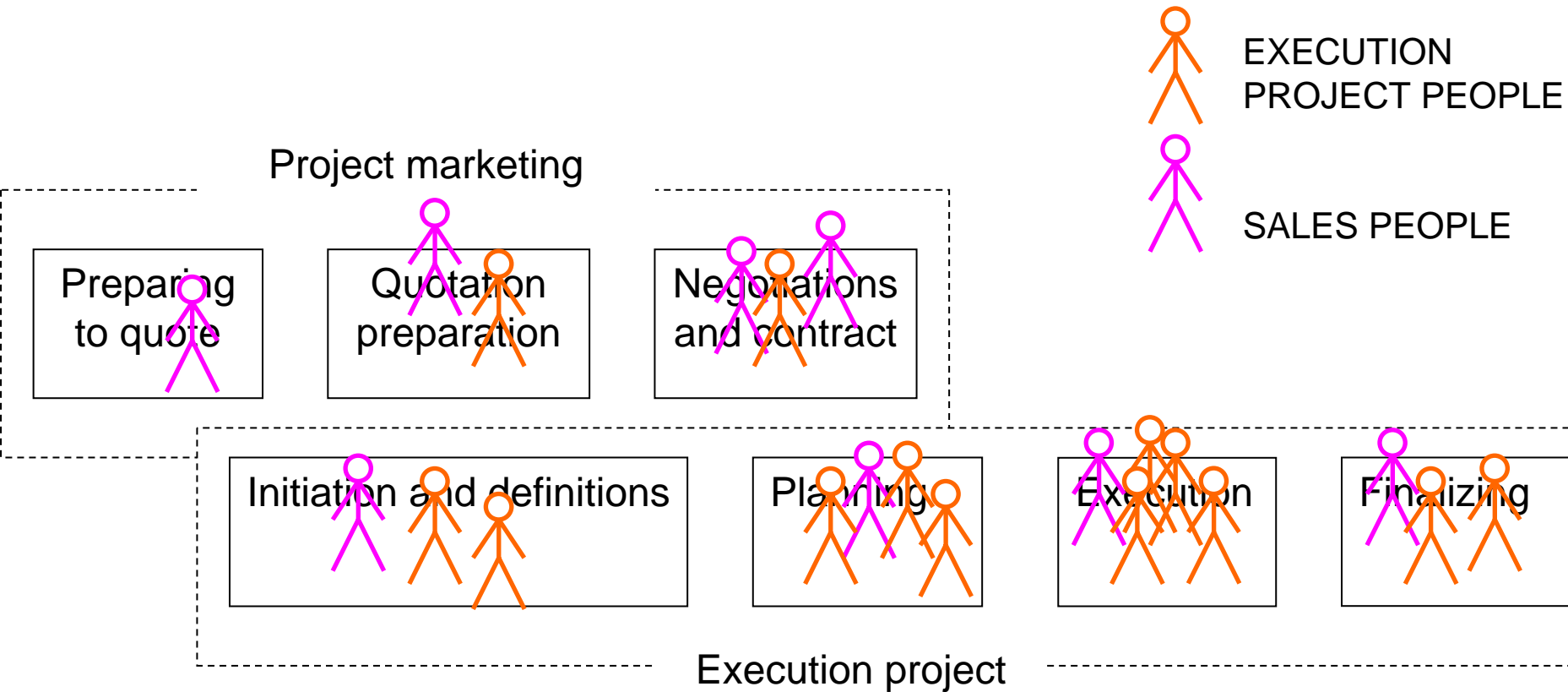


Organizing the Interface between Project Marketing and Execution in a Global Organization

