Index

ABB Group, 25, 26 ABB Robotics, 7, 24 marketing and sales activities, 33 marketing reorganization in, 25-26 structure, 28 Achrol's view of new organizational forms, 45-46 Adaptation(s), 131, 216 of business practice, 65-66 ongoing processes of organizational, 281 - 282Aerial photograph, 120, 127 Aftonbladet Sport, 107 Alfa Laval, organizational design, 11, 12, 21 Alliance networks, 272 Ambidextrous organizations consequences for processes of (re-)organizing marketing, 251 - 252consequences of digitalization for marketing management and organization, 248-249 dual forces, 243 focal phenomenon and driver of organizational change, 244-247 marketing and role of new technical platforms, 247-248 marketing and sales in, 242 propositions for marketing management and organizations, 249-251 Ambiguity, 108 environment, 45

marketing organization change and, 265 Analytical framework, 226 Apple, high-profile IT company, 229 - 230Apple's customer support, 296n16 ARA model, 273 ARJO (Swedish company), 173-174 ASEA, 25 Augmentation effect, 134 Automation, 312-314 Business Area, 41 managers, 35 tools. 21 unit, 34 Automotive industry, 25, 26, 27, 37, 246 Avisa Company, 104 B2B selling processes. See Business maneuvering B2C business, 313 B2G, value in, 79-82 "Balancing" pattern, 127 Behavioral-based systems, 17

Behavioral-oriented approach, 135

Big data, 197, 204

"Boundary-spanning" drivers of digital platforms, 243

Brand orientation, 286, 299n23 I-D Logic of marketing, 305 increasing solution business and outside-in way of organizing marketing, 299 integration, 303

managerial implications, 301-302 marketing as perspective of organizing, 286-288 as method to change from products to solutions, 297-301 MOM. 289-297 theoretical implications, 302-305 Brand-dominant logic of marketing (B-D logic of marketing), 292, 293 Brand-Focused Professionals, 294 **Business** coordination and communication in business interactions, 282-283 environment, 65, 73 fraternization, 117, 118, 119 marketing, 158 marketing's strategic role and connection to business management, 69 networks, 272, 310 philosophies, 122 practices, 65-66, 192-193 problems of inefficiency, 180-181 project, 120 situation, 120 standardization, 117, 119 value in business markets, 79 venture. 167 See also Customer Relationship Management systems (CRM systems) Business Intelligence (BI), 188 Business maneuvering, 116-117 contemporary B2B markets, 115-116 example, 117-119 fundaments of, 118 model, 122, 123 need for new perspective, 116 practical contributions, 120-121 voices, 114-115 win-win concept, 121-122 Business model(s), 51-52, 78 of editorial outsourcing, 96

for outsourcing deal, 115 See also Interaction model Business System (BS), 180, 185 Business Units (BU), 28 Business-to-business (B2B), 286 business context, 270 companies, 286 contexts, 3-5, 313, 315 marketing, 166 value in, 79-82 Buyer-supplier relationships, 172-173 Buying process, 12, 143 Call-center Company, 19 Capability challenges in solution business, 89-90 Car Inc., 19-20 Category management, 149-150 Cause-and-effect relationship, 178 Changed contact design between Signal Solutions and Secure Communications, 169-171 structural implications, 171 Changing organizational design, efficiency and effectiveness by, 11 - 12Chief Financial Officers (CFOs), 198 Chief marketing officers (CMOs), 242, 288 Chief procurement officer (CPO), 153 China, voice and situation of LDU manager in, 35-36 Circular process view, 227, 228 Cisco, organizational design, 11-12 "Classical" marketing organization, 70 Clock services, 104n18 CNAUS production units, 29, 34 Coaching process, 132 Cocreation, 97 Codevelopment process, 141-142 Collaboration, 31, 37, 97, 121 close, 38 cross-competence, 198 drivers of sales and marketing, 70 internal, 117

