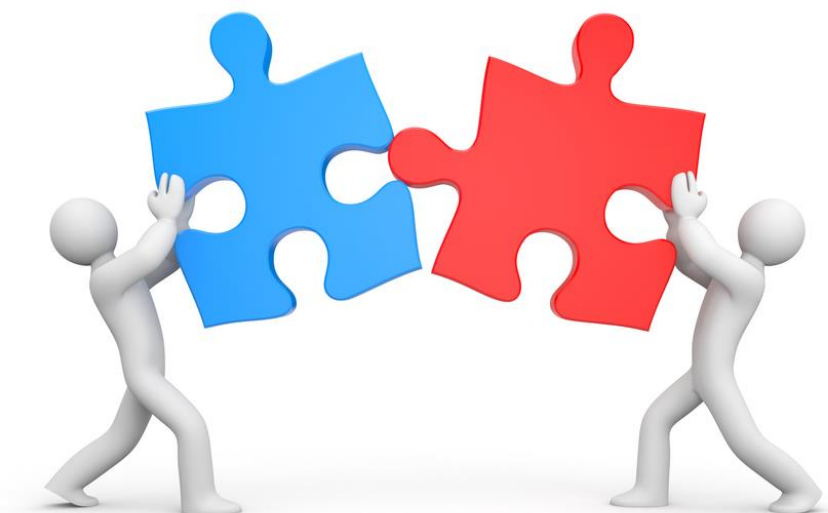# Master thesis

Temporal variation and conflict in integrating traditional and E-marketing activities

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Abstract

Marketing practices increasingly change by the use and potential of the internet . Therefore, companies have to adapt their marketing practices to these changes which often implies the integration of online driven and traditional ways of practicing marketing. This research focuses on these integration efforts, known as inter-functional coordination. The importance of inter-functional coordination lies in the fact that alignment between organizational functions is necessary for creating value for the customer. To obtain new insights on the integration of functions, this research focuses on developing a better understanding on the role of inter-functional conflicts in the integration of functions, and studying this from a temporal perspective.

Starting with a literature review resulted in a theoretical framework in which literature on inter-functional coordination is combined with literature on temporal structures. A temporal structure of a team is formed by the time perspective of that specific team. The time perspective is related to time aspects like an event or clock-based view on time, deadlines, booking hours, time pressure and the way of planning.

The current literature shows that there has already been a lot of research focusing on integration and inter-functional coordination. Nevertheless, the role of temporal structures in integrating different functions is not yet studied. Therefore, this study focuses on the role of temporal structures in integration by analysing inter-functional conflicts caused by differences in temporal structures between teams. This is important because the temporal structure a team or function is active in can have an influence on the activities a team is performing (Orlikowski & Yates, 2002), and thus can opposing temporal structures result in opposing activities . In this way, a better understanding on integration can be developed.

For this research the following question is formulated:
How can we understand the integration of digital and traditional marketing teams from a temporal perspective?

To research this, an ethnographical case study is conducted in which semi-structured interviews are used as the main data collection method. In this way in-depth insights could be gained about the current integration between the teams. For developing a better understanding on the integration of teams the focus of this research is on finding inter-functional conflicts which impede the successful integration of the marketing teams. In this case, different inter-functional conflicts came to light regarding orientation, priorities, routines and lead time. Using a temporal perspective on inter-functional coordination resulted in a better understanding of the integration of teams, and the role of temporal structures in inter-functional conflicts. The opposing temporal structures of the teams showed to be the cause of the mentioned inter-functional conflicts, and in that way influences the alignment and integration of the marketing teams.

So, using the mentioned theoretical framework resulted in a better theoretical understanding of the underlying reasons why inter-functional conflicts arise between teams, since it shows the role of different temporal structures in conflict and integration. Besides that, this research has a practical contribution by concluding that management has the important task to coordinate the temporal structures of different teams to reach integration.

Preface

This thesis is written as a the final part of my master Business administration at the University of Twente. After doing a bachelor in Public administration, I decided to follow the master Business administration with a specialization in Marketing & Strategy.

This thesis is completed at Kramp Group Varsseveld. Therefore I want to thank Kramp Varsseveld for the possibility they gave me to write my thesis, and the good time I had. More specific, I want to thank my supervisor at Kramp, Robbert van Dijk, for his help in doing this research. Besides that, I want to thank all employees of Kramp for their willingness to cooperate during this research and their interest in my study.

Furthermore, I would like to thank my supervisors from the University of Twente. As my first supervisor, I want to thank Raymond Loohuis for the support and guidance during the process of writing this thesis. Your feedback has been very helpful and always brought new insights in how to proceed. In addition, I want to thank my second supervisor Kasia Zalewska-Kurek for her help!

Stan Heinen,
Varsseveld, June 2017

Inhoudsopgave

1. About Kramp

This master thesis is written for and at Kramp Varsseveld, a technical wholesale company, founded in 1951, which has grown from a small one man company to a big international company active in 24 countries all over Europe. Nowadays, Kramp is market leader in agricultural spare parts and accessories. In the past 65 years Kramp also started focusing on 'construction' and 'forest & garden'.

Kramp is more and more aiming on generating revenue through the digital channel the last years. This has resulted in the fact that more than 90% of the turnover is now generated via digital channels. Despite this, Kramp seems not to be organized as an e-business yet. New developments of the web shop were not being done in a structural way and in a low pace. Marketing initiatives were mostly driven through the sales department from a traditional model. As a result of this, a clear vision and strategy has been created in which Kramp is 'To be the essential partner in the agricultural parts & accessories market by having a strong presence in all relevant channels for the customer'. This means Kramp is now working on a transition to become a real e-business driven company. Looking at the marketing & e-business department you see that changes are made. Where previously only two teams existed within the department, namely International Marketing and the relatively new Market Intelligence team, now a new team responsible for improving the customer experience on the web shop is added to the department. The International Marketing department is being transferred from a more or less graphic production department, which was facilitating local marketing and sales departments, into a department which is more in the lead in terms of Marketing Strategy.

Even though these teams are positioned in one department, we see that there is a need to align different tasks. In the past International Marketing was the only team working on communication. They still are responsible for the marketing strategy, and offline communication. But since the new e-business team is in place, a whole new dimension exists as they are responsible for everything that is related to the front-end of the web shop. A new team brings along new dynamics within a department. This new formation brings the need for alignment.

2. Introduction

2.1 Relevance of the study

The importance of alignment and integration of marketing teams is increasing the last years, since firms are nowadays more and more doing business over the internet. Firms start up new marketing teams to focus on digital marketing activities. The importance of integrating these new digital marketing teams with the traditional marketing teams lies in the fact that a synergy exists between online and offline marketing (Naik & Peters, 2009). This means that the combined effect of the offline and online activities exceeds their individual effects. Rakic and Rakic (2014) add that digital and traditional marketing represents one brand and therefore should share a consistent look and feel that aligns with company's goals. Besides this, the different marketing teams should be aligned to increase effectiveness and efficiency of the marketing activities. By aligning the digital and traditional marketing teams the operational efficiency and effectiveness of different processes can be improved (Wooldridge & Minsky, 2002). This points to a positive effect of integration for more internal efficiency.

So, the importance of aligning and integrating the digital and traditional marketing teams is recognized in the current literature. By successful integrating the different functions the impact of marketing activities can be improved, since a synergizing effect exist between the activities (Naik & Peters, 2009). Besides that, alignment means that there is a better collaboration between the different teams which leads to higher internal efficiency (Wooldridge & Minsky, 2002).

2.2 Introduction of literature

As stated, a common agreement exist on the importance of integrating the new digital and traditional marketing activities (Naik & Peter, 2009; Bendoly, 2005; Kollmann & Häsel, 2008). Aligning different functions within a firm is something literature has focused on for years. The literature on inter-functional coordination has shown to be very useful for integrating and aligning different functions. Besides this, the literature on temporal structures of Orlikowski and Yates (2002) states that different time perspectives within a firm can have an influence on the internal alignment of teams or departments. Therefore this research discusses both theories and makes use of a theoretical approach which combines the literature of inter-functional coordination with literature on temporal structures. This theoretical approach will be used to analyse the inter-functional dynamics and inter-functional conflicts within the marketing department. Besides that, this theoretical approach will help to better understand why inter-functional conflicts arise between the different teams. It means that this research uses a theoretical lens of inter-functional coordination with a temporal perspective.

In the current literature a common agreement on the importance of market orientation is noticed. As Narver & Slater (1990) argue, market orientation is the organization culture that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers and, thus continuous superior performance for the business. Narver & Slater (1990) state that market orientation consist of three components: customer orientation, competitor orientation and inter-functional coordination. Inter-functional coordination is seen as a crucial aspect to reach integration between different functions, and is defined as the coordinated utilization of company resources in creating superior value for target customers (Narver & Slater, 1990). Wooldridge and Minksy (2002) define inter-functional coordination as the process that assimilates the results of being customer and competitor oriented and allows coherent action. Wooldridge and Minsky (2002) add that being inter-functional coordinated is important because diminishing gaps between different business functions can lead to increased synergies and better operational efficiency and effectiveness. Inter-functional coordination is particularly crucial in B-to-B relationships, where a broader interface between the firm and its customers increases the customers' points of contact with the firm across its different functions (Frösen et al, 2016). So, inter-functional coordination synchronizes personnel and other resources to create value.