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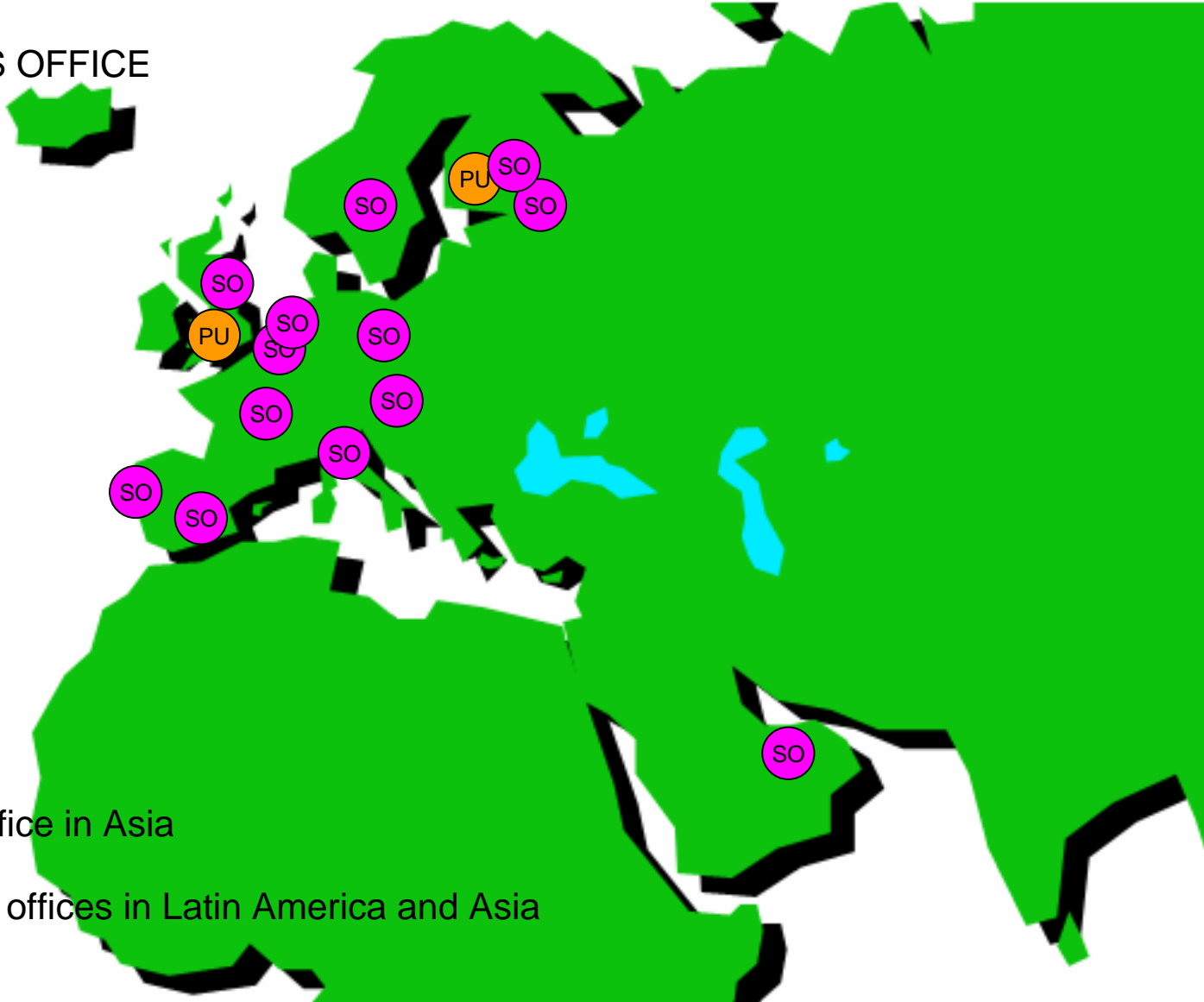
The project marketing-execution interface – an interface between individuals