"Commercial" level maturity, 144 Commodity, 166 Communication in business interactions, 282-283 voice and situation of manager. 39 Company crisis, 99-100 Companywide marketing orientation, 62 Competence, 136–137 Competitive dialogue, 309 Competitors, 31, 106-107 Complex selling processes, 117 **Computer Aided Production Planning** system (CAPP system), 185-186 Conceptual interface-specific outcome knowledge, 218 Conduct regular evaluation, 235 "Connected Vehicle Cloud" solution, 246 Consumers, 244 Contemporary B2B business, value creation in, 4-6 Contemporary procurement organizations, 144 Contemporary sales management processes, 130, 132-133 Content delivery partner, 108 Content marketing, 312-314 Content providers, 246 Contingency factors, 314 Contingency variables, 121 Continuous customer value creation, 235 customer value verification, 234-235 ensuring, 233, 239 supporting customer value experience, 233-234 Continuous value cocreation management in supply network, 236-237 Contract-driven system, 64 Contradictions, 97, 255, 261, 264, 266 "Convergence" processes, 248-249 Coordination in business interactions. 282 - 283

Corporate coherence, 151 Corporate culture, 16 Corporate decision making, 120 Corporate purchasing, 142 Cost/sacrifice & benefits approach, 79 Critical examination, 235 Critical products/services, 148 Customer Action Planning (CAP), 190 Customer management automation, sales efficiency as, 190-191 Customer orientation, 45, 52, 109, 303 in action, 102-103 marketing organization and, 52 Customer relationship, deepening, 235 - 236Customer Relationship Management systems (CRM systems), 4, 12, 126 addressing challenges to efficiency through organizing business practices, 185 efficiency gap, 202-203 function gap, 200-201 gaps between sales needs and CRM tools. 200 improving business by organizing business practices using CRM tools, 184 interface gap, 201 main contributions, 197-198 sense-making tool architecture, 203 status gap, 201-202 supporting design, 204-205 supporting links, 204 supporting structure, 203-204 tools, 179 practices, 192-193, 196 Customer Value Calculator (CVC), 188, 189 Customer Value File (CVF), 188, 189 Customer(s), 6, 11, 13 accepting premise, 101-102 actual and ongoing needs, 228, 238 "co-creation" process, 52 "co-evolution" process, 52 communication with customer's decision makers, 229

criticism, 102 customer-driven organizational focus, 63 customer-focused marketing organization, 46-47 customer-focused organizational structure, 44-45, 47 customer-manager-driven organization, 68 customer-oriented organization, 67 - 68customer-perceived value, 236 customers researching, 230 of editorial outsourcing, 105 journeys, 16 leveraging installed base data, 230 - 231problems with customer planning and daily work routines, 183-184 requirements, 226-227, 228, 231, 238 scrutinizing customer-activity chain, 229 - 230supporting customer value experience, 233-234 value, 237 verification, 234-235 Dagens Nyheter, 101 Data analysis, 127 Data-mining techniques, 204 Decision-makers, 169 Decisional roles, 19 Dedicated practices, 226 Designing framework, 131 Dialectics, 264 Diapers in elderly care, 83 Digital innovation, 248 Digital marketing operations, 247 Digital platforms, 232-233, 237, 245 Digital technology, 248 Digitalization, 99, 243, 247 consequences for marketing management and organization, 248 - 249

in networked society, 244-247 Diligent Guaranteed Solutions, 174 Direct communication, 231 Distinctive capabilities, 225, 228 "Divergence", 248-249 Diversified operations, 152 Dual forces, 243 management, 248-249 Dynamism, 23, 167 E-based support systems, 149 Eco-system, 246, 310 Editorial outsourcing business model, 96 customer, 105 first case, 97-98 Editorial outsourcing business model, 96 customer of, 105 first case in Swedish News Industry, 97 - 98Efficiency gap, 202–203 Electronic Data Interchange systems (EDI systems), 12 "Electronic firm" developing system, 18 Electronic goods retailer, 82-83 Embedding process features of focal technology and, 211 of new technology, 210, 211 organizing, 211-212, 218 Employees perspectives and opinions in matrix, 33 factory manager, voice and situation of, 37 factory support manager, voice and situation of, 38 global partner programs manager, voice and situation of, 38 - 39industrial segment manager voice and situation of, 33-34 voice and situation of LDU manager in China, 36-37 voice and situation of LDU manager in France, 35-36

