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PROCEEDINGS**

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Cross-functional Integration Focusing on Internal Productive Service Quality: A Case Study on New Product Development Speed

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Abstract

Recently, unavoidable competitive environment and fast-changing in business circumstances have compelled companies to improve or replace products by generating the new-to-the-world products. New product development (NPD) is one essential strategy for companies to search the potential opportunities in order to gain competitiveness and be survival. Two crucial key success factors for generating new products are efficiency of new product development process (NPDP) and effectiveness of new product development speed (NPDS). Establishment of efficient NPDP and effective NPDS needs tremendous cross-functional integration and honorable team. The major objective of this study is to review the previous studies addressed in three antecedent factors, 1) internal productive service quality (IPSQ), 2) team effectiveness, and 3) knowledge sharing influence on NPDS. The question about how productive individual employees related to IPSQ impact on NPDS so that companies could deliver fast service to satisfy customer expectations. This paper seeks to review a gap model for explaining the gaps between internal customer expectations and internal provider perceptions of customer expectations. In conclusion, the study finds that the efficient and productive cross-functional integration potentially enhance internal productive service quality, team effectiveness, and knowledge sharing influence NPDS.

Keywords

Cross-functional integration (CFI), New product development process (NPDP), New product development speed (NPDS), Internal Productive service quality (IPSQ)

1. Introduction

In recent years, there has been a dramatic increase in competitive environment and complex business circumstances, companies intend to improve or replace products by generating the new-to-the-world products. Using internal sources, establishment in an efficient NPDP is one of crucial element for engendering product improvements, product modifications, new products, and new brands. Kotler and Armstrong (2021: 271) demonstrated that a number of companies pursue their NPDP starting with "idea generation, idea screening, concept development and testing, marketing strategy development, business analysis, product development, test marketing, and ending with commercialization". To speed up new products into the market, several companies conduct team-based new product development approach. With regard to this approach, the linkages among different functional areas of organization have been adjoined the collaboration of overlapping in NPDP to save time and increase performance (Kotler & Armstrong, 2021). In addition, companies which have capabilities to enhance NPD speed by transforming new ideas to new products faster than competitors could potentially explore NPDS for delivering differentiate products, creating entry barriers, and carrying out new markets to remain competitiveness. Energetic NPDS requires internal productive integration of strong cross-functional team and honorable cooperation culture through a total-company (Zhu et al., 2019). Firms should therefore seek effective ways to interface inter-functional collaboration and take cross-

functional perspectives in developing their strategies to achieve NPDS.

Achieving the perspectives in cross-functional integration are associated with the collaborations among marketing, R&D, production, procurement, and finance function that work together from start to finish in NPDP at concept development, product development, and commercialization stage positively relevant to sustainable NPD project performance (Genc & Benedetto, 2015). To enhance effective collaboration among inter-department towards NPDP, top management could make encouragement and commitment to build excellent inter-departmental working relationships.

Additionally, one way to accomplish the smooth cross-functional integration is to reduce potential conflicts between differences in perspective of marketing and manufacturing teams. For instance, their conflicts could be different understanding in productions' capacities and demandforecast. Furthermore, another possible conflict area is the complaint from marketing teams about the inactive response of manufacturing teams, while manufacturing teams criticize marketing teams about inaccurate sale forecasts (Maynard et al., 2020). These conflicts potentially convey NPDslow, product failures, and lost sales and profits. Eventually, new product success requires not only new ideas to simply NPDP but also efficient cross-functional integration to speed up NPD in order to deliver fast service to satisfy customer expectations.

There have been a number of longitudinal studies involving cross-functional integration, IPSQ and NPDS. Parker (2016: 3) has revealed that companies which have efficient cross-

functional integration could win high success in meeting objectives and achieve proactive team-integration. Moreover, several previous studies have indicated that cross-functional integration have a positive impact on NPDS (Parker, 2016). Zapatero, Benito, and Lannelongue (2017: 771) have illustrated that creation of effective cross-functional team has potentially been positive influence on NPDS (Gonzalez-Zapatero et al., 2017).

Nevertheless, very little previous studies have identified the specific factors such as IPSQ, team effectiveness, and knowledge sharing be relevant to NPDS and carried out in a small number of areas. Therefore, this systematic review paper aims to determine those gaps and investigate the relationship between cross-functional integration addressed in three antecedent factors, 1) internal productive service quality, 2) team effectiveness, and 3) knowledge sharing are positively associated with NPDS.

Drawing upon those objectives, this study attempts to derive a conceptual framework of the relationship among three variables by systematically reviewing previous researches. The findings could make a potential contribution to the field of effective linkages of cross-functional integration through NPDP to enhance NPDS outcomes for sustaining competitive advantage. The successful implementation of this concept could lead to develop and launch appropriate new products faster than competitors and firms can eventually sustain their profit.

