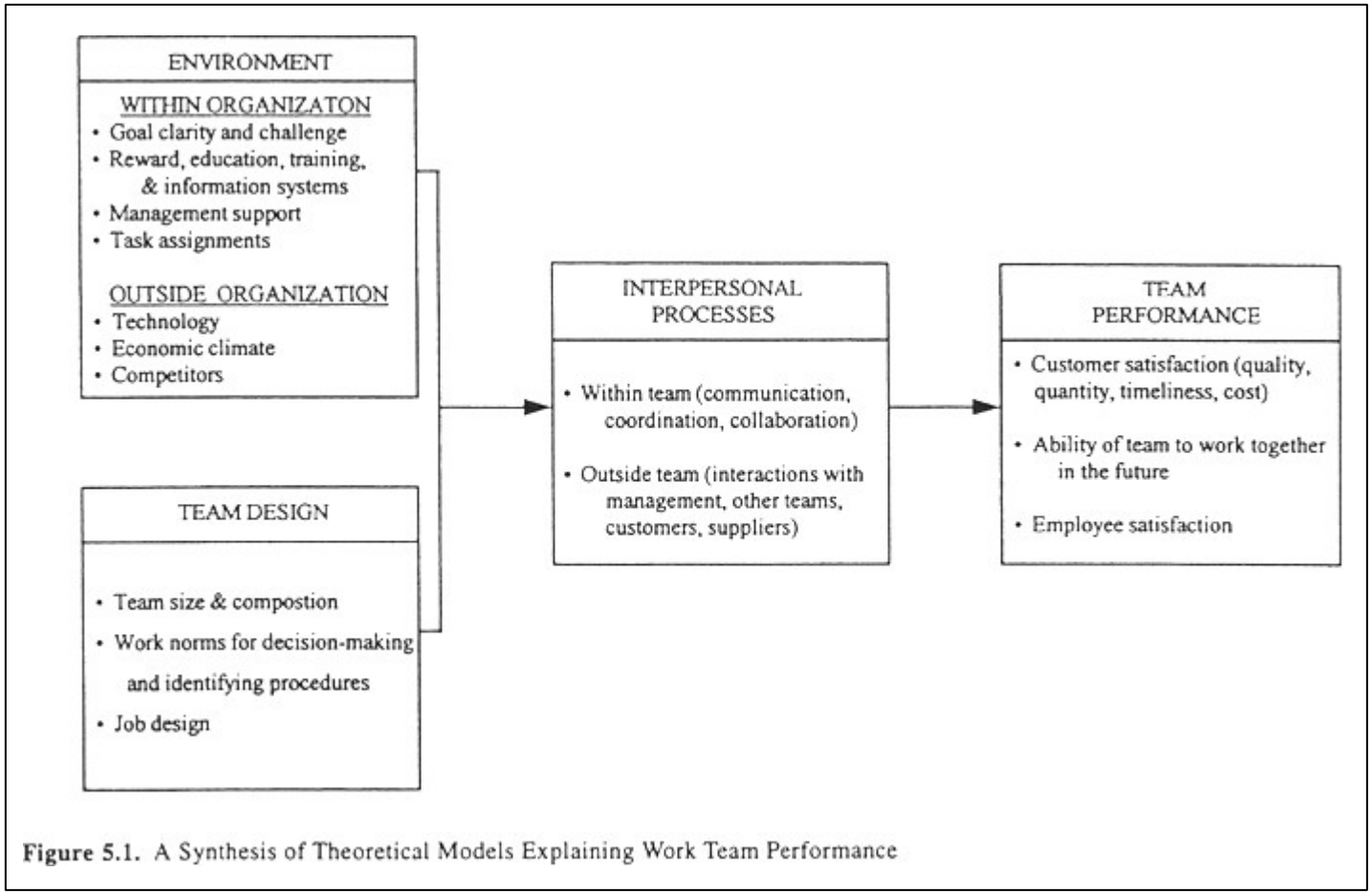