voice and situation of manager of marketing and communication, 39 Enterprise systems (ES), 179 Entrepreneurial company in company, 103 - 104Environmental changes, 49 E-procurement, 143 Equifinality, 297 "Era of big data", 309 Evaluation process, 227 Examination process, 227 Executive Vice President (EVP), 300 "Expected interaction pattern", 164 Experience/hedonic values, 79 Exploitation aspects, 85-86 Extended product offering, 225 Extended reproduction, 262 External mechanisms structuring, 232 - 233External pushers, 267 Factory manager, voice and situation of. 37 Factory support manager, voice and situation of, 38 Failures, 104 Fanuc, Japanese firms, 31 "Feed-the-factory" level maturity, 144 Feedback, 131, 132, 236 Field sales manager, 18 Firm masters techniques, 145 Firm(s), 5, 12, 44, 52, 69, 87, 196, 237, 273, 308, 311 and market organization, 60 organizational transitions, 258 in retail, 142 Focal technology features, 211 Follow-up systems, metrics and, 135-136 Food and beverage production, 25 retailer, 83-87, 89 Förenade Landsortstidningar (FL), 100 Formal organization, 10

Frame development, 127-128, 130, 133 France, LDU manager in, 35-36 Free newspapers, 99 "Full solution concept", 174 Function gap, 200-201 Gate-keepers, 169 GE healthcare, 230 General "balancing" model, 133 General Industry (GI), 25, 27 Global competition, 24, 45 Global market, 24 Global organization, 46 Global partner program (GPP), 28, 32 voice and situation of manager of, 38 - 39Global sales management, 34, 37 Globalization, 24, 53, 55, 62, 65, 179, 259, 315 Goods-dominant logic (GDL), 87 comparison between GDL and SDL, 88 of marketing, 291 Google Maps, 249 Grounded theory, 117, 121, 290n5 Growth, 17 Guangzhou University Park Business Scenario, apply SAM at, 215 Hardware products, 230 Harvard Business Review, 60, 65 Hierarchy-driven system, 64

Homburg et al. draw attention to customer-focused marketing organization, 46–47
Hult linking organization theory, 48–51
Human resource management, 47
Huntleigh Technologies (British company), 173–174
Hybrid organizations, 310
Hypercompetition, 54, 56, 179

Ignored customer, 99 Individual development, 127, 130, 133 Individual salespeople development, 128 - 129Individual users, 234 Industrial marketing. See Business marketing Industrial Marketing and Purchasing approach (IMP approach), 273, 290n6, 292, 292n11 Industrial robot, 27 market. 39 world market of, 26-27 Industrial segment managers (ISM), 28 in business, 36 function, 40 voice and situation of, 33-34Industry platforms/platform ecosystems, 251 Industry segments, 29 Influencers, 169 Information and communication systems, 10 Information and communication technologies (ICT), 10, 52 Information systems foremost IT tools, efficiency and effectiveness by utilizing, 12 IT Tools classified along two axes, 14 sales and marketing-related IT tools, 13 Tacton Inc. use of IT, 14-15 Thermo-Calc utilizing IT and social media, 15-16 Information technology (IT), 12, 65, 186, 189, 192, 259 company and new sales organization, 162-163 IT-based firm providing software, 14 - 15Thermo-Calc utilizing, 15-16 Informational role, 18, 19 Inside-out dimension, 290 "Insight selling", 146 Instrumental rewards, 136 Integrated communication platform, 300

Integrated marketing communication (IMC), 298 Integrated solution implementation, 173-174 Integrated view of sales management, 126-127 "Integrated" approach, 11 Integrative Dominant Logic of marketing (I-D Logic of marketing), 305 Inter-contextual contradictions, 263 - 264Interaction model, 158, 159-163, 166 processes over time, 166-167, 168 simplified version, 164 "Interactive" interfaces, 173, 174 "Interest groups", 263 Interface gap, 201 Interface management, purchasing organizational designs as prerequisites for, 167-172 Interfunctional challenges, 305n31 Internal interaction, 158 Internal mechanisms, establishing, 232 International Federation of Robotics (IFR), 26-27 Internet of Things, 22, 232, 246, 309, 313 Interorganizational interaction, 158 Invisible customer, 99 iPad, 230 iPhone, 230 Job profiles, recommended learning path training linked with, 18 Journey(s), 282 model, 288 product management units, 283 product managers, 16