Secondly, literature on temporal structures is used. Research of Orlikowski and Yates (2002) discusses the role and influence of time in organizations. People and teams within organisations can have different perspectives on time which can result in the fact that different temporal structures exist within an organisation or department. These temporal structures are created and used by people to give rhythm and form to their everyday work practices (Orlikowski & Yates, 2002). Wu (2009) agrees by defining temporal structures as patterned organization of time used by humans to

help them manage, comprehend or coordinate their use of time. A temporal structure is formed by different time aspects, like for example planning, time pressure, clock hours, booking hours and deadlines. People establish and reinforce those temporal structures as legitimate and useful structures for their activities, and in that way they become taken for granted and serving as a template for the timing and rhythm of their actions. So, the temporal structure a person or team is active in shapes the everyday actions of that person or team. This also means that the types of temporal structures used affect the individual and organizational efficiency (Wu, Ngugi and Moody, 2016).

Both the theory on inter-functional coordination and the theory on temporal structures emphasise the negative role of conflict in the alignment of different functions. The literature about temporal structures explains that being active in different temporal structures, with opposing views on time, can result in opposing activities (Orlikowski & Yates, 2002). Therefore it is important to understand the differences in time perspectives, because these differences in temporal structures can result in conflicts which constrains the alignment between the teams. Also the inter-functional coordination literature views inter-functional conflict as an important aspect impeding the success of integration (Ruekert & Walker, 1990; Kohli & Jaworski, 1990). This is why minimizing the amount of inter-functional conflict is seen as an important aspect for successful integration of teams.

Until now, research on how to integrate different functions has never taken into account the role of temporal perspectives. This means that the influence of temporal structures on integration cannot be explained yet. So, there is a lack of understanding on how we can view integration of teams from a temporal perspective.
Because this is still an unexplored aspect of inter-functional coordination this research will combine both theories. Combining both theories means that inter-functional coordination of different functions is not only focused on the coordination of processes and resources, but also on the coordination of the temporal structures in which these teams are active in. In this way a better understanding on how to integrate different functions can be developed.

3. Problem statement

As mentioned, integrating and aligning different teams and departments within a firm is one of the main challenges firms are nowadays facing. How to successfully integrate different functions is something research has paid a lot of attention to. Despite the fact a lot of research is done at coordination, the role of temporal structures in integrating teams is still an unexplored topic. So, the problem in this case is the fact that firms are still struggling with the question how to integrate different teams, and the role of temporal structures in this regard is still unknown.

4. Purpose and contribution of the study

The aim of this research is to develop a better understanding on how to integrate different functions within a firm, in this case the new digital and the traditional marketing teams. Many managers are facing the challenge of successful integrating functions within a firm. Before coordination of marketing functions was less complicated since all marketing was offline. Now these traditional activities have to be integrated with the new digital activities. Good alignment of these two

marketing functions will increase the effectiveness of the marketing department. As a start, this means that the challenges and conflicts between different teams have to be recognized. Even more important is to understand the reason why these challenges and conflicts occur. This research therefore focusses on identifying the current conflicts within the marketing department and find the underlying reasons for these conflicts. After that an advice for integrating the online and traditional marketing teams and their activities will be provided, using a temporal perspective on inter-functional coordination.

This study contributes to the current literature in two ways. At first this research contributes by researching the integration of new digital marketing and traditional marketing. How to integrate digital and traditional marketing activities is a question literature has no clear answer on yet. It has only been a few years since attention is paid to this issue, since the rise and use of online marketing in companies is something that developed in the last years. Furthermore this research contributes to the current literature by combining the literature on inter-functional coordination with the literature on temporal structures, which results in the a new way to examine the inter-functional dynamics within a firm. By using this new theoretical lens, new insights can be obtained on how to successfully integrate different marketing teams. So, this research contributes to the emerging literature on the alignment of marketing teams by developing a theory for inter-functional coordination taking the role of temporal structures into account.

5. Research questions

As stated in the introduction, firms are nowadays facing problems in the organization of their departments. Integrating and aligning different teams is seen as way of the challenges firms are facing. The same is the case for the marketing department. Integrating digital and traditional marketing teams is seen as an challenge, which can lead to problems. An example of this is an advertising campaign in which the offline promotion has a design which is not completely applicable for the online promotion. Furthermore, the role of temporal perspectives for inter-functional coordination is still an unexplored aspect. This is why the following research question is formulated:

How can we understand the integration of digital and traditional marketing teams from a temporal perspective?

Two sub-questions are formulated to elaborate the research question more in depth and to help to come to an answer of the research question. The sub-questions are focused on the role of temporal structure on integration, and the way in which conflicts plays a role in this relationship.

The sub-questions are as following:
- What is the relationship between the temporal structures of teams and integration?
- What is the role of conflict in this regard?

6. Theoretical framework.

6.1 Inter-functional coordination

In the literature, inter-functional coordination is described as a component of market orientation (Narver & Slater, 1990; Kohli & Jaworski, 1990). Market orientation can be seen as the organization culture that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers, and thus continuous superior performance. It is argued that for creating superior value for customers a firm should generate and disseminate information about customers and competitors and responses appropriately to current and future customer needs and preferences, in which responsiveness stands for a firms acting based on knowledge gained (Jaworski & Kohli, 1993). This means that being market oriented requires a customer orientation, competitor orientation and inter-functional coordination. Inter-functional coordination is seen as essential in this process as it focuses on the internal organization and alignment of different functions, by integrating different teams and their activities. Poor coordination means that internal resources are not used in the right way, and value creation for the customers is not optimal.

According to Narver and Slater (1990) inter-functional coordination is based on the customer and competitor information and comprises the business's coordinated efforts to create superior value for the buyers. Harris (2002) argues that inter-functional coordination is the extent to which different functions recognize and act on joint and equal responsibility for servicing the market. Integrating different teams and departments increases the ability of firms to serve the customer and create value. Also the literature on digital and traditional marketing has named the importance of integration for synergy (Naik & Peter, 2009), consistency of marketing (Rakic & Rakic, 2014) and clarity and maximum impact (Sheehan & Doherty, 2001).

So, inter-functional coordination is a component of market orientation and focusses on integrating different teams and their activities within a firm for better serving the market and creating customer value. To reach integration between teams and their activities, the literature on inter-functional coordination determined two essential elements, namely inter-functional communication/information sharing and inter-functional collaboration. This is why Auh and Menguc (2005) define inter-functional coordination as the integration and collaboration of various functional areas within an organization as a way of enhancing communication and information to better meet the organization's goal.

6.1.1 Inter-functional communication

The role of information sharing and communication is stated as a crucial element for coordination. In an e-business, the electronic channels and internet-based technologies facilitate market information gathering and the internal dissemination through information systems (Borges et al, 2009). Vargo and Lusch (2004) empathize the role of information by developing the service-centered dominant logic which implies that value is defined by and co-created with the consumer rather than embedded in output only. Co-creation means collaborating with and learning from customers and being adaptive to their individual and dynamic needs. To do this, firms should provide information to, or use the information for a consumer who desires it. It is through the differential use of information, or knowledge, applied in concert with the knowledge of other members of the service chain that the firm is able to make value propositions to the consumer and gain competitive advantage (Vargo &

Lusch, 2004). Therefor it is important that information permeates the entire firm and that strategic and tactical decisions are made and executed inter-functionally (Shapiro, 1988). Lado, Olivaras and Rivera (1998) argue that the process of inter-functional coordination follows the diffusion and use of information. Graw et al (2008) state that information exchange, defined as the formal and informal sharing of meaningful and timely information, is identified as a key component for success, in the way that information exchange ensures the coordination between the different actors. Day (1994) talks about market sensing when he refers to the role of information in a firm. He developed a process (figure 1) for learning about the market in which information is crucial. In this process, the distribution of information within the firm, the interpretation and the utilization are seen as inter-functional coordination.

Kohli and Jarworski (1990) name horizontal communication as a form of intelligence dissemination within a firm. In which horizontal communication is the lateral flow that occurs within or between departments, and serves to coordinate people and teams to facilitate the attainment of overall organizational goals. Kohli and Jaworski (1990) further emphasize the importance of effective dissemination of information because it provides a shared basis for concerted actions by different team or departments. Concerted actions in this case makes sure that everyone is working in the same direction, but also means that it is clear which team or department is responsible for a task to be performed. This shows that information dissemination is related to the following element of inter-functional coordination: collaboration.
So, for being able to really serve the customer, and add value, a firm needs customer and market information, disseminate and interpret it, before they can react. It shows the importance of inter-functional communication.

