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When does marketing & sales collaboration affect the perceived lead quality? The moderating effects of IT systems

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Online-Appendix

"When Does Marketing & Sales Collaboration Affect the Perceived Lead Quality? – The Moderating Effects of IT Systems"

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Junior Management Science 9(3) (2024) 1681-1699

Appendix

Table 1: Measurement Scales and their Reliability

Collaboration Measures:

Jo	Joint Planning (Homburg et al. 2008a; Le Meunier-FritzHugh & Piercy 2011)						
	Items	Item Reliability	Cronbach's Alpha				
1.	Marketing & Sales work closely together in lead management.	0.598					
2.	Marketing & Sales jointly determine the goals and processes in lead management.	0.795					
3.	Marketing & Sales have aligned goals in Lead Management.	0.711	0.924				
4.	Marketing & Sales are making lead man- agement decisions together.	0.670					
5.	Marketing & Sales solve lead manage- ment problems together.	0.728					
In	formation Sharing (Homburg et al. 2008a; Bid	emans et al. 2010)					
	Items	Item Reliability	Cronbach's Alpha				
2.	Marketing & Sales respond quickly and without a reminder to requests for infor-	0 490					

	mation on leads.		
3.	Marketing & Sales proactively inform the other department about lead information.	0.700	0.835
4.	Marketing & Sales quickly share infor- mation on successful and unsuccessful leads.	0.729	

IT-System Support Measures:

Quality of Lead Information (Ahearne et al. 2007; Buaprommee & Polyorat 2016; Choe et al. 2009)

	Items	Item Reliability	Cronbach's Alpha
1.	Our systems are an excellent source of in- formation on leads from marketing.	0.771	
2.	Our systems show me all the relevant in- formation I need to successfully process leads from marketing.	0.813	
3.	It is easy for me to get an overview of all relevant lead information in the systems.	0.685	0.953
4.	The most relevant information on leads is clearly displayed in the systems.	0.802	
5.	IT-systems give me quick and easy access to information about leads from market- ing.	0.753	

6. I can learn a lot about the leads from marketing in the IT-systems.

0.755

Lead Prioritization & Planning (Homburg et al. 2008b; Panagopoulos & Avlonitis 2010; Terho et al. 2015)

LU	Letter T Hornessettori & Thurming (Hornourg et al. 2008), Failagopoulos & Avionius 2010, Telho et al. 2015)							
	Items	Item Reliability	Cronbach's Alpha					
1.	The IT-systems support me in prioritizing leads.	0.705						
2.	With the help of the IT-systems, I can better prepare and plan how to approach my leads.	0.705						
3.	The IT-systems enable me to assess the likelihood of success for different leads.	0.767	0.94					
4.	The IT-systems help me to focus my ac- tivities on the most attractive leads.	0.805						
5.	The IT-systems help me to tailor my sales efforts precisely to the leads.	0.819						
Le	ad Management Measures:							
Pe	rceived Lead Quality (Sabnis et al. 2013)							
	Items	Item Reliability	Cronbach's Alpha					
1.	Marketing qualifies leads effectively.	0.797						
2.	Marketing is able to filter out leads with low potential.	0.744						
3.	Marketing is very good at passing high potential leads to sales.	0.669	0.932					
4.	Marketing does an excellent job in lead pre-qualification.	0.941						
Le	ad Follow-Up (Ahearne et al. 2007; Schillewaert et al. 2007; Schillewa	et al. 2005)						
1.	I frequently follow up marketing-gener- ated leads.	0.793						
2.	I make full use of the opportunities of- fered by marketing-generated leads.	0.704						
3.	Compared to other salespeople, I fre- quently follow up marketing-generated leads.	0.479	0.891					
4.	The follow up of marketing-generated leads is an integral part of my daily sales routine.	0.742						

Control Variables used for the Analysis:

IT Usage (Speier & Venkatesh 2002, Schillewaert et al. 2005, Ahearne et al. 2007)

1. I consider myself a regular user of the IT systems.

Marketing Lead Volume

1. How many marketing-generated leads do you receive per months?

Managerial Tracking of marketing-generated Leads (Sabnis et al. 2013)

1. My manager regularly reviews my progress in following up on leads from marketing.

Gender

Which gender do you feel you belong to?

- 1. Male
- 2. Female
- 3. Diverse

Age

What is your age?

Company Size

How many employees work for your company?

- 1. 1-50 employees
- 2. 50-100 employees
- 3. 100-500 employees
- 4. 500-1000 employees
- 5. 1000-5000 employees
- 6. More than 5000 employees

Company Years & Sales Experience

- 1. How many years have you been working in your current job?
- 2. How many years of sales experience do you have?