Key account management (KAM), 110, 159 Key drivers and indicators (KPIs), 17

strategists, 16

Knowledge gap, 257–258 knowledge-based society, 54, 55–56 Kraljic matrix, 148, 154 KUKA, German company, 31

Leader role, 126 Leadership, 126, 134 role, 18 sales leadership, 134 theory, 133 transformational and transactional leadership, 133-134 type in sales organizations, 133 Leadership development, efficiency and effectiveness by, 18 Car Inc., 19-20 organizational features, 9 "Leverage" products/services, 148 Leveraging installed base data, 230-231 Linear process view, 226-227 Local Division Units (LDU), 27, 41 China, voice and situation of LDU manager in, 36-37 France, voice and situation of LDU manager in, 35-36 Logistics operator, 83 supplier, 82-83 Long-lasting B2B relationships, 203 Long-term relationship, 235 Longitudinal marketing reorganization processes, 264 Management, 126 changes in human resource, 47

changes in human resource, 47
global sales, 37
processes, 128
Manager
of global partner programs, 38–39
of marketing and communication, 39
Managerial implications, 237–239
Managing effects, 290–291, 296
Managing meaning effects, 290–292, 298–299, 303

MarCom, unit responsible for marketing activities, 28 Market Orientation Model (MOM), 286, 289 founding dimensions, 291 integrative setup, 302 M & S configuration types, 295 three gaps, 289-290 underlying theory for unifying marketing, 290-293 value creation, 296-297 view of organization and behavior in terms of meaning, 293-296 Marketing and sales relationships (M & S relationships), 294 "The Marketing Coalition Company", 45 - 46Marketing Communication Manager (MC Manager), 300 Marketing Concept, 60 Marketing Exchange Company, 45 Marketing organization, 44, 54, 210, 308 challenges for suppliers of solutions business, 311 change and ambiguity, 265 circular process model, 266 content marketing and automation, 312 - 314to dealing with customers in public sector, 308-309 marketing change episodes and transitional changes in, 263 models and change, 258-260 new business landscape with wellinformed and capable procurement organizations, 308 organizing of pricing, 314 partnering strategy, 312 perspectives on, 72, 73 practical problems and topics for research in, 308 (re-)organizing of markets, 309-310 research, 44 roles and responsibilities in practices, 310-311

structures/configurations, 259 transition processes in, 261-262 transitions, 267-268 underlying external drivers for changes in, 259 Marketing organization issues, 53 adaptation of business practice, marketing practice, 65-66 and application, 71 continued interest in, 63 continued interest in marketing's interactions with internal functions, 69-71 investigating shifts in marketing's general role, 68-69 market and customer-oriented organization, 67-68 in marketing management textbooks, 61-63 marketing's strategic role and connection to business management, 69 Marketing organization issues, 54, 60 - 61Marketing organization revisited, 44 Achrol's view of new organizational forms, 45-46 continued interest in marketing organization issues, 63-72 early marketing organization issues, 54, 60 - 61Homburg et al., 46-47 marketing organization issues in marketing management textbooks, 61-63 new marketing capabilities and Hult linking organization theory and marketing, 48-51 new organizational circumstances, 53-54, 55-56, 57-59 perspectives on marketing organization, 72, 73 Marketing re-organization in globalized market challenges, 39-40

competitors, 31 complexity theory, 41 customer approach of robotics, 31 - 33development of robotics' business. 29 - 30dynamism, 23 employees in matrix, 33-39marketing reorganization in ABB Robotics. 25-26 organization of robotics, 27 organizational description, 27-29 "white paper" approach, 40 world market of industrial robots. 26 - 27Marketing reorganization in ABB Robotics, 25-26 as change episodes in moving context, 262 dynamics, 257-258 and inter-contextual contradictions and tensions, 263-264 marketing organization models and change, 258-260 practice, 53 process model, 265-267 processes, 24, 257-258 Marketing-Driven Devil's Advocacy, 294, 294n15, 298 Marketing/market, 79, 146, 243 actions, 249 change episodes, 263 communications manager, 29-30 condensed and systematic comparison between two perspectives, 277 contrasting views on, 271-276 coordinative role, 47 development, 99 function, 52, 66 general role and influence within firm, 68-69 Hult linking organization theory and, 48 - 51implications for, 276-283