6.1.2 Inter-functional collaboration
Especially Kahn and Mentzer (1998) emphasize the importance of a second element, collaboration, for coordinating and aligning marketing functions in an effective way. Besides the discussed information sharing, collaboration between different functions has a positive effect on the success of a firms marketing results (Kahn & Mentzer, 1998). Inter-functional collaboration is seen as a process where functional teams work together with mutual understanding, common vision, and shared resources to achieve collective goals. The collaborating teams or departments view themselves as highly interdependent, but working together to achieve mutual goals. Kahn and Mentzer (1998) argue that inter-functional collaboration will positively influence the department performance. This is because mutual understanding, collective goals, and the sharing of information and resources will be more cost-effective by minimizing duplicated efforts and reducing time to complete activities related to the respective department. Also Kohli and Jaworski (1990) argue that various departments should engage in activities to meet customer needs. This theory of inter-functional collaboration is relevant for departments, but also for teams within a departments, like the online and traditional marketing functions. Collaboration will lead to higher integration of these teams, which will result in more effective and efficient marketing activities. This theory is in accordance with the statement of Kollmann and Häsel (2008) who say that collaborative integration of online and offline business model represent a way of sustaining competitive advantage, and besides that argue that this collaborative integration result in and synergy effect.

To conclude what is theoretically stated as important for integration and effective coordination of marketing activities, two things are found. At first, for optimal inter-functional coordination of marketing teams information dissemination and communication are important. Besides that, it is argued that inter-functional collaboration results in better marketing integration within a firm.

6.2 Inter-functional conflict and the influence of temporal structures

This study focuses on developing a better understanding on the challenge of integrating different teams, by taking the role of temporal structure into consideration. For successful integration, it is important to be aware of the problems and challenges integration of different functions can bring along. Literature has identified potential inter-functional conflicts that impede the integration of different teams or departments. This paragraph will discuss that integrating teams and their activities, while having different temporal structures and perspectives, can lead to inter-functional conflicts.

Inter-functional conflict is a intensively discussed topic in the literature. Kohli and Jaworski (1990) focus on the department level by defining interdepartmental conflict as tension between two or more departments that arise from incompatibility of actual or desired responses. Arnett and Wittmann (2014) agree by defining inter-functional conflict as the degree to which the relationship between the functional areas is characterized by tension and negative feelings. Jehn and Bendersky (2003) state that conflicts are perceived as incompatibilities or discrepant views among parties. It shows that all definitions are focused on more or less the same elements of tension, incompatibilities and different views.

The importance of inter-functional conflicts lies in the fact that conflicts lead to lower integration between teams. Ruekert and Walker (1990) argue that inter-functional conflict inhibits communication. Kohli and Jaworski (1990) add that less communication will lead to inhibited market intelligence dissemination. Arnett and Wittman (2014) argue that conflict weakens relationships, which in turn, reduces open communication and knowledge sharing. Additionally Kohli and Jarworski (1990) argue that tensions is likely to inhibit concerted response to market needs. Both are elements of inter-functional coordination, and conflicts therefor lowers the integration of (online and traditional) marketing functions. This means that the main challenge in integrating different functions, is to minimize the inter-functional conflicts that impede inter-functional collaboration and communication, so integration is not hindered.

Analysing the literature, different types of inter-functional conflicts can be distinguished. Ruekert and Walker (1987) state that inter-functional interaction and collaboration is motivated by the desire to achieve both the broad common objectives of the business and specific marketing objectives and individual goals. So functional areas need to interact, share information and collaborate to achieve goals. However, goals of different functional areas are rarely consonant, which can lead to conflicts. So conflicts can arise because of differences over the definition of joint goals, but also because of differences in the means by which those goals are to be reached or the use of resources (Ruekert & Walker, 1987). The mix of collective goals and self-interest that individuals bring to inter-functional interaction, together with their functional interdependence, creates a situation conducive to disagreement (Ruekert & Walker, 1987). Arnett and Wittmann (2014) agree on the fact that

dissimilar perceptions of goals lead to conflict, and add that different ideologies, perspectives and priorities are also reason for conflict.

Jehn and Bendersky (2003) divided three types of inter-functional conflicts, caused by different reasons. At first, relationship conflicts, which exist when there are interpersonal incompatibilities among group members. This type of conflict often includes personality differences as well as differences of opinion and preferences regarding non-task issues. The second type, task conflict, is caused by disagreements among group members about the tasks being performed. Jehn and Bendersky (2003) argue that task conflict pertains to conflicts of ideas in the group and disagreement about the content and issues of the task. Task conflict exists when there are disagreements among group members about the content of the tasks being performed, including differences in viewpoints, ideas, and opinions. A conflict in viewpoints can for example be a difference in the orientation, like being customer oriented or cost oriented, or being more focused on long-term or short-term. This can lead to the fact that different functions have different opinions and ideas. The third form, process conflicts, are about the means to accomplish the specific tasks, not about the content or substance of the task itself, but about strategies for approaching the task (Jehn & Bendersky, 2003). Examples of such disagreements are about the composite of a team and who should do what, debates about resources, and struggle among teams about how to schedule tasks efficiently.

Discussed is the fact that inter-functional conflicts have a negative influence on the integration and alignment of different teams. In order to effectively manage these inter-functional conflicts, the reasons why the conflicts occur have to be determined. The theory of Orlikowski and Yates (2002) about temporal structures discusses the role and influence of time in organizations, and can bring new insights on the reason why inter-functional conflicts arise between team. Using a temporal perspective in this way can help to understand and explain conflicts better.

Orlikowski and Yates (2002) provide a view on time by stating that different temporal structures exist in organizations, and these structures have an influence on the everyday activities within an organization. Different temporal structures means that teams can have opposing views on time, and how time is understood subjectively. Different functions within an organization can have different temporal structures and orientations, and in that way the influence of time on the activities they perform can differ among teams. These temporal structures guide, orient and coordinate their ongoing activities. The practice based perspective on time of Orlikowski and Yates (2002) suggest that people in organizations experience time through the shared temporal structures they enact recurrently in their everyday practices. These people may view time as chronos or kairos, which is related to experiencing time as clock-based or event-based. A chronos view on time exists when time is measured by the chronometer and not by purpose. It is typically used to measure the timing or duration of some action (Orlikowski & Yates, 2002). The kairos view is related to events in the way it looks at the measurement of the activities and actions of people. Whether expressed in clock or event time, the temporal structures are created and used by people to give rhythm and form to their everyday work practices (Orlikowski & Yates, 2002). Orlikowski and Yates (2002) also argue that people often routinely draw on temporal structures that they have previously used to organize their practices because they see it as legitimate and useful for organizing their team. This is also something that can play a role with traditional marketing teams. They are often used to the structure in which they operate.

Most important, different temporal structures constrain and enable different action within an organization (Orlikowski & Yates, 2002). Peoples actions shape and are shaped by aspects of temporal structures such as schedules and deadlines. It is through these temporal structuring that time is made meaningful, but also has consequences in organizational life. Temporal structures can interact in different ways. They can be interrelated or separated, and differ in the extent to which they are compatible, complementary or contradictory. When the temporal structure within a department or firm turn out to be contradictory, the teams are likely to have opposing activities and decision-making. When this happens within a department it can lead to tension. In this way it can be argued that tension between opposing temporal structures can be a reason for inter-functional conflict, and thus limit the integration and alignment of the different teams.

6.3 Theoretical conclusion

Combining the theories of inter-functional coordination and temporal structures results in a theoretical framework of inter-functional coordination with a temporal perspective. At first, the theory of inter-functional coordination presents the two main aspects on which successful alignment and integration of different functions is based: communication and collaboration. Besides that, it shows the negative influence of inter-functional conflicts on these two aspects. Using the theory of Orlikowski and Yates (2002) a theoretical basis is provided to find the underlying reasons for these conflicts, as it is stated that temporal structures can interact in a contradictory way and in that way cause inter-functional conflict. Management of the inter-functional conflicts in this case requires an adjusted form of inter-functional coordination which is also focuses on aligning the temporal structures. The overall theoretical framework summarized in a model is shown in figure 1. As said, it illustrates that communication and collaboration between opposing temporal structures can lead to inter-functional conflicts. To analyse the temporal structure a team is active in, this research focusses on different time concepts that together shape the temporal structure. This comes back in the focus on differences in the time concepts, like having a clock or event based view on time, the degree in which teams work with deadlines, the role of routines, the way of planning of the team and their schedule, the experienced time-pressure, and whether the team has a long or short term orientation. In this way a better understanding can be developed of the differences in temporal structures between the teams. This is important because these temporal structures of the teams have an influence on their activities and decision making. This means that opposing temporal structures can lead to different inter-functional conflicts between the teams. Different theoretical concepts are mentioned in the literature as potential reasons for inter-functional conflict. So this research argues that opposing temporal structures can results in conflicting differences on these concepts like the goal and orientation of the teams, the priorities set by the team, the way of working, the use of resources, different viewpoints and scheduling efficiently. Conflicting differences on these concepts leads to inter-functional conflict. By making use of these concepts, the inter-functional conflicts can be distinguished. This eases the analyses and brings the opportunity to give a more clear overview of the relation of the differences in temporal structure and the inter-functional conflicts.