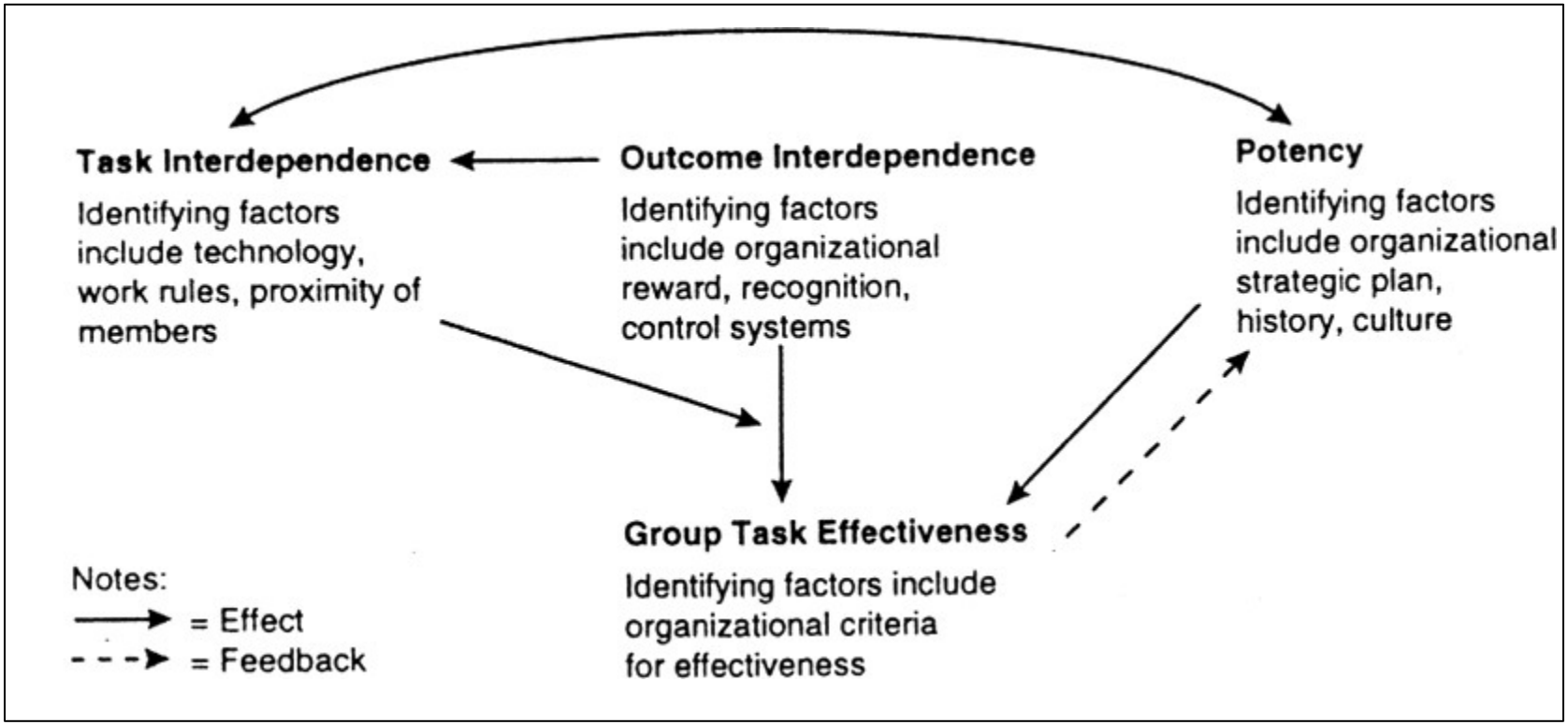