leader, 26 logics, 306 management, 249 managers, 262 market-driving, 306n36 market-oriented organization, 67-68 new marketing capabilities, 48-51 as perspective of organizing, 286-288 practice, 65-66 propositions for marketing management and organizations, 249 - 251research, 230, 308 and role of new technical platforms, 247-248 and sales, 3-4, 6-7 in Silo World, 71 strategic role and connection to business management, 69 structures, 245 surveys, 300 transition processes, 260 voice and situation of manager, 39 underlying theory for unifying marketing, 290-293 "Markets-as-markets" perspective, 271-272, 276, 310 Markets-as-networks, 272-276, 281 ARA model, 273 basic features, 274 empirical illustration, 275 IMP approach, 273 Mass production, 228 Matrix employees in, 33–39 organizations, 150 Mature organizations, 145 Maturity framework, 144 McKinsey report, 247 Media industry, 246 Meta-analysis role, 204 Metal fabrication, 25 Metrics and follow-up systems, 135 Metro newspapers, 99

Migrated marketing, 259 "Moral agent", 134 Motoman, Japanese firms, 31 Multiservice Delivery Platform, 246 Mutuality, organizing, 157–175

Network delimitations, 280-281 pictures, 280-281 structures, 280-281 Networked business world, organizing marketing and sales in, 269 challenges, 277-281 contrasting views on markets, 271 - 276coordination and communication in business interactions, 282-283 implications for marketing, sales, and purchasing, 276-281 implications for organization of sales and marketing, 281-283 News industry, VUCA contexts in, 96-97 Next generation CRM tools, 205 architecture of CRM sense-making tool, 203-205 CRM tools' main contributions, 197 - 198gaps between sales needs and CRM tools, 200-203 sales activities, 198-200 NOFAC production, 29 Noncontingency setup, 291n9 "Noncritical" products/services, 148 Objectives, 127 Offer management, problems with, 181 - 182Offerings, 51, 114, 129, 245 Order management, problems with, 181-182 Organization(al) adaptation, 62 ambidexterity, 242 arrangements, 282

to business trends, 65-66 challenges, 92-93 changes, 145 culture, 10 description, 27-29 drivers for change, 53-54 goals, 129 principles, 53 process, 4 of robotics, 27 tools. 15 units. 129 variety, 282 Organizational balancing, 127, 133 data analysis, 127 developing integrated view, 126-127 development of individual salespeople, 128-129 example, 129-132 frame development, 127-128 general model discussion, 132–133 leadership type in sales organizations, 133-135 metrics type and salesperson profiles, 135 - 137Organizational change, focal phenomenon and driver of, 244 industries and market structures. 245 offerings, 245 platforms and infrastructures, 245 users/consumers, 244 Organizational circumstances, new, 53 - 54general marketing changes and role of marketing, 55-56 three organizational issues, 57-59 Organizational designs, 150-153 Alfa Laval, 11 Cisco, 11-12 efficiency and effectiveness by changing, 11 "Organized behavior systems", 60 Organizing business, several emerging difficulties with, 191–192

Organizing of marketing, 18, 243, 288, 293 Organizing of pricing, 314 Organizing sales, 21, 23, 192-193, 283 Outcome-oriented system, 135 Outside-in dimension, 290 Outsourcing, 62, 65, 103 sales activities, 19-20 solution. 116 tasks. 106 See also Editorial outsourcing Partnering strategy, 312 "Perceived ease of use", 196 Perceived usefulness, 196, 202 Personalization, 117-119, 122, 157-158, 247 Pharmaceutical industry, 25 Platform governance, 249 Platform management research, 247 Platforms and infrastructures, 245 Postdeployment, 226, 227, 235 phase, 235 support process, 226 Potential business improvements identifying problems and improving business, 180 by organizing business practices using CRM tools, 184-185 organizing sales and utilizing CRM tools, 192-193 pricing, mix, and profitability management, 185-187 rethinking traditional business practices, 178-179 sales efficiency as automation of customer management, 190-191 several emerging difficulties with organizing business, 191-192 unorganized business practices as sources of problems in business, 180 - 184value-based selling for increased service orientation, 187–189 Predictivity, 224