To manage these conflicts, figure 1 furthermore illustrates that there is a need for alignment of the opposing temporal structures. This can be done by changing the time aspects and perspectives of the teams. It means that the analysed differences in time concepts and perspectives have to be reduced by more equalizing the time concepts and perspectives of the teams.
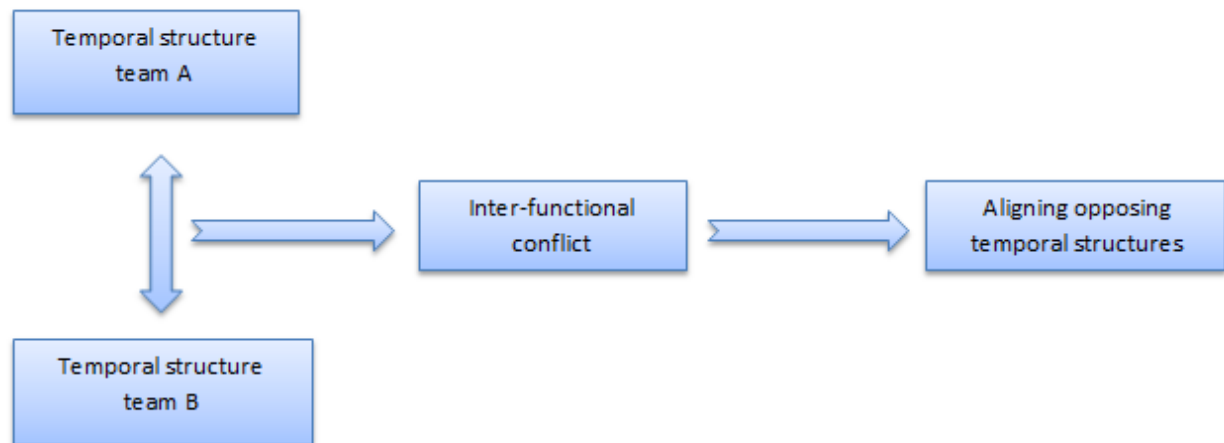
Figure 1: theoretical model

7. Method

This research is an exploratory research. As Ramli, Rashid and Mohammed (2012) note, an explorative research is focused on the identification of defined characteristics or aspects of a larger number of practical situations. These characteristics are based on the findings in the literature study by using the literature about inter-functional coordination and temporal structures. To find out how this integration and alignment is in practice and identify problems that occur in this process, interviews will be conducted. This again is a qualitative research method, since Straus and Corbin (1998) define qualitative research as any type of research that produces findings not arrived at by statistical procedures or other means of quantification. By doing interviews, a deeper understanding can be created because of the fact that more specific questions can be asked and answers can really be explained. It is expected that interviews will be needed to find underlying reasons of the issues that impede the integration of a new marketing function and strategy, with the already existing marketing function and strategy. By making use of interviews, interviewees also have the opportunity to come up with problems and challenges that is not before mentioned in the literature. Questionnaires are in this case to limited, and won't bring new insight on the subjects.

7.1 Ethnographical case study

An ethnographical case study (ECS) analyses the behaviours and internal dynamics in a specific context. This is exactly what is needed for this research: an analysis of the internal behaviours and dynamics within Kramp's marketing departments. Visconti (2010) combines the domains of ethnography and case studies, and discusses the methodological aspects of such a study. Visconti (2010) addresses the formalization of the key compulsory and complementary stages for doing ECS marketing research in business contexts. By discussing these methodological aspects of ethnographical case studies, a more structured idea on how to conduct ethnographic inquiry is given.

For a successful ethnographic case study Visconti (2010) discusses the following phases: definition of goals, the sampling techniques, the process of ethnographic immersion, the collection of data, the interpretation of data and the reporting.

The goal of this research is to develop a better understanding on how to successfully integrate different functions by identifying inter-functional conflicts that arise between functions, due to influences of the different temporal structures of the teams. The goal setting focuses on the importance of verbalizing the research objective. The way in which the goal of the research is verbalized to the practitioners enlightens the communicational divide eventually separating the academic and the managerial spheres (Visconti, 2010). The goal of the research has to be clear for the participants and both theoretical and practical relevant. This is done by negotiating and determining the goal of the research based on Visconti's (2010) suggestions.

The second methodological aspect concerns the sampling procedure. Visconti (2010) argues that the researcher has to select organizational units to be researched, and the key informants in these units. In this case the research is focused on the different units within the marketing departments, so the digital marketing team and traditional marketing teams. Visconti (2010) argues that informants have to be chosen among the most competent agents to increase the researcher's chances of acceding to valuable, rare information. The most valuable and key informants in this case are the members of the teams. Important are the managers, who have the most knowledge and experience. Besides that, key informants are the teams members who have the most involvement with the other marketing teams and experience the inter-functional conflicts. By selecting the key informants from different teams the variety and contrast between informants is guaranteed. This increases the opportunity of multiple comparisons and interpretations (Visconti, 2010). With concern to the sample size, Visconti (2010) states that ECS research adheres to the principal of theoretical saturation, which simply means the point at which incremental learning is minimal because the researcher is observing phenome seen before. So depending on the variation of input, the sample size can be enlarged. An overview of the interviewees and their function is shown in figure 2.

Function interviewee	Marketing team
E-business manager	E-business
Web analyst	E-business
UX designer	E-business
Content marketer	E-business
E-mail marketer	E-business
Marketing production supervisor	International marketing
Project manager	International marketing
Lead web editor	International marketing
Project coordinator	International marketing
Social media specialist	International marketing
Project coordinator	International marketing
Market intelligence manager	Market intelligence

Figure 2: list of interviewees

The third aspect concerns the ethnographic immersion. Immersion deals with the researcher's gradual naturalization in the inquired culture aiming to consolidate his/her cultural competence. Overall, the chance of participating to the company's everyday life helps reduce the gap separating the researcher from his/her informants. In this way, the boundary separating the observer and the observed eventually tends to blur and opens the way to potentially more reliable and relevant data (Visconti, 2010). In this research, I got involved on marketing departments floor, and in that way becoming a member of the department everyday activities. Besides that, introductory meetings with employees of the teams are held to get to know each other. This means that the first personal

barriers are removed and the first cultural insights are known. In this way the interviews should be more naturally and interviewees should be more willing to tell their story.

The fourth aspect focuses on the data collection. The first way of collecting data is done by observations of contact and collaboration between different teams on the department floor. Field notes can be made of this. The most important tool for collecting data in this research is conducting interviews, since the underlying reasons that cause challenges in the integration are seen as most important. This is in accordance with Arnould and Wallendorf (1994) who argue that observational data do not provide direct access to the perceptions, values and beliefs of informants and do reveal little about informants' internal states. Since researchers cannot know which data are going to be more relevant than others, it is important to record all possible information(Visconti, 2010). This is why the interviews, with approval of the interviewees, will be recorded. In this way the first order data will be generated.

This research uses a way of interviewing which is seen as semi-structured, for which an interview guide is used (Appendix A). Such interviews combine specific questions, to bring forth the foreseen information, and open-ended questions to elicit unexpected types of information (Hove & Anda, 2005). Follow-up question can be used to clarify specific responses when needed. So, it gives a structure for the interview to make sure that all relevant aspects are covered, but also allows probing for more specific information and more details when needed for the research.

The interview questions focus on the current integration of the online and offline marketing teams and their activities, the problems the different teams experience between the teams, and the role of temporal structures in these conflicts. At the start of the interview general questions about the current communication and collaboration between the teams will be asked, to get an indication on how the marketing teams are working right now. So, *'in what way do you come in contact with the other team?', 'do you feel like you are always good informed by the other team and have access to needed information?', 'in what way and in what extend is there collaboration between the team?',* and *'do the teams inform each other and collaborate to your satisfaction?'* are asked questions. Important for this research is to determine the inter-functional conflicts that occur within the marketing department. These questions are be based on concepts of inter-functional conflicts named in the literature like differences in goals and orientation, viewpoints, ideas, priorities or how to reach the goal. On the basis of these concepts interview questions are developed: *'do the teams differ in their goals, and in what way?', 'How do the teams differ in the way they work?', 'in what way do the teams differ in their way of thinking, like different perspectives or priorities?', 'do the teams differs in the ways they think these goals should be reached?* and *'do the teams conflict over who is responsible for specific tasks?'* are examples of question for identifying inter-functional conflicts. Because a semi-structured interviews gives the opportunity to search for deeper understanding, a link is tried to be found between the role and influence of time perspectives of the teams and the inter-functional conflicts. To identify the differences in time perspectives between the teams questions are focused on the different time aspects/concepts discussed in the literature framework. Again, on the basis of these time concepts interview questions are developed to analyse the temporal structure of the teams, like for example: *'what is the role of time in your time', 'what way of planning is used, long or short term?', 'how do you experience the role of deadlines and time pressure within your team?', 'what is the importance of routines within your team?', 'how flexible is your team and how much freedom do you have in spending your time?', 'how are you influenced by these time aspects, and*

how does this differ from the other team?'. Together they give a good overview of the temporal structure a team is active in,
Besides that, this research tries to elaborate this knowledge by identifying unknown challenges. Therefore the interviews also focus on reasons for inter-functional conflicts not defined in the literature yet, by giving the interviewees freedom to come up with their own thoughts, without influencing them by asking for known inter-functional conflicts.