Figure 5.1. A Synthesis of Theoretical Models Explaining Work Team Performance

Source: (Yeatts/Hyten 1999, p. 48)

Appendix

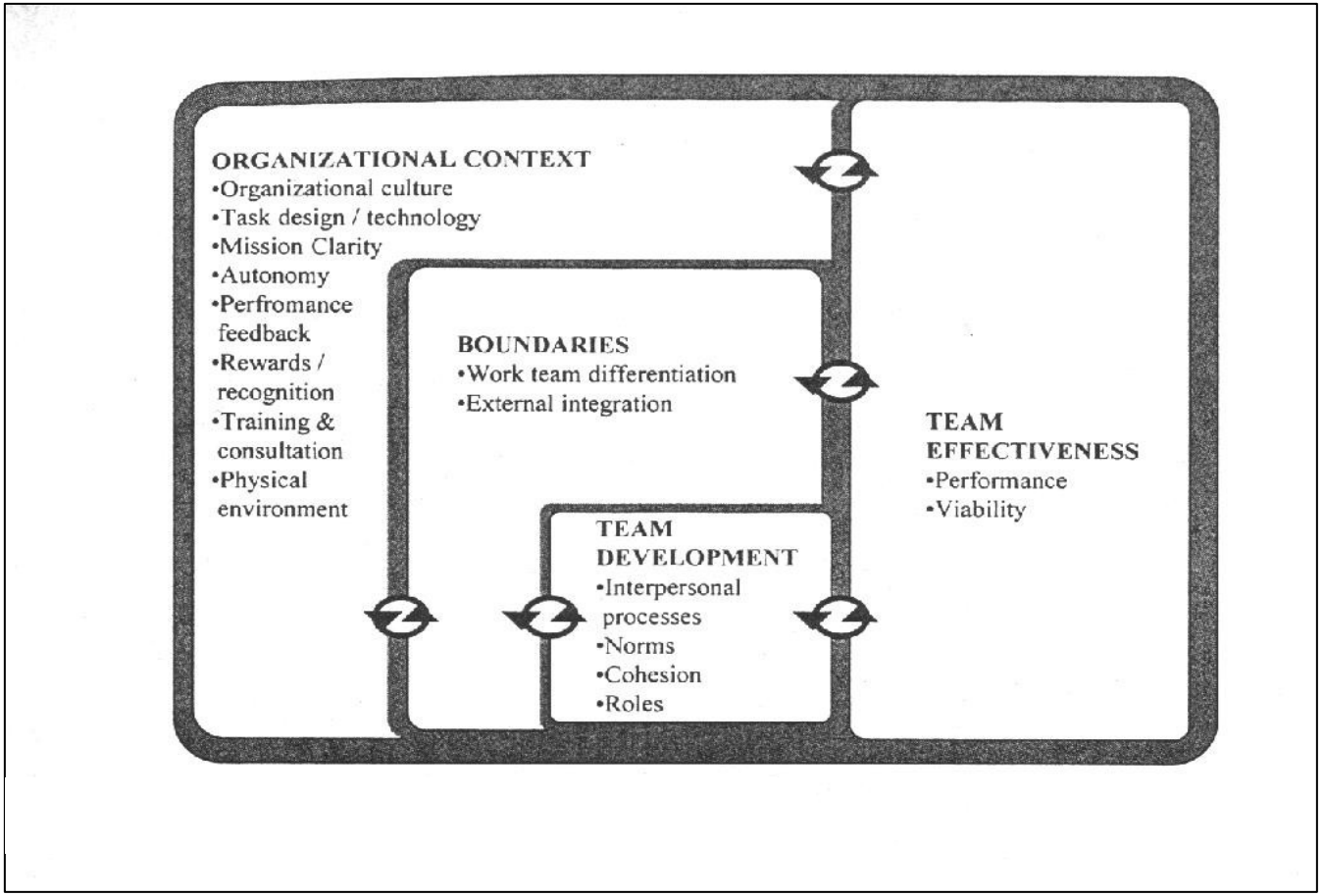
IO team models: Shea/Guzzo (1987)



Source: (Högl 1998, p. 34)