Pricing, 86–87 mix, and profitability management, 185 - 187problems with, 182-183 tool, 186, 192 "Primary coordinators", 46-47 Private sector, 153 "Probationary business rationalization", 117-119, 122 "Process integration", 145 Procurement practices behavior of purchasers/purchasing organizations, 143 codevelopment process, 141-142 corporate purchasing, 142 implications of purchasing development for sales, 154-155 maturity models, 144-146 organizational designs, 150-153 private vs. public sector, 153 professional approach to purchasing, 146 - 150purchasing challenges in moving from product to solutions, 154 purchasing function, 143-144 Procurement, 143 function, 150 organization designs, 150 organization in search for matching interface designs, 169-172 process, 106 Product(s), 6 cell initiatives, 29 customer orientation, vs., 294n13 development, 26, 34, 228, 276 planning, 232 product-agnostic components, 249 product-based business, 6, 311 product-centric doctrine, 224 product-centric view, 225 product-oriented companies, 288 product-value oriented, 225 "products-based" business, 173-174 selling and capability challenges, 89 technology of supplier, 164

Professional approach to purchasing, 146 category management, 149-150 mature purchasing organizations, 146 purchasing process, 147-149 Profitability, 17 of business area, 180 pricing, mix, and profitability management, 185-187 Public organizations, 142 Public Procurement Act (PPA), 153, 308 Public sector, 153 Purchase price, 80–81 Purchasers, 169 Purchasing, 143, 146-149 activities, 142 challenges, 154 coordination, 145 development implications for sales, 154-155 expenditures, 142 implications for, 276-281 managers, 143 maturity dimension, 151 operations, 142 organization, 145, 146, 149 professional approach to, 146-150 Quasi-market, 45-46 "Quasi-organization", 45-46 "Quick fix" efforts, 144

R&D, 38, 61, 62, 171, 184, 187, 268
Rational strategies, 122
(Re-)organizing marketing, consequences for processes of, 251–252
(Re-)organizing of markets, 309–310
Regional organizations, 41
Relational strategies, 122
Renewed toolbox, 8–10
Reprogrammability, 248
Resource interaction, 216–218
of new technology, 211
perspective, 211 Responsive system integration capability organization, 233 establishing internal mechanisms, 232 organization, 231, 238 structuring external mechanisms, 232 - 233Return on Investment (ROI), 197 Revenue generation, 81 Reward system, 7, 10, 17, 127 - 128Robotics. 25 business development, 29-30 customer approach, 31-33 Division of ABB, 25 organization, 27 **Roles**, 128

Sales

activities, 198-200 control, 10 culture, 133 efficiency, 109, 190-191 efficiency gap, 202-203 function gap, 200-201 gaps between sales needs and CRM tools. 200 implications for, 276-283 interface gap, 201 leadership, 10, 134 manager, 129 and marketing, 11, 70, 159, 232 organizational variety and ongoing processes, 281-282 organizations, 146, 308 process, 4 program, 185-186 purchasing development implications for, 154-155 sales-bid process, 14-15 sales-design principle, 159 sales-force challenges in solution-based selling, 90 - 92stars, 192

status gap, 201-202 techniques, 136 Sales management, 19, 132 integrated view, 126-127 team. 115 Sales organizations contemporary developments and challenges in, 6-8efficiency and effectiveness by changing organizational design, 11 - 12efficiency and effectiveness by developing staff including methods, 16-18 efficiency and effectiveness by leadership development, 18-20 efficiency and effectiveness by utilizing information systems foremost IT tools, 12-16 renewed toolbox, 8-10 value creation in contemporary B2B business, 4-6**VARs. 21** Sales strategy purchasing maturity and interface design as prerequisite, 172–175 purchasing organizational designs as prerequisites, 167-172 Salespeople, 77-78, 196, 198 Salesperson profiles as selling solutions, 135 competence and skills, 136-137 metrics and follow-up systems, 135-136 Sandvik Coromant manufacturing firm, 309 Sandvik Corporation, 179, 180, 182, 188 Sandvik Materials Technology (SMT), 180, 185 Sandvik Standard Customer System (SSCS), 190 SCARA robots, 27 Scrum teams, 283 Scrutinizing customer-activity chain, 229 - 230