Second order data plays an important role in the fifth aspect: the interpretation of data. Ethnographic case studies necessarily imply the researcher's personal elaboration of first order data that are translated into second order interpretations (Visconti, 2010). This is why it is important that explanations need to be multiple. So, to increase the credibility of the study, I should offer the possible alternative interpretations and argue both for and against them. Besides that, Visconti (2010) names two ways of interpreting data: interpretations showing proximity to the informants worldview are considered to be emic, and interpretations relying on researchers previous knowledge and cultural schemata are seen as etic. Van Maanen (1979) puts it simply that first-order concepts are the 'facts' of an ethnographic investigation and the second-order concepts are the 'theories' an analyst uses to organize and explain these facts. By making use of both emic data and etic interpretation the research relevance of the results are improved since findings serves both the academic and the managerial audiences.
To analyse the data, the recordings of the interview will be transcribed. This is done to ease the analyses and interpretation. After that, the transcript is analysed and answers are coded on basis of different inter-functional conflicts, and on the different time aspects mentioned before. In this way a better overview for analyses is created. This is done by first determining the problems between the teams that are perceived by the interviewees as a negative influence on the integration between the teams. To explain these conflicts, all answers that include time related aspects are coded to give an overview off the role of time within the teams. After that, on the basis of both quotes and interpretation, relationships between the time perspectives and conflicts are determined.
In this research it is tried to use multiple explanations. This means that to present a credible study, the inter-functional conflicts are both analysed from the point of view of the digital and the traditional marketing team. Furthermore, both quotes from interviewees as interpretations of these quotes by me are used in the analyses.

Finally, Visconti (2010) argues that the writing aspect is important, in which he distinguishes three writing styles: realism, impressionism and confessional writing. Realism implies the highest detachment from the researcher. Impressionism envision the researcher more of a storyteller leading to warmer presentation of data, and confessional writing gives the most room for the writer's emotion (Visconti, 2010). Depending on the organizational setting different styles are more appropriate. Goal and profit dominated organizations better fit to realist and impressionist approaches, while more participative organizational cultures can be better reached by confessional presentation of facts. Kramp seems to fit more with the characteristics of a goal and profit dominated organization since it is such a big organization and goals are clear guidelines in their daily activities. This means that the realist approach will fit best with Kramp, so the situation is written in a detached and the most objective way.

8. Results

Analysing the dynamics within the marketing department of Kramp various problems and challenges came to light. It turned out that most challenges occur between the e-business and international marketing teams, due to the interdependency of both teams. For this research it is important to emphasise that the international marketing team can be divided in two groups, a project coordination/specialist part and a marketing production part.

Interesting to see is the fact that, like discussed in the theoretical framework, the inter-functional conflicts and challenges can, or partially can, be explained due to the differences in time perspectives within the department. As said before, temporal structures can constrain and enable actions. In this case, the constrains from temporal structures are most relevant. The results show that the role temporal structures is important because it helps to understand the underlying reasons for some inter-functional conflicts. Therefore, temporal structure is the first aspect to focus on. After this the analysed inter-functional conflicts are discussed.

8.1 Differences in temporal structures

Nowadays the international marketing department consists out of three different teams, from which the e-business team is the newest. This extra team within the department has caused new and different inter-functional dynamics. The e-business team and international marketing team are dependent of each other. Initiatives and projects from the e-business team need to be finished by the marketing production before implementation, which is a part of the international marketing team. So e-business needs international marketing for finishing their ideas and plans, and international marketing needs e-business to deliver these plans in the right way.

Before the new e-business team was added to the marketing department there were no different time perspectives that conflicted with each other within the department. The e-business team changed this. Arguing that it fits the best with the activities of their team, they adopted a way of planning which is called a scrum method. The most important characteristic from this method is the use of sprints. A sprint is a planning for two weeks in which is determined what should be done. A list of all different projects that a team wants to do is limited to a plan with (parts of) projects which should be focused on the following two weeks. This method is chosen with the idea that the circumstances change and in that way the planning of a team cannot be predicted for a longer term. In this way using the scrum method results in a team which is more agile and can easily respond to changes they are facing. This is also argued by an e-business marketer who states that:

'*because we work with sprints we are more flexible. We can now focus on this project and after that on another project*'.

So when there is a need to switch in the kind of projects that should be done, this can be done more easily.

The international marketing team shows a complete different way of planning. Especially the part of the team responsible for the marketing production. Time plays a completely different role in their

team, comparing to the rest of the department. As stated by an international marketer responsible for the marketing production:

'*We have to book hours, we are obligated to book hours on everything that we do'*.

This already shows that time is way more emphasized in the international marketing team. Besides this, international marketing is way more focused on deadlines they have to reach since they are not only connected to the e-business team. As an international marketer states:

'we have fixed deadlines for promotions by local marketing. And that is for us the normal production'.

Another point that characterizes the role of time at the international marketing is their long-term planning. As an international marketer states:

'W*e have planned hours per years'* on which is added that '*at the last quarter of the year our resources are set, based on the global marketing planning'.*

The international marketing team therefor works with a long-term planning to book the needed hours, and to plan all activities as efficient as possible. As an international marketing coordinator also emphasizes *'I'm not saying that both teams are completely opposed, but the difference in the way we work is really big'.*

So, on the one hand we see a team working on the basis of a two week planning. Within these two weeks they have the freedom to work on the projects chosen for that period. They do this in their own way, and decide for themselves how and when to spend time on a specific project. It also means that the e-business team is working with a more event-based view on time. They decide the time spend on their activities, which means that the time is not fixed. Depending on the to-do list time is spend on certain projects. It is more a dynamic process which is depending on the specific event.
On the other hand international marketing is really focused on the long term planning, with the obligation to book hours so everything they do can be checked and the use of time can be explained and justified. They work with a lot of deadlines, which also means that there is less freedom for this team in their activities. They differ from the e-business team since they have a more time-based view.
These points shape the temporal structures the teams are working in, which results in differences in temporal perspectives. On the basis of these temporal structures, different actions and conflicts can be explained, since they temporal structures both constrain and enable activities.

8.2 Goal and orientation in different temporal structures

One of the main conflicts that exist between the different teams within the marketing department is related to the temporal orientation and goals of the teams. This inter-functional conflict is most relevant for the e-business team and the international marketing production team.

As stated before, temporal structures can constrain certain actions and activities. This is something that comes back analysing both marketing teams. The temporal structure of the teams have an influence on how goals can be pursued and how the orientation of a team is put in practice.

An example that illustrates how the different temporal structures have influence on the goal and orientation of the teams is as following: The email marketers of the e-business team developed a new template for their emails. Argued and tested by e-business, these improved emails result in higher earnings, and besides that improves the customer satisfaction. Both aspects which are highly valued by Kramp as an organization. For them a good reason to pass these templates on to international marketing for production and implementation. But as an e-business marketer stated: *'the web editor of international marketing agreed on the fact that this email would be better, and would definitely result in higher earnings. But he also told me that he is not going to do it. It will take him more time to prepare, time he doesn't have. Very understandable, since it will double his work and will, for example, result in 80 hours of work instead of 40'.*

This resulted in the fact that although the new plan for the email matches to the core values of Kramp, the plan got delayed and it is unsure whether it will be further used.

This already denotes a discrepancy in the orientation of the teams. As an e-business marketer also states:
'two different models exist, one focused on service and one focused on efficiency, which are very opposite to each other. That also is somewhat the case here. There is a team really focused on production, efficiency and how long will it take me to produce. Another team tries to threat the customer as the king and inform them on time'.

This has everything to do with the different time perspective discussed before. The use of the scrum method at the e-business team enables them to be really customer and value oriented and fit their goals and activities to this orientation, since their temporal structure gives them more freedom in their daily work. The temporal structure of the international marketing team enables the efficiency of their marketing production. But on the other hand constrains activities to be really customer oriented, because more customer oriented activities may take more time and lead to less efficient activities. This problem is exactly what an e-business marketer described:
'of course they are also customer focused, but because of the time aspect they are really constrained in some things'.

Being customer-oriented means that effectiveness of the activities is the most important, and efficiency is less important. The orientation of the international marketing can be seen as internally focused, which leads to the focus on efficiency. So, the degree of customer orientation is constrained by their temporal structure, which leads to differences in orientation and goals between the both teams, which do not fit with each other.

8.3 Setting priorities in temporal structures

Every team within the marketing department has to set their priorities. E-business almost has unlimited options in which they can improve the online marketing and the web shop. International marketing always has come up with new marketing project, and market intelligence will always have so much data that not everything can be analysed immediately. It would be most ideal for alignment, when all teams would set their priorities on the basis of the same aspects. Is this not the case, aligning priorities can become a problem.

E-business gives priority to projects that are focused on customer satisfaction and business value, and determines this by making use of measurements. International marketing is acting in a complete different setting, which influences their priorities. E-business has the possibility to set their priorities almost independent. International marketing is connected to different local marketing teams from all different countries Kramp is active in, and is in that way not as independent as e-business. Besides that, they are responsible for the webpages of different brands. In that way they have to take care of around 70 different websites from all different countries. One international marketer stated that:

'sales projects, typically sales projects of which we can have turnover from local marketing, will have priority. Internal projects will always come later. And unplanned projects will be the last, even if it is from local marketing'.