Appendix

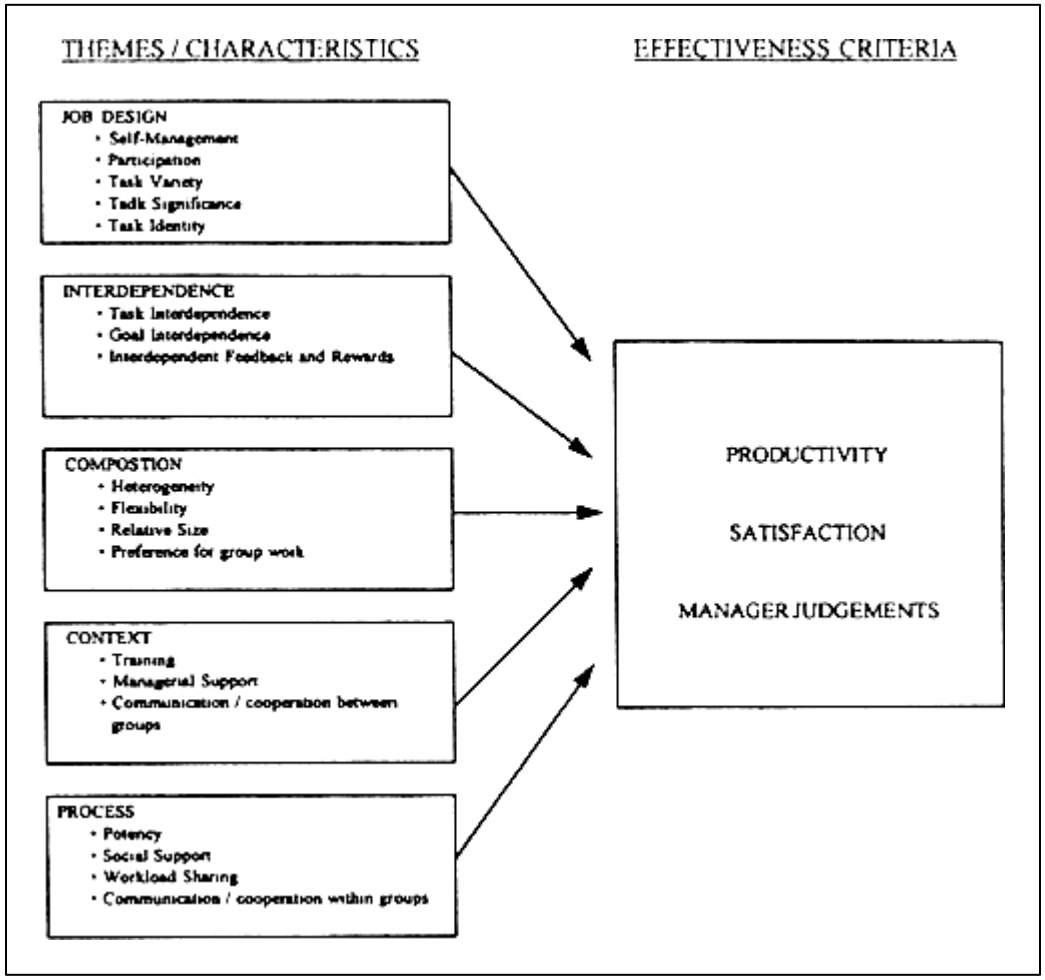
IO team models: Sundstrom/DeMeuse/Futrell (1990)



Source: (Sundstrom et al. 1990)

Appendix

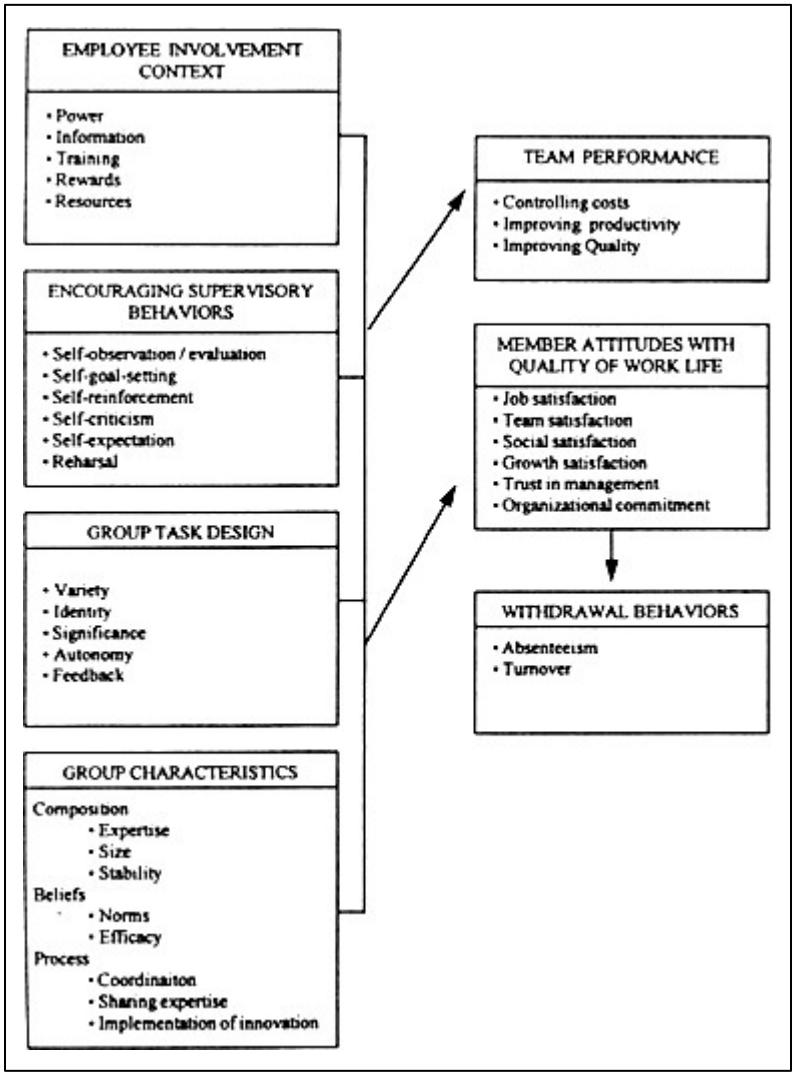
IO team models: Campion/Medsker/Higgs (1993)