A globally dispersed project supplier

PU PROJECT UNIT

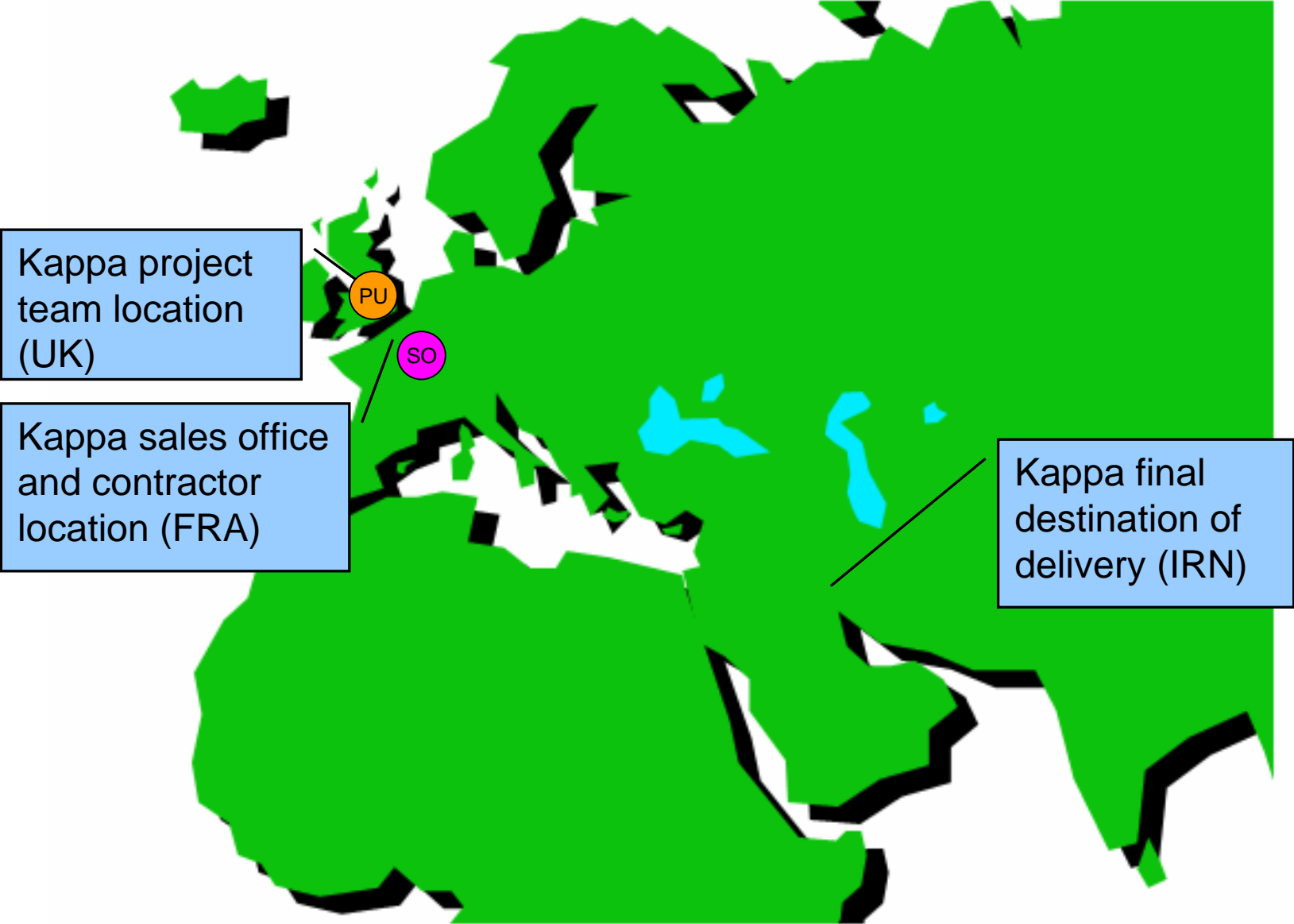
SO SALES OFFICE



PU PU office in Asia

SO Sales offices in Latin America and Asia

The Kappa project