The fact that international marketing gets paid for projects they do for local marketing has an important influence on their prioritizing of activities. Their resources are based on the projects they do for local marketing, and the revenue they earn from this. The fact that e-business does not pay international marketing results in unfair competition for the resources of international marketing. This means that international marketing is less objective on determining the value of the project itself, but keeps the value of the project in terms of direct payment for their own team in mind, which of course makes sense through their eyes. It does result in a discrepancy in the way projects are prioritized. Internal projects, like projects from e-business, therefor never seem to have the first priority.

From the viewpoint of e-business, the international marketing team seems not to use a method for prioritizing at all:

'They work with their on method, actually a first come first gets method. So they don't work on the basis of priority. This also means that is hard for us to earn our place. So often all their time is planned and we cannot influence their priorities. We can't influence the next step of our activities'.

Because of the different temporal structures, e-business projects are often unplanned for international marketing. At least, projects from e-business are never the first planned ones, which will also come back in the next aspect of transfer time. In this way the projects of e-business are never the first priority for international marketing. But it is also an undesired situation for international marketing, since e-business cannot fulfil the planning requirements of international marketing.

A third reason for differences in priorities comes from the orientation of the international marketing team. Projects from e-business are prioritized on the basis of value and customer satisfaction. In general it can be said that these two aspects are not in accordance with being as efficient as possible, since activities based on value and customer orientation are more focused on effectiveness and the result of the activity. As an e-business marketer states:

'Our way of working and our projects are focused on conversion, value and satisfaction which can result in the fact that work will get less efficient'.

8.4 Lead time of projects

The teams within the department are dependent on each other. Working on a project means that tasks have to be passed on to other teams. Reducing the transfer time to the minimum results in a more efficient workflow within the organization. A project often needs a lot of input from different teams. Because of that, a project is often transferred back and forth between different teams. This is also the case at Kramp. According to an e-business marketer:

'I*t becomes difficult when tasks have to be transferred to others'.*

In this case the different temporal structures again play an important role. The influence of the temporal structures is well illustrated when a project process is followed. Kramp decided to start delivering to their customers on Monday, which they never did before. Because of this the e-business team started a project to build an internet page with information about these new deliveries and needed email communication to inform the customers about this change. This project had to be done within 3 weeks. In this process international marketing is needed. After they developed a new e-email template, e-business contacts international marketing because they needed a web editor for the production. Due to their strict planning and their focus on the efficiency of their team, there was no time at that moment, so it had to be scheduled later. Besides the web editor, a content marketer from the international marketing team is needed, which is active in the same temporal structure as the web editors which leads to the same problems in transferring the tasks. No time was available at that time. So, one marketing team is in the middle of a project, which should be finished within 3 weeks, but cannot proceed because there is no time to work on it at the international marketing team, since they are working in a completely different temporal structure, so all their resources are already booked. This results in the fact that it is almost impossible to finish a project, which is not even complex, within a few weeks.

As a results from the above mentioned difficulties in the transfer of tasks, alternative ways to plan time will be tried. As an international marketer told:

'W*hat they do for example, is that they just give a project to us or our department without any data, just to block the time. So we have no content we can place*'.

With the fact in mind that unplanned projects are always the last one on the list, e-business knows that they need to plan their projects in an earlier stage. But planning this far ahead with no content for the projects means that international marketing has no overview of what should happen at that time, since e-business simply doesn't know yet. Within their temporal structure they don't look that far ahead. The rule exist that all projects delivered to international marketing should be final. Content has to be final, and no changes should be made after delivering the project. Planning time with no content means that delivered projects are not final, and the rules are not complied. Besides the fact that rules are ignored, e-business can not foresee the problems they will face in the process in between the moment of planning and the moment of delivering content. So when e-business faces holdbacks during the preparation process it can result in the fact that the planned time is not even

needed at that time anymore, or even more time is actually desired because finishing the project is more complex than expected.

So transferring tasks on a short notice within the marketing department is constrained by the different temporal structures the teams are active in, and in that way the temporal structures constrain efficient work within the department.

8.5 Routines in temporal structures

Traditional, long established teams develop a temporal structure which fits to their activities and tasks, and in that way develop a specific way of working. For long existing teams a fixed way of working brings ease and comfort in performing their activities. Newer teams are usually characterized by a more flexible way of thinking. Looking at the marketing department we see two relatively new teams and one longer established team. All the marketing teams recognize differences in the way of working. As an international marketer stated:
'e-business is more focused on innovating. Our team is more stuck with the rules, it has to be done in the same way as before'.

Rules and procedures are related to increased efficiency and lower cost, especially in environments in which tasks are comparable and repetitive. Because of this, the international team shows a way of working which is very formal. From the e-business team the same feeling exist. According to them, international marketing got stuck in a pattern in which they are not very open to try new things. Added to this is the feeling that:
'market intelligence on the other hand has the same mind set as e-business in the way that they want to learn and try new things'.

Market intelligence experiences the same challenges, and states that changing along with the environment you are into is important:
'The way of communication is changing, and the change to online communication demands a change to a different, more flexible way of thinking'.

It shows how new teams differ in the way they work with regard to innovating and being open to try new things.
Of course, the fact that international marketing is an older team and is used to the way of working can prevent them for being open to changes. But, the main reason for being conservative to changes lies, again, in the role of time. Being formal and being focused on rules, deadlines and certain platforms to work with results in a higher internal efficiency. Changing the way of working and being innovative can take a lot of time, and brings the risks that changes might not work as expected. It brings the risks that time is lost, which is exactly the opposite of being as efficient as possible and reaching deadlines. So, the temporal structure of international marketing constrains innovating, flexibility and changing the way of working. Argued the other way around, e-business is constrained in working as efficient as international marketing, by not making use of formal rules and procedures as international marketing does, but it enables to be more innovating and more flexible.

8.6 Communication, information sharing and collaboration

Regarding the satisfaction about the current communication and information sharing there are interesting differences between the teams. Especially from the point of view of the international marketing team there is a lot to improve on this aspect. Since marketing production is the finishing step in the process of a project, they are depending on the information from the other marketing teams to do their job. Currently, international has some interesting remarks about the communication and involvement, due to their dependency on information.

Because of their temporal structure, it would be very useful for the marketing production team to get information on the amount of resources e-business needs from them on the long term. But as an international marketer said:
'I don't have any information from them what resources they need. Like , for example, this amount of hours of a web editor is needed weekly. Because if I knew I can make requests to have someone available. But if I don't know, how can I organize support'.

The problem that rises here, is again related to the temporal structures of the teams. The communication of information between the teams on the planning of resources is constrained by the different time perspectives they act in. In the current temporal structure e-business is not able to predict their need for resources so far up front, since their planning is more short-term. The temporal structure from the international marketing team on the other hand does not enable to organize support when the needed information is delivered as late as it is now from their viewpoint that they have to plan and fill their schedule to be as efficient as possible. So, the different temporal structures constrain the information sharing about the needed resources. Having differences in orientation, priorities, planning and the way of working does not encourage communication and involvement.

Besides that, more issues are related to a lack of communication and involved which are not directly related to the different temporal structures. As one international marketing coordinator states:
'Information and involvement is quite an issue. There is no real coherence, we work really separated. So sometimes e-business comes up with something, which is very surprising and it really makes an impact. Like the new emailing, which is presented to us when it is already final'.

Another project coordinator adds:
'It happens that they work on their own island to develop things, and the people that really have to work with it are only later informed and involved'.

It shows that the degree of communication between the teams is not optimal. From the marketing production side the opinion on communication is the same.
'At the moment the communication between e-business and our side is not optimal. We are not often involved in improvement or tests, whatever they do. So it could be that we are really surprised in the morning'.

It shows how the teams are separated, although they are placed within one department.

This lack of communication not only results in undesired surprises, it also hinders the alignment between what is wanted by the e-business team and the technical possibilities. Although marketing production needs final data to work with, it does not mean that communication and involvement is

not needed and wished for in the process to finalize the project. According to an international marketer their team is not enough informed and involved in the process. Not communicating also means that potential technical issues are not discussed before the plan is finalized and delivered to the marketing production team. International marketing has the responsibility to maintain around 70 different web sites, due to different languages. This also means that a project has to fit to the fact that all websites have to be maintained. Currently, international marketing experiences a lack of communication and involvement which results in the fact that technical issues are not noticed in front. As an international marketer said:
'the design of e-business has to be applicable on all stakeholders, on all the stakeholders together at the same time'.

A project should be focused on the whole structure that exist, so the focus is on all different stakeholders. But without communication and involvement in the process of a project, no issues can be recognized up front, and nothing will be tackled. It influences the efficiency of the marketing department when issues arise at the end of the project. So, there is always a team doing double, unnecessary work. Either e-business has to change the project in a way that fits to the requirements, or international marketing is changing the work already done by e-business. An increase in communication and involvement would not only limit the technical issues, it is also argued that:
'*we can be more creative when we do it together, and come up with additional ideas'*.

The previous challenges in communication where related to the e-business and marketing production teams. Besides this, it is noticed that more general communication within the marketing department is something that is wished for. Especially the international marketing team has experienced a lot of changes and developments at their department. The big growth in the amount of marketers and the different functions that are added to the marketing department show a rise in complexity. A big growth of a department can result in the fact that it is not clear for everyone what everyone is working on and what specific knowledge colleagues have. As an international marketer describes:
'it would help a lot when you just know what everyone is doing. For some knowledge sharing, for some involvement, knowing who you can contact for something specific and knowing what possibilities there are. So you know who you can help, or who you can help yourself'.