Source: (Campion et al. 1993)

Appendix

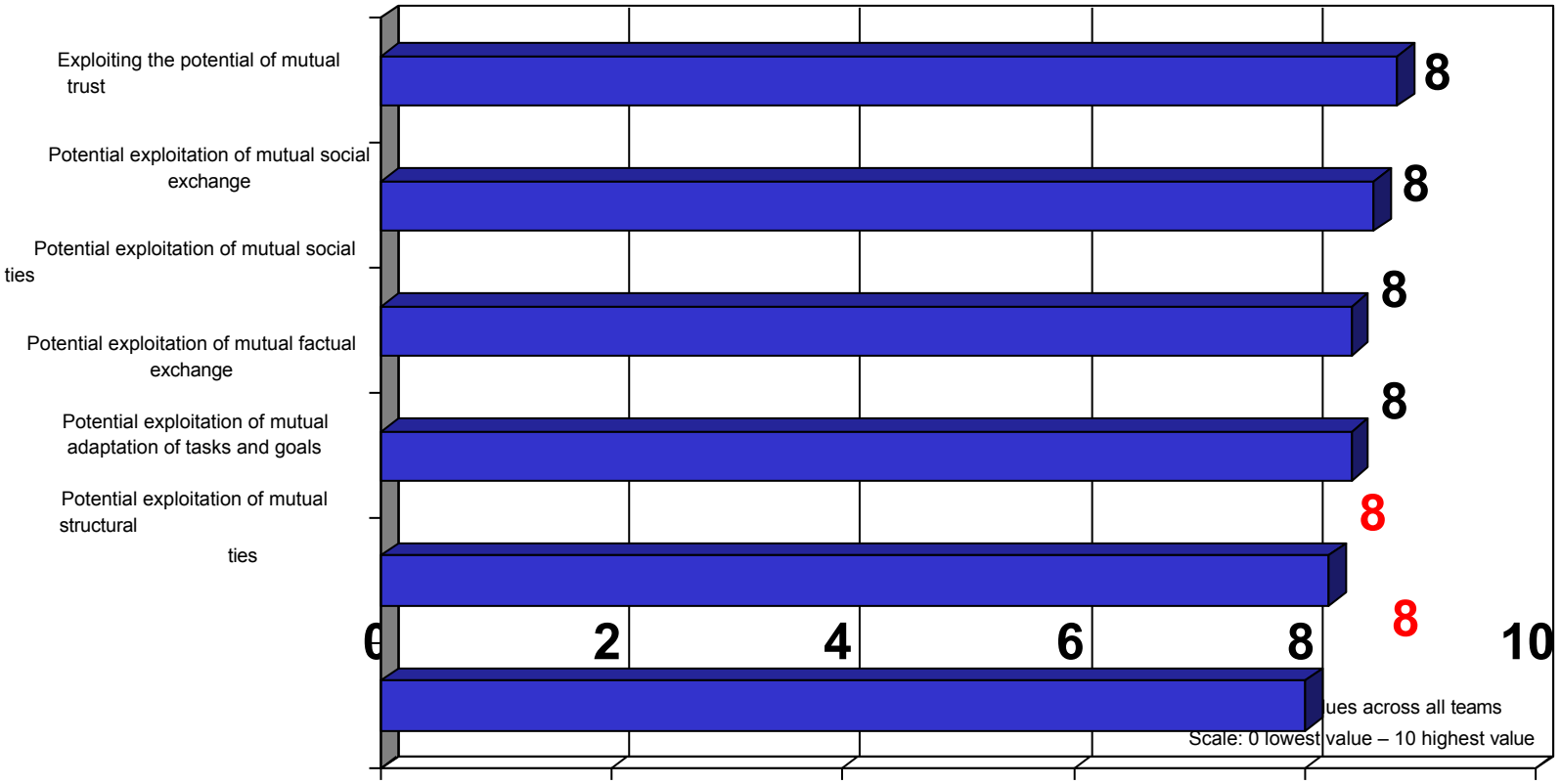
IO team models: Cohen (1994)