Relation	ıship		Model 1	Model 2	Model 3
PLQ	\rightarrow	MLFU	0.269***	-	-
JP	\rightarrow	MLFU	0.09	-	-
IS	\rightarrow	MLFU	0.218	-	-
JP	\rightarrow	PLQ	0.341***	0.266***	0.264***
IS	\rightarrow	JP	0.918***	0.582***	0.583***
IS	\rightarrow	PLQ	0.308*	0.014	0.032
LI x JP	\rightarrow	PLQ	-	-	0.074*
LI	\rightarrow	IS	-	0.470***	0.470***
LPP	\rightarrow	JP	-	0.212***	0.211***
LPP x IS	\rightarrow	PLQ	-	-	0.032
LI	\rightarrow	PLQ	-	0.425***	0.408***
LPP	\rightarrow	PLQ	-	0.143	0.156*
ol variables	:				
MLV	\rightarrow	PLQ	003	002	002
ITU	\rightarrow	PLQ	0.259**	0.041	0.04
MT	\rightarrow	PLQ	0.08	01	011
Gender	\rightarrow	PLQ	0.142	0.274	0.228
ComSze	\rightarrow	PLQ	0.089	0.008	008
ComYrs	\rightarrow	PLQ	0.000	0.011	0.011
SalYrs	\rightarrow	PLQ	01	004	005
Age	\rightarrow	PLQ	0.009	0.012	0.012
	PLQ JP IS JP IS IS LI x JP LI LPP LPP x IS LI LPP ol variables MLV ITU MT Gender ComSze ComYrs SalYrs Age	Relationship PLQ \rightarrow JP \rightarrow IS \rightarrow JP \rightarrow IS \rightarrow IS \rightarrow IS \rightarrow LI \rightarrow LPP \rightarrow LPP \rightarrow LPP \rightarrow LPP \rightarrow LPP \rightarrow $Convariables:$ MLV MTV \rightarrow $Gender$ \rightarrow $ComSze$ \rightarrow $ComYrs$ \rightarrow $SalYrs$ \rightarrow Age \rightarrow	RelationshipPLQ \rightarrow MLFUJP \rightarrow MLFUIS \rightarrow PLQJP \rightarrow PLQIS \rightarrow PLQLI x JP \rightarrow PLQLI \rightarrow JPLPP \rightarrow JPLPP \rightarrow PLQLI \rightarrow PLQLI \rightarrow PLQLI \rightarrow PLQLI \rightarrow PLQLI \rightarrow PLQLI \rightarrow PLQITU \rightarrow PLQGender \rightarrow PLQComSze \rightarrow PLQSalYrs \rightarrow PLQAge \rightarrow PLQ	RelationshipModel I PLQ \rightarrow MLFU 0.269^{***} JP \rightarrow MLFU 0.09 IS \rightarrow MLFU 0.218 JP \rightarrow PLQ 0.341^{***} IS \rightarrow JP 0.918^{***} IS \rightarrow PLQ 0.308^{*} $LI x JP$ \rightarrow PLQ $ LI$ \rightarrow JP $ LPP$ \rightarrow JP $ LPP$ \rightarrow PLQ $ LI$ \rightarrow PLQ $ LIPP$ \rightarrow PLQ $ LIPP$ \rightarrow PLQ $ LIPP$ \rightarrow PLQ $ LIPP$ \rightarrow PLQ $ MLV$ \rightarrow PLQ $ MIV$ \rightarrow PLQ 0.003 ITU \rightarrow PLQ 0.008 Gender \rightarrow PLQ 0.000 $SalYrs$ \rightarrow PLQ 01 Age \rightarrow PLQ 0.009	Relationship Model 1 Model 2 $PLQ \rightarrow MLFU$ 0.269*** - $JP \rightarrow MLFU$ 0.09 - $IS \rightarrow MLFU$ 0.218 - $JP \rightarrow PLQ$ 0.341*** 0.266*** $IS \rightarrow MLFU$ 0.218 - $JP \rightarrow PLQ$ 0.341*** 0.266*** $IS \rightarrow PLQ$ 0.308* 0.014 $LI x JP \rightarrow PLQ$ - - $LI \rightarrow JP$ PLQ - $LPP \rightarrow PLQ$ - 0.470*** $LPP \rightarrow JP$ PLQ - $LI \rightarrow PLQ$ - 0.425*** $LPP \rightarrow PLQ$ - 0.143 $ol variables:$ - 0.143 $ol variables:$ - 0.01 $ML \vee PLQ$ 0.08 01 $MT \rightarrow PLQ$ 0.08 01 Gender $\rightarrow PLQ$ 0.089 0.008