Gamma project

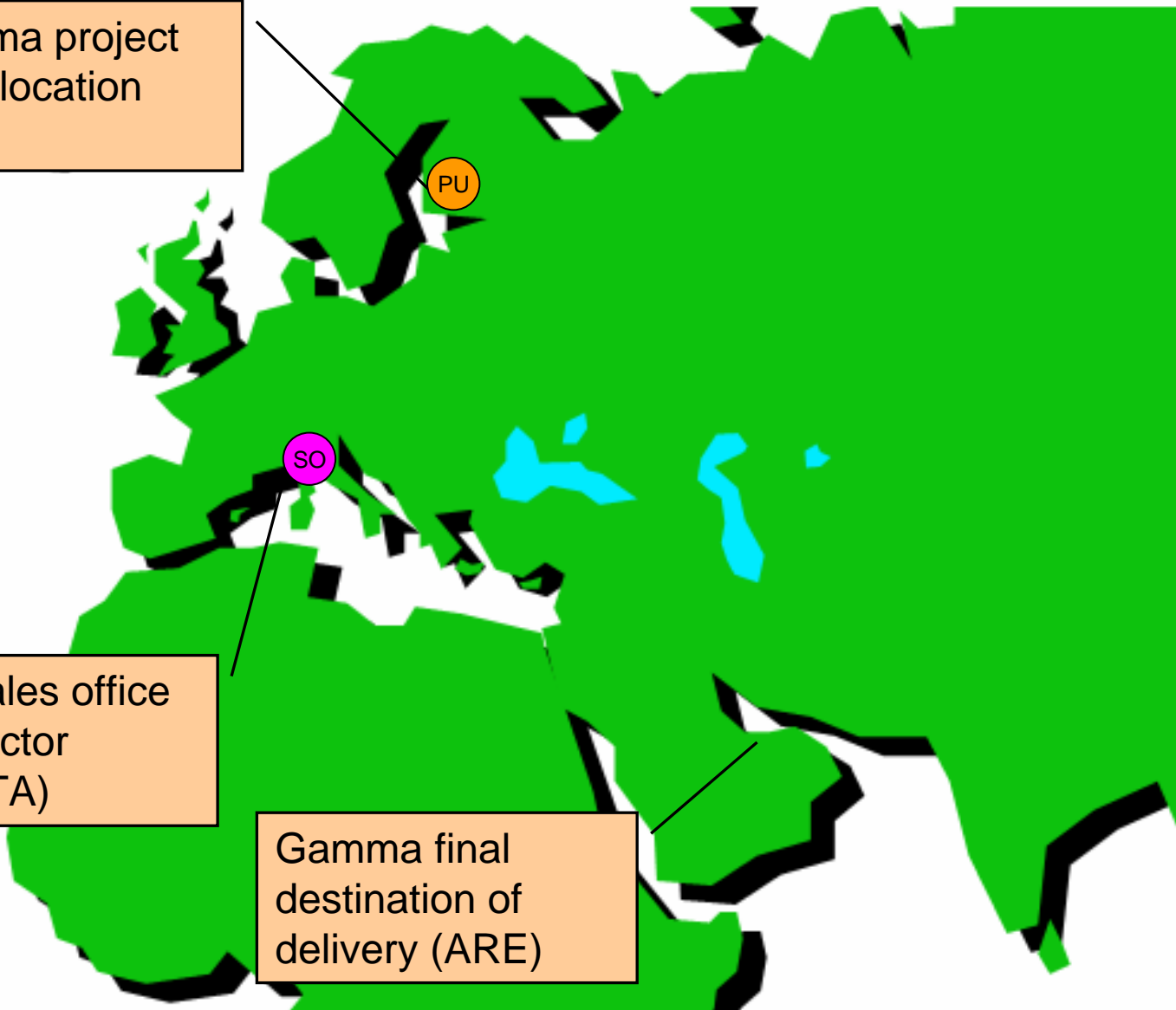
Gamma project
team location
(FIN)

PU

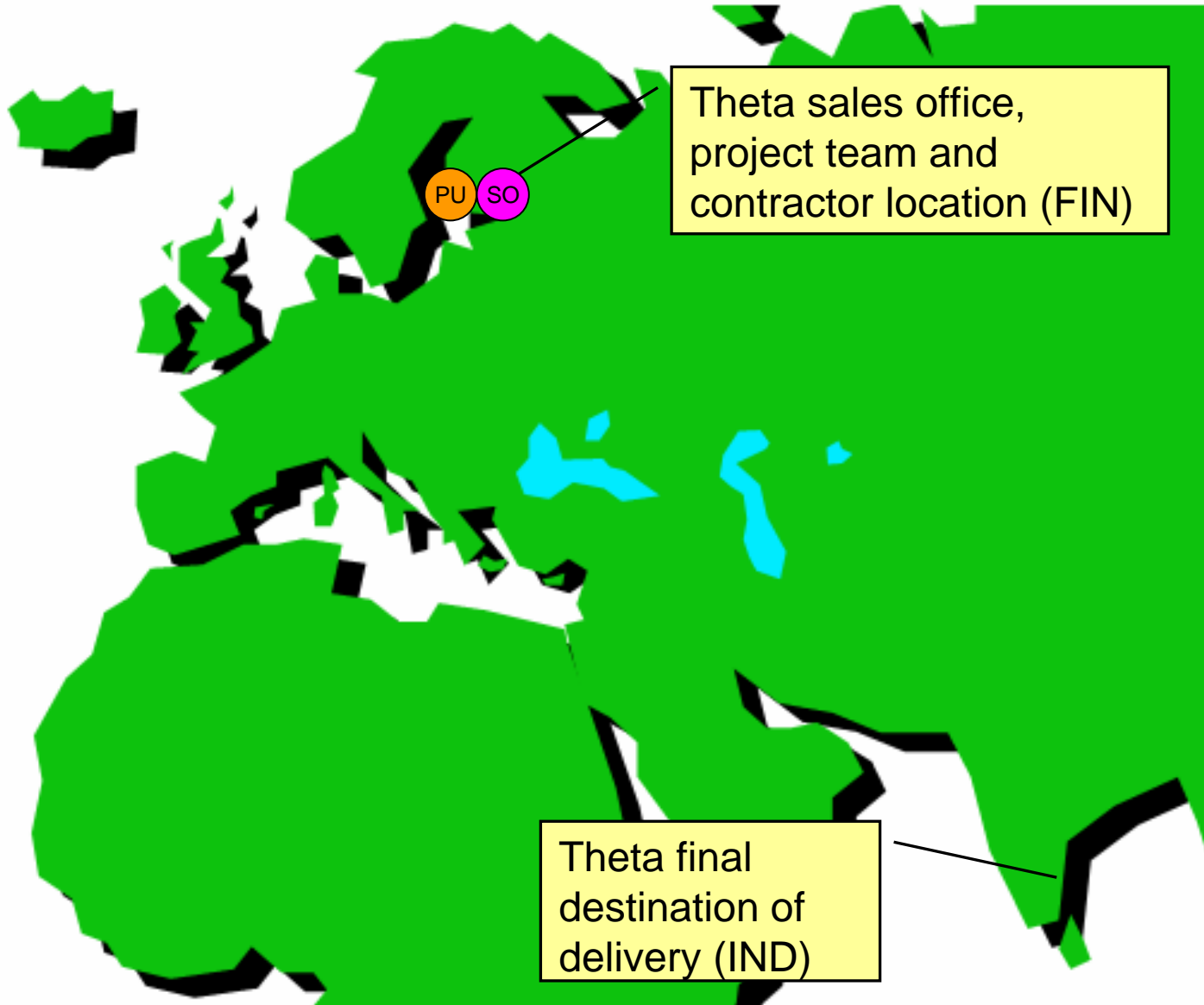
Gamma sales office
and contractor
location (ITA)