Source: (Cohen 1994)

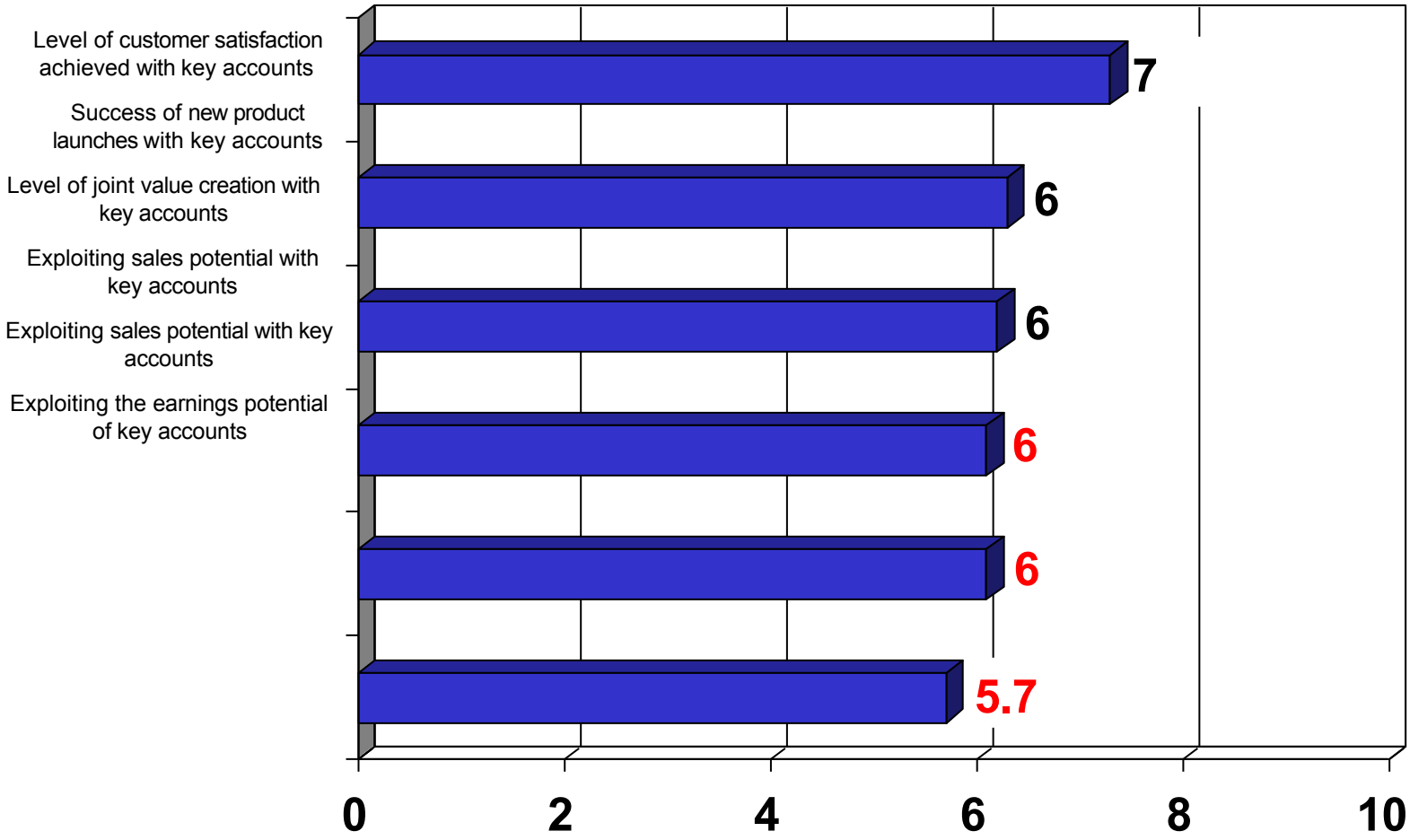
4. Empirical study

State of practice: exploiting potential in business relationships



4. Empirical study

State of practice: Economic success in the business relationship



Average values across all teams

Scale: 0 lowest value – 10 highest value