Secure Communications, 169–171 Segmentation tool, 148 Self-balancing organization, 64 Self-regulating organization, 64 process, 64 "Self-transforming" marketing system, 262Selling insights instead of selling solutions, 188 process, 114 Selling solutions, metrics type and salesperson profiles as, 135–137 Semiotics, 299n22 "Sense-acting", 199 Sense-making activity, 199 CRM tool, 203 exercise, 198-200 sense-making-for-self, 199 "Sense-playing", 199, 203, 205 **SEROP** production, 29 Service Dominant Logic (SDL), 5, 88 "Service in use", 164 Service orientation, value-based selling for increased, 187-189 Service-based logic of business, 310 Service-dominant logic (S-D logic), 52, 292 Service-dominated business landscape, value-based selling in capability challenges in solution business, 89-90 limitations of value-in-use pricing, 87 - 89organizational challenges, 92-93 product selling vs. value-based selling and capability challenges, 89 sales-force challenges in solutionbased selling, 90-92 understanding and estimating value, 82 - 87value in B2B and B2G, 79-82 "Servitization", 89

organizing capabilities in, 223-239 Shared symbols, 261-262 Shopping center business Scenario, apply SAM at, 215-216 Shouters, 98n9 Signal Solutions, 169-171 "Silo busting", 71 "Silo Organizations", 71 Simple reproduction, 262 Skills, 136-137 competence and, 136-137 Smart Area Management System (SAM System), 212 capability platform, 212 capability platform developing (2010), 213 - 214in different business settings, 214 - 216Smart area monitoring, 217 Social accountability, 54, 56 Social interface knowledge, 220-222 Social media, Thermo-Calc utilizing IT and, 15–16 Social-material value creating process, 89 Sociotechnical embedding process of new technology, 212-216 analysis, 216 conceptual interface-specific outcome knowledge, 218 embedding process of new technology, 211 features of focal technology and embedding process, 211 organizing embedding process, 211-212, 218 resource interaction, 211, 216-218 specific interface knowledge, 218 - 222theoretical framework, 211 Solution business, 78, 286, 297, 301 capability challenges, 89-90 Solution deployment, 226, 233 Solution development, 225, 227, 228, 232

Solution optimization, 238 Solution sustainability in network, 235, 239 Solution-based selling, sales-force challenges in, 90-92 Solutions business, 89, 231 Solutions-based business, 6, 310 Solving effect, 267 "Sourcing", 143 Specific interface knowledge, 218 social interface knowledge, 220-222 technical interface knowledge, 219 - 220"Specified" interfaces, 173 SPIN method, 136, 169 "Split vision", 279 Sports article, 96 Staff development, improving efficiency and effectiveness by, 16 "Electronic Firm" developing system, 18 "Weather Forecast" developing new KPIs. 15-17 Stakeholders, 13 Standardized interfaces, 172 Standardized purchasing processes, 117 Status gap, 201-202 Strategic intent, 303 Strategic linking function, 232 Strategic networks, 272 "Strategic" products/services, 148 Structural disruption, 99-100, 108 - 111Structural evolution, 108-111 Structural stability, 108-111 Structural transformation, 108-111 Structural transition of marketing organization, 260 Successive stabilizations, 167 Superior products, 181, 187 Supplier relationship management (SRM), 153 Supply chain orientation, 145 Sustainable and customer-oriented view on solution, 226-227