Table 2: Unstandardized Parameter Estimates for the Models

*= Significant at p<.10; **= Significant at p<.05; ***= Significant at p<0.01

						Indirect
Predictor (X)	Mediator (M)	Outcome (Y)	$X \rightarrow M$	$\mathbf{M} \not \rightarrow \mathbf{A}$	$X \rightarrow Y$	Effect
JP	PLQ	MLFU	.341***	.269***	.090	.092**
IS	PLQ	MLFU	.308*	.269***	.218	.083*
IS	JP	PLQ	.918***	341***	.308*	.313**

 Table 3: Mediation Analysis – Unstandardized Estimates Model 1

*= Significant at p<.10; **= Significant at p<.05; ***= Significant at p<0.01

						Indirect
Predictor (X)	Mediator (M)	Outcome (Y)	$X \rightarrow M$	$\mathbf{M} \not \rightarrow \mathbf{Y}$	$X \rightarrow Y$	Effect
LI	IS	PLQ	.470***	.014	.425***	.007
LPP	JP	PLQ	.212***	.266***	.143	.056**
IS	JP	PLQ	.582***	266***	.014	.155**

 Table 4: Mediation Analysis – Unstandardized Estimates Model 2

*= Significant at p<.10; **= Significant at p<.05; ***= Significant at p<0.01

Table 5: Robustness Check – Models without Control Variables

Relationship			Model 1	Model 2	Model 3	
H1:	PLQ	\rightarrow	MLFU	0.336***	-	-
	JP	\rightarrow	MLFU	0.134	-	-
	IS	\rightarrow	MLFU	0.174	-	-
H2	JP	\rightarrow	PLQ	0.367***	0.256***	0.261***
H3:	IS	\rightarrow	JP	0.657***	0.564***	0.564***
H4:	IS	\rightarrow	PLQ	0.220**	0.009	0.021
Н5:	LI x JP	\rightarrow	PLQ	-	-	0.143**
H6:	LI	\rightarrow	IS	-	0.518***	0.518***
H7:	LPP	\rightarrow	JP	-	0.234***	0.234***
H8:	LPP x IS	\rightarrow	PLQ	-	-	0.024
	LI	\rightarrow	PLQ	-	0.426***	0.410***
	LPP	\rightarrow	PLQ	-	0.153	0.162*
CMIN	N (df)			163.984 (97)	353.653 (219)	397.774 (259)
CMIN	N/df			1.691	1.615	1.536
RMSEA		.055	.064	.060		
SRMR		.048	.048	.049		
CFI				.964	.959	.958
TLI				.956	.953	.952

*= Significant at p<.10; **= Significant at p<.05; ***= Significant at p<0.01

	Factor							
	1	2	3	4	5	6		
JP_1		.804						
JP_2		.889						
JP_3		.827						
JP_4		.871						
JP_5		.879						
IS_1		.416						
IS_2						.474		
IS_3						.903		
IS_4						.741		
LI_1	.676							
LI_2	.988							
LI_3	.932							
LI_4	.980							
LI_5	.674							
LI_6	.821							
LPP_1			.807					
LPP_2			.696					
LPP_3			.938					
LPP_4			.895					
LPP_5			.882					
PLQ_1					.733			
PLQ_2					.873			
PLQ_3					.599			
PLQ_4					1.033			
MLFU_1				.866				
MLFU_2				.840				
MLFU_3				.744				
MLFU_4				.897				

 Table 6: Exploratory Factor Analysis

	Factor						
	1	2	3	4	5	6	
JP_1		.813					
JP_2		.880					
JP_3		.830					
JP_4		.845					
JP_5		.866					
IS_2						.464	
IS_3						.913	
IS_4						.743	
LI_1	.671						
LI_2	.990						
LI_3	.932						
LI_4	.977						
LI_5	.674						
LI_6	.824						
LPP_1			.818				
LPP_2			.699				
LPP_3			.943				
LPP_4			.913				
LPP_5			.886				
PLQ_1					.738		
PLQ_2					.879		
PLQ_3					.611		
PLQ_4					1.032		
MLFU_1				.859			
MLFU_2				.846			
MLFU_3				.743			
MLFU_4				.903			

 Table 7: Exploratory Factor Analysis – IS_1 removed

	JP	IS	LI	LPP	PLQ	MLFU
JP	0.700					
IS	0.430	0.640				
LI	0.184	0.275	0.764			
LPP	0.202	0.142	0.518	0.760		
PLQ	0.266	0.211	0.429	0.338	0.788	
MLFU	0.177	0.174	0.275	0.233	0.245	0.680

Table 8: Fornell-Larcker Criterium

Note: AVE on the diagonal; Squared correlations in the lower matrix