For a department growing in numbers and functions it is important to keep everyone up to date about what is done in different teams. Not knowing what people are working on, is a first obstruction to search for contact and collaboration.

Not knowing what others are working on also means that there is no possibility to align activities between teams, and influences the efficiency and effectiveness of the department. An example that illustrates this concerns the development of a click pilot. E-business developed a pilot which was focused on the Netherlands and had to be produced by marketing production. In the meantime, international marketing receives a request from market intelligence for a click pilot in Germany. Would both teams know what everyone was working on, these pilots could be combined, instead of using two different set ups. It shows the inefficiency of working as separated teams, because it results in the fact that after all the two settings still have to be combined. It means that instead of one click pilot, three pilots had been developed. A lack of communication between the functions also means that it is impossible to align online and traditional activities, on for example lay-out, although

the shift to more online marketing activities is visible. Working as separated teams means that when starting up an online or offline marketing project the change is high that the other kind of marketing is not involved. Alignment of online and traditional activities is seen as important. This is why an e-business marketer stated:

'offline and online should have the same look and feeling, like an offline and online brochure. But this is not always the case yet'.

8.7 Overview of results

To give a clear overview of the presented results, Figure 3 shows a summary of the main points discussed. It shortly discusses the different temporal structures of both teams, their perception on the conflicts and the analysed conflicts explained by the different temporal structures.

	E-business (EB)	International Marketing (IM)
Characteristics of temporal structure per marketing team:	Event-based view, use of sprint method, 2-weekly planning and deadlines, freedom in how to spend time	Clock-based view, long-term planning, strict deadlines and schedule, more time-pressure, use of time saving routines
Perception of the teams on conflicts:	**E-business (EB)**	**International Marketing (IM)**
Orientation	Conflicts with IM by not having the feeling that their activities are customer and value oriented	Conflict with EB by not always having the feeling that EB meets all customer needs from all different countries, but focuses on a few countries only
Priorities	Conflicts with IM prioritizing on the basis of their first comes first gets prioritizing and not having time for their projects	Conflicts with EB by not seeing e-business activities as their first priority
Lead time	Conflicts with the lack of flexibility and availability of IM in transferring tasks	Conflicts with EB on the lack of information and content they receive for transferring tasks on the long-term planning
Routines	Conflicts with IM on their lack of willingness to try new things	Conflicts with EB on the technical possibilities of their more innovating plans
Analysed differences causing conflict:	**E-business (EB)**	**International marketing (IM)**
Orientation	Effectiveness and value related orientation, due to more freedom and an event-based view	Efficiency and cost related orientation, due to strict deadlines and planning, and more time-pressure from a clock-based view
Priorities	More prioritizing on business value and customer satisfaction due to freedom in how to spend time	More prioritizing on efficiency, direct income and planned projects due to strict deadlines and time pressure for optimal production and income
Lead time	More flexible for transferring tasks, but not able to plan further ahead, due to 2 weekly planning and scrum method	Less flexibility for transferring tasks, but planning further ahead, due to long-term and strict deadlines
Routines	Able and willing to try new activities, due to more freedom in how to spend time and event-based view	More stuck to routines for efficiency, due to strict planning, deadlines and technical efficiency

Figure 3: overview of conflicts and temporal structures

9. Conclusion

This study intended to gain new insights on the challenge of integrating different marketing teams. To do this, it focused on the negative influence of inter-functional conflicts on the integration of teams, and the role that different temporal structures play in these inter-functional conflicts. The main question this research tried to get an answer on is **'How can we understand the integration of digital and traditional marketing teams from a temporal perspective?'**

To answer this question an ethnographical case study is conducted at a marketing department. Used as the main data collection method, interviews were conducted with marketers from both the new digital as the traditional marketing team. Combining the literature on inter-functional coordination with literature on temporal structure led to a theoretical lens of inter-functional coordination with a temporal perspective. This theoretical approach provided the means to better understand the role of temporal perspectives for integrating different teams.

Analyzing the temporal structures of the teams showed some interesting differences. To opposing temporal perspectives were found. On the one hand the temporal structure of e-business with a more event-based view, a short two weekly planning and a lot of freedom in how to spend time on activities is noticed. On the other hand the temporal structure of international marketing with more clock-based view, long term planning, deadlines, strict planning and time-pressure is found.

These differences in temporal structures seemed to be related to the found inter-functional conflicts between the teams. From the ethnographical case study four types of inter-functional conflicts came to light, that impede the integration of functions. These conflicts were related to differences in orientation, priorities and routines of the teams, and the lead time of projects. Using the mentioned theoretical approach, we were able to understand these conflicts in a better way. As the theory of Orlikowski and Yates (2002) states, temporal structures can constrain a team from performing certain activities. The different temporal structures showed to be very contradictory and in that way create the mentioned inter-functional conflicts. At first it is found that the time perspective of a team influences their orientation. Having more freedom in how to spend time results in the ability to be a more service and customer oriented team. Having to book and report time spend on activities results in more efficiency oriented teams. It also results in a discrepancy on how to prioritize the tasks of the teams. International marketing shows a different way of prioritizing due to the temporal structure. Prioritizing on how much time a project will take and whether it is planned far ahead and according to the rules does not fit the way of prioritizing on the basis of the outcome of the project and working on short term, leading to conflict. Furthermore, the temporal structures influence the transfer time of activities between the teams since and e-business is based on a short term planning and international marketing is planning ahead for weeks, which results in the fact that resources of international marketing are already booked before e-business can. At last, the way of working and the importance of routines differ among the teams. One temporal structure is based on rules and routines to increase the efficiency and reach deadlines and follow the planning. The other temporal structure has less rules and more flexibility due to their freedom .

So, by using a temporal perspective on coordination a better understanding on integrating teams is developed, since temporal structure can be the underlying reason for inter-functional conflict. Two opposing temporal structures increases the likelihood of inter-functional conflicts, which leads to less integrated teams in terms of communication and collaboration.

10. Discussion

This study presents results on the role of time perspectives for integrating different teams. Using a theoretical approach which combines literature on inter-functional coordination (Narver & Slater, 1990; Kohli & Jaworski, 1990) and temporal structures (Orlikowski & Yates, 2002) the focus was on different inter-functional conflicts and the role of temporal structures in these conflicts. While a lot of research is aimed on gaining better insights on how to use inter-functional coordination as tool for achieving integration between teams, not much is known about the role of temporality and conflicts in this regard.

The results of this study show how the temporal structures of teams can play an important role in integrating them. As Orlikowski and Yates (2002) discuss, a temporal structure constrains and enables the ability of a team or department to perform specific activities. This research found a relation between the opposing temporal structures of two marketing teams and the inter-functional conflicts that exist between these teams. As argued, the temporal structure a team is active in influences which activities the team performs. This statement of Orlikowski and Yates (2002) turned out to be relevant in this case. Using the framework of inter-functional coordination with a temporal perspective, resulted in findings that showed the relation between the inter-functional conflicts and the contradictory temporal structures the marketing teams are active in. To start, the temporal perspectives of the marketing teams were analysed, and two opposing temporal structures within the marketing department were found. On the one hand, we observed a temporal structure of the e-business teams which enables more customer oriented, value based and flexibility in their activities. On the other hand, we observed a temporal structure of international marketing which constrained these activities, but enables opposing activities more focused on efficiency and costs. This means that these opposing temporal structures function as an important cause of inter-functional conflicts, since due to the different temporal structures the activities within the marketing department are not aligned. Differences in temporal structures were noticed by looking at time aspects like an event or clock-based view on time, the role of deadlines and time-pressure, a long or short term planning and the degree freedom in how to spend time. These time aspects have an influence on the activities of marketing teams. So, being active in such opposing temporal structures showed to be an underlying reason for inter-functional conflicts between teams with regard to orientation, priorities, routines and lead-time. As stated, inter-functional conflicts have a negative influence on the integration of teams, in terms of communication and collaboration. Therefore, a temporal perspective on coordination gives a better understanding why inter-functional conflicts arise.

Comparing these results with the current literature, we see that this study brings new insights on how we can better understand the integration different teams, since the role of temporal perspectives is not discussed in coordination literature before . The current literature about inter-functional coordination suggest that integrating mechanisms can be used to encourage the communication and collaboration between teams and reach integration. Rahim (2001) adds to his that integrating mechanisms are appropriate when one party alone cannot solve the problem and is useful in utilizing the skills, information, and other resources possessed by different parties to define or redefine a problem and to formulate effective alternative solutions for it, or when commitment is needed from parties for effective implementation of a solution. A very useful integration mechanism are cross-functional teams. Such a team is formed by people with different functional expertise working towards the same goal. Cross-functional cooperation is especially important when inter-

dependence is high, which is the case between marketing teams. Pinto and Pinto (1990) emphasize the benefit of cross-functional teams by stating that people in cooperation tend to understand and be influenced by each other's interest and ideas, seek and give information, communicate and assist each other more. Setting up a cross-functional team means that instead of two big teams working together, smaller teams are composed. Working within smaller teams eases and intensifies collaboration and interaction since all members are working on activities of the cross-functional team instead of all kind of different tasks.