SO

Gamma final
destination of
delivery (ARE)



Theta project



Comparing organizational arrangements in the case projects – examples

Organizational arrangement	Kappa	Gamma	Theta
QE support in the sales project	QE involved only in the beginning to do the initial quotation	QE involved throughout the sales project	QE/PE involved throughout the sales project.
PE to be same person as QE	No	No	Yes (practice in P&P projects)
PM involved in quotation preparation	No	No	No, but was appointed already before that stage
PM involved in negotiations with customer	No	No	Yes
Sales people in execution project	Supportive role regarding commercial issues only.	Took an active role concerning both technical and commercial issues	Supporting role. Involved in solving import permission issue.

Organizational arrangements for the project marketing-execution interface

Technology

- Project scope complexity and novelty
- Sales project scope and duration
- Geographical location of involved individuals

Interdepartmental relations

- Physical distance between individuals
- Organizational culture differences

Environment

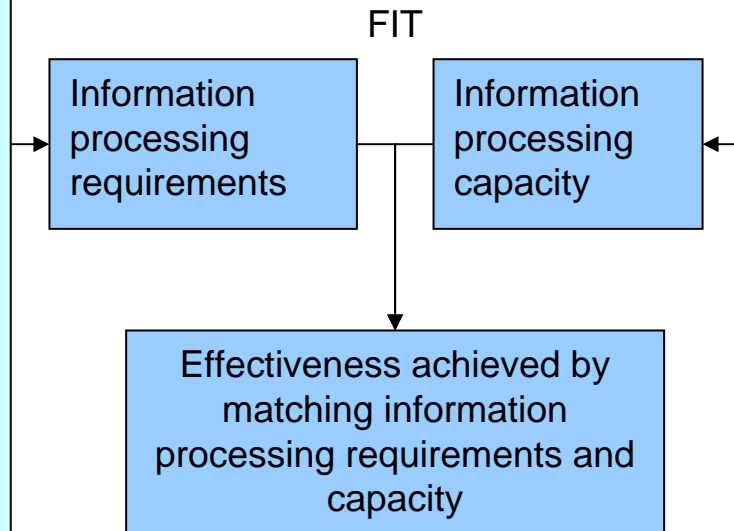
- Market position

Subsidiary resources

- Sales people skills
- Sales people's customer relationships

Customer relationship

- Quality of customer relationship
- Need to be present locally



Group meetings

- Face-to-face meetings

Integrator

- PM participates in (quotation preparation and) negotiations
- PE to be QE
- QE stays in the whole sales project and in the transfer to execution

Coordination by targets or goals

- Project plan

Coordination through hierarchy

- Sales person is responsible for sales project
- QE-PE face-to-face project transfer

- PM is responsible for the execution project

Coordination by rules and regulations

- Manufacturing IT-system
- The process model for projects

Conclusions

- Success factors for organizing the project marketing-execution interface
 - Recognize the different targets of sales people and project executors
 - Focus the project execution resources to the right sales projects
 - Screening of project possibilities
 - Customer relationship
 - Selective standardization of organizational arrangements

Thank you for your attention!

Questions?