Sales intra-functional flexibility: its relationship to performance and moderating effects of customer orientation and role stressors [conference abstract]

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Abstract

The dynamics of the modern business landscape for sales operations is changing rapidly and as such sales departments need greater flexibility to proactively and quickly reallocate critical resources, to achieve and maintain the competitive advantage. Building on the strategic flexibility literature and social exchange theory we propose the notion of a sales department’s intra-functional flexibility (SIF). The present study contributes to the existing literature by: (a) exploring the relevance of, and defining, the concept of sales intra-functional flexibility; (b) explaining the effects of such flexibility on aspects of firm performance; (c) disentangling the moderating effects of customer orientation and role stressors on the SIF-performance link. The present paper discusses the results in light of the existing literature and proposes routes for future research.

Keywords: sales intra-functional flexibility, flexible resource exchange, customer orientation

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