To make integration efforts successful, inter-functional conflicts should be managed so negative effects are minimized. In accordance with this research, the inter-functional coordination literature emphasizes the importance of managing conflicts, and presents coordination mechanisms to do this. Literature on conflict management, like research from Pinto, Pinto & Prescott (1993) and Kumar & Van Dissel (1996) have mentioned coordination mechanisms for inter-functional conflicts. Both emphasize that superordinate goals, rules and procedures, accessibility and proximity are important coordination mechanisms that help reducing conflict. Besides that, Somech, Sesivilya and Lidogoster (2009) discuss the effectiveness of cooperative or competitive coordination mechanisms in managing conflict.

But no inter-functional coordination literature mentions the role of temporal perspectives in conflict management or integration mechanisms. Combining inter-functional coordination theories with literature on temporal structures provided a new theoretical framework, which gave a new view on how we can understand the integration of marketing teams. Using this framework, the results showed the role of opposing temporal structures in conflicts, and adds new insights on how to manage inter-functional conflicts. To make integration efforts work, contradictory temporal structures should be aligned to take away an important reason for inter-functional conflict. This is a conclusion not stated in current coordination literature before.

For doing this, Orlikowski and Yates (2002) argue that temporal structures can be changed. Explicit modifications to temporal structures are often associated with innovations intended to improve industrial, organizational or societal effectiveness (Orlikowski & Yates, 2002). In this case, coordinating and changing temporal structures is helpful for the organizational effectiveness of an organization, since it facilitates the integration process. Changes to temporal structures should be made in a way that the temporal structures enables the team to perform the activities important for the firm. A firms who wants to become e-business driven, needs to be customer-oriented. As Olson, Slater & Hult (2005) argue this requires effectiveness and flexibility, which can be achieved by a temporal structure with an event-based view, short-term planning and freedom in how to spend time.

So, in this research a new view on inter-functional coordination is developed. While the current literature on inter-functional coordination does not pay any attention to the coordination of time structures within organizations, this study found that alignment of temporal structures is an important aspect for reaching integration between teams, in a way that it helps the reduction of inter-functional conflicts. This means that we should look at inter-functional coordination from a more temporal perspective nowadays, and take alignment of temporal structures as an important coordination mechanism.

11. Managerial implications

As this research shows, organizations should better understand the role of opposing temporal structures to reach integration. This means that organizations should focus on the coordination of temporal structures to make integration efforts work. Without coordinating opposing temporal structures, the underlying reason for inter-functional conflicts is not managed. This means that regardless the use of other integration mechanisms, a reason for conflicts will continue to exist. Therefore, managers should take the role and influence of temporal structures into consideration. This means that for the successful integration of a new marketing team and its activities with and already existing traditional marketing team, the basis and first step is to coordinate and align the opposing temporal structures of the teams. Once temporal structures are better aligned, inter-functional conflicts can reduced and coordination efforts like integration mechanisms will have better results.

11.1 Cross-functional teams within aligned temporal structures

So, for reaching integration between e-business and international marketing, management has the task to reduce the inter-functional conflicts and facilitate communication and collaboration between the teams. According to this research this can be done by setting up a cross-functional team within aligned temporal structures. Therefore, it is recommended to set up a cross-functional team consisting of a project coordinator, a web editor and a designer from the international marketing team. These international marketers get the responsibility to focus on e-business related activities and work more intensively together with the e-business marketers. Communication between big groups makes it hard to keep everybody up to date. By composing a small cross-functional team it is clear who are contact points for e-business, and it is clear which people have to be informed and involved in the early status of the project. This means that decisions are taken jointly so all potential (technical) issues that should be taken into consideration are discussed early in the process. Working intensively together in smaller teams stimulates communication and collaboration. In this way a better appreciation will be developed on different issues and more creative solutions can be thought of together.

To make this work, the temporal structures of both e-business and international marketers should be aligned within the cross-functional team, to reduce inter-functional conflict, and to really give international marketing the opportunity to support e-business. As argued, an e-business strategy needs flexibility to enable customer orientated activities. This should be enabled by the temporal structure. Therefore, the biggest changes in the temporal structure have to be made for the web editor and designer, since they are part of the marketing production team with the related temporal structure focused on efficiency. Alignment of the temporal structures can be done by reserving a fixed part of the time of the international marketers which are part of the cross-functional team. This reserved time is then free to spend on e-business activities, which means that they can work along with the scrum method of working and the two weekly planning of activities. Setting this time free from other marketing activities takes away the time pressure of working in booked hours. It ensures that the time-pressure and strict deadlines for other projects, and thus the need for focusing on efficiency, disappears. It enables activities which are focused on the customer and effectiveness instead on efficiency, since there is more freedom in how to spend these hours. This means that changing and aligning the temporal structures within the cross-functional team takes away the

conflicts between the marketers in term of orientation, priorities, routines and lead-time and besides improves communication and collaboration.

11.2 Limitations and future research

Every research has a few limitations, which is also the case in this study. A first limitation of this research is the fact that there is only focused on one case. Although these findings are very relevant for this specific company, other companies might show other influences of temporal structures on inter-functional coordination. Possibly other inter-functional conflicts come to light, in which temporal structures also play a role. Therefore, future research could focus on doing multiple case studies to get a more complete overview of the influence of temporal structures on inter-functional coordination. Besides that, to acquire more knowledge on this topic future research could for example focus on the topic how to change temporal structures in the most effective way or whether there circumstances in which contradictory temporal structures are desired within a department.

Another limitation of this research is the fact that conducting semi-structured interview always brings along some risks. Conducting semi-structure interviews allows the interviewer to search for deeper understanding and reasons. This means that answers can be provoked by the researcher and giving a specific answers can be stimulated because it is interesting for the study. Besides that, conducting interviews always brings the risk for subjectivity. Questions can be interpreted differently by interviewees resulting in different answers. On the other hand, the interviewer can interpret answers based on his own knowledge which can lead to biases. This means that we have to be careful with generalizing the results of this research. Therefore, future research is needed to see whether a repeat of this research will lead to the same conclusions.

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Appendix A

Interview protocol

The following part will give a guideline which will be used during the interviews.

Introduction

Giving a brief explanation of the research purpose. Explaining that the aim of these interview is to determine how the dynamics between the digital and traditional marketing functions is, which will be done by discussing a few concepts of marketing integration.

Mentioning that the interview, with their approval will be recorded, with the purpose to make the analysis of it easier.

- Can you tell me something about yourself and your function at Kramp?

Digital and traditional marketing integration

This research focuses on the integration of digital and traditional marketing. This means that the digital and traditional marketing should be seamless aligned. So, digital and traditional marketing should be combined, instead of two separated functions, because this leads to higher marketing effectiveness.

- In what way do you and other marketing teams come in contact with each other and how do you feel about the current integration between the new digital and already existing traditional/offline marketing teams?

Inter-functional information dissemination

I determined information dissemination as an aspect of integration, and would like to focus on this a bit more:

- How important is it to share information across the teams and what do you think about the current information dissemination (communication) between the different teams?

    Depending on the answer of previous question:
- Do you feel like you are always good informed by the other team(s) and have access to needed information?
- In what way(s) is information currently disseminated between the teams?

Inter-functional collaboration

Besides the information aspect, I determined inter-functional collaboration as an aspect of integration. This is something I would ask something about:

- To what extent and in what way is there collaboration between the digital and traditional marketing teams?
- How does this work and how do you feel about the collaboration between both functions?

Time aspects

The role of temporal structures is the focus of this research. Therefore question are asked focused on:

- What is the role of time in your team?
- What way of planning is used (long/short term)?
- What is the role of the scrum method in your team?
- How much freedom do you have in spending your time?
- What is importance of routines within your team?
- How do you experience the role of deadlines and time pressure within your team?
- How flexible are you and your team in their activities?
- Is the team influenced by these time aspects, and how does it differ from the other team(s)?

Inter-functional conflict

For this research it is especially important how the digital and traditional marketing integration can be improved. Therefore I would like to focus on problems and challenges you face in this process, which in this research are called inter-functional conflicts.

- What problems and challenges do you notice in the process of integrating (communicating/collaborating) digital and traditional marketing functions?

Depending on the previous answer questions on different reasons for conflict can be asked. Literature has determined different reasons for conflicts, do you recognize the current situation at Kramp in these reasons for conflict:

- Do you feel that when collaborating with other teams, you are working towards the same goal?
- How do the teams differ in the way they work?
- Do problems occur in terms of accessibility of the other team or scheduling tasks?
- Do the teams differs in the ways they think these goals should be reached?
- Do the different teams conflict over the fact who is responsible for doing something?
- Do the teams conflict over the use of resources?
- In what way do the teams differ in their way of thinking like different perspectives or priorities?
- Do the online and traditional teams have different viewpoints, like customer/cost oriented, or short/long term?
- Does the other team in some way hinder your work/process?
- Are there any personal problems between the teams?

    As a conclusion:
- What conflict(s) cause the most problems for the integration of the teams?