Sustainable customer solution, 227, 228 creating and delivering, 223 distinctive capabilities, 228 ensuring continuous customer value creation, 233-235, 239 managerial implications, 237-239 organizing responsive systems integration, 231-233, 238 required capabilities for managing product and solution, 239 sustainable and customer-oriented view on solution, 226-227 sustaining solution in network, 235-237, 239 understanding customer's actual and ongoing needs, 228-231, 238 SvD, 96, 107-108, 110 hard times for all and hard choice for, 105-106 Svenska Dagbladet, 97, 101, 105 Swedish News Industry, 97–98 Symbolic/expressive values, 79

Tacton Inc., 14-15 Technical interface knowledge, 219-220 Technical platforms, 245, 249 Technological leadership, 181 Technological shifts, 98 Technology embedding process, 218 Tensions, 263-264 Thermo-Calc utilizing IT and social media, 15-16 Tidningarnas Telegrambyrå. See TT Group Traditional customers, 99 Traditional manufacturers, 229 Traditional marketing organization issues, 64 Traditional product companies, 228, 235 Trans-organizational firm, 63 systems, 243 Transactional leadership, 133–134

Transactional management, 153 Transformation, 262 process from products to solution sales, 95-111 structural, 108-111 transformational leadership, 133 - 134Transition. 262 processes in marketing organizations, 261 - 262transitional changes in marketing organizations, 263 "Translation" interfaces, 173, 174 Trial and error process, 103, 109, 110, 199 TT Group, 97n5, 101, 107, 110 decision to save TT, 100-101 TT News Agency, 96 Turbulent environments, 45-46 Unified marketing organizations, 61 Unorganized business practices as sources of problems, 180 problems of inefficiency of business, 180 - 181problems with customer planning and daily work routines, 183 - 184problems with offer and order management, 181-182 problems with pricing and value, 182-183 Users, 169, 244

Value

in B2B and B2G, 79–82 diapers in elderly care, 83 disciplines, 5 electronic goods retailer, 82–83 food retailer, 83–87 merchants, 92 problems with, 182–183 understanding and estimating, 82 Value adding resellers (VAR), 12, 21 Value-based pricing, 233 Value-based selling for increased service orientation, 187-189 Value-based selling in servicedominated business landscape capability challenges in solution business, 89-90 limitations of value-in-use pricing, 87 - 89organizational challenges, 92-93 product selling vs. value-based selling and capability challenges, 89 sales-force challenges in solution-based selling, 90-92 understanding and estimating value, 82 - 87value in B2B and B2G, 79-82 Value-chain orientation, 145 Value-creation, 4, 52, 158 in contemporary B2B business, 4-6 efficient and effective interface design, 163-167 expected distribution of roles, interfaces, and exchange, 165 interaction model, 159-163 options, 80, 87 principles of designing sales and marketing organizations, 159 purchasing maturity and interface design as prerequisite, 172–175 purchasing organizational designs as prerequisites, 167-172 Value-in-use analysis, 84-87 Vendor-rating systems, 145 Virtual offices, 143 Voice and situation of factory manager, 37 of factory support manager, 38 of industrial segment manager, 33-34 of LDU manager in China, 36-37 of LDU manager in France, 35-36 of manager of global partner programs, 38–39 of manager of marketing and communication. 39

Voices, 24, 33, 114, 181 Volatility, uncertainty, complexity, and ambiguity (VUCA), 108, 111 accepting premise of customer, 101-102 case of transformation, disruption, stability, and evolution, 108-111 competitors, 106-107 customer orientation in action, 102-103 decision to save TT. 100-101 entrepreneurial company in company, 103-104 first case of editorial outsourcing in Swedish News Industry, 97–98 hard times for all and hard choice for SvD, 105-106 invisible and ignored customer, 99 new content delivery partner, 108 in news industry, 96-97 similar proposal, pricing with different attitudes, 107-108

structural disruption and company crisis, 99–100 Svenska Dagbladet, 105 technology, products, and selling, 104–105 trial and error process, 103 Volvo Car Group, 246

"Weather Forecast" developing new KPIs, 16–17
Well-informed buyer, 12–13
"White paper" approach, 40
Wider spectrum of organization theories, 71
"Win–lose" business, 122
Win–win concept, 121–122, 188
WinJust Interpret addition 220

- Wireless Internet solutions, 230
- Work mode, 147, 149, 272, 275
- World market of industrial robots, 26–27