Furthermore, the question about how productive individual employees related with IPSQ impact on NPDS so that companies could deliver fast service to satisfy customer expectations. This paper seeks to review a

gap model by describing the gaps between internal customer expectations and internal provider perceptions.

To support the above-mentioned objectives, Section 2, literature review begins with reviewing the fundamental process of NPDP and the crucial roles of NPDS. Then, the review of cross-functional integration addresses in three antecedent factors consisted of 1) internal productive service quality 2) team effectiveness, and 3) knowledge sharing which could be the key components for success in NPDS. Section 3, the proposition development and conceptual framework are presented in this section. Last, the remaining parts of this paper are discussion, conclusion and recommendation for further field research.

2. Literature review

Currently, several literatures on NPD pay particular attention to NPDP. There has been an increasing amount of literature on the key factors relevant to NPDS. However, very small number of previous studies is demonstrated specifically about insight cross-functional integration factors influence NPDS. Hence, this study attempts to review previous study by drawing on systematic reviews into developing the propositions and conceptual framework. The following section brings an in-depth description of the association among variables as above-mentioned in the objectives of this study.

2.1 New product development process (NPDP)

Companies mostly establish a concrete R&D and marketing as a working team to carry out the potential new ideas for developing

new product innovations. Companies typically set up NPDP so that company have a systematic process for new product development. Kotler and Armstrong (2021: 271) demonstrated that a number of companies pursue their NPDP starting with "idea generation, idea screening, concept development and testing, marketing strategy development, business analysis, product development, test marketing, and ending with commercialization".

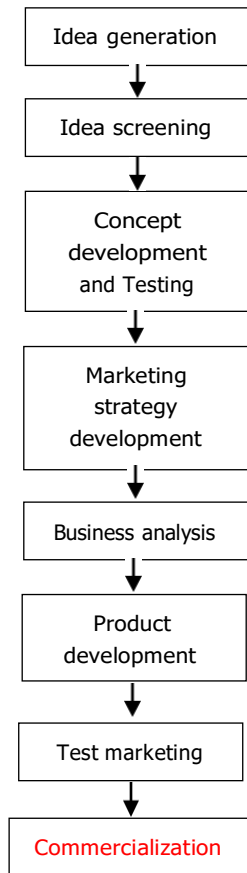


Figure 1: Major Stage in NPD (Kotler & Armstrong, 2021)

A longitudinal study of NPD decision process illustrated by Kotler and Keller (2016: 458-459) presents that several companies conduct the stage-gate system to detach each gate

into working stage. "The project leaders, working with cross-functional team, must bring a set of known deliverables to each gate before the project can pass to the next stage." To move from each gate to next stage, the sets of solid information for decisions are required. For instance, before making decision go or no-go from business analysis stage into product development need a solid and appropriate market research study of customer needs, demand and supply, a competitive situation, and a technical possibility. After that, head of stage gate or top management team reviews the proposal of each gate and makes a decision whether go, kill, hold or recycle (Kotler & Keller, 2016).

2.2 New product development speed (NPDS)

Although the NPDP has been set up clearly along with entire process, the lack of good collaboration among the team and slow responses across functions could make the delay of new product generation. This might lead to wrong decision whether kill or hold new products. Hence, NPDS represents how new ideas have been expedited through NPDP from idea generation stage to the end commercialization of new products in the markets. A number of recent evidences define that NPDS is an essential determinant, which have generous influence on new product performance (Cheng & Yang, 2019). Several attempts revealed in Zhu, Xiao et al. (2019) have been reported that rapid moving developments, fast changes in technology, and stringent pressure of competition, speed is an important determinant for driving NPD to change

exchange, dissimulation and sharing of different views or opinions from different sections of a firm that are related to innovation and which become a basis for creating new ideas" (Tsuji et al., 2017).

Cross-functional integration is one of significant driver of new product success. Generating new products typically need interdisciplinary perspectives and multi-departmental collaborations across different functions along with NPDP which can lead to speed up NPD successfully and earn positive results of new product performance. Linkage across functions grant crucial benefits for the NPDP, including encouraging new idea generation (Genc & Benedetto, 2015). This review presents the association between productive, efficient, and effective internal cross-functional integration and NPDS.

2.4 Internal productive service quality (IPSQ)

According to afore-mentioned, the present study on CFI has paid particular attention to internal service quality. Wirtz and Lovelock (2018: 54, 454) describes the meaning of service quality based on the expectancy-disconfirmation model of satisfaction that "in this model, confirmation or disconfirmation of pre-consumption expectations is essential to determinant of satisfaction". During and after customers' consumption, customers appraise the difference between their substantial experience gained from services and their expectations. If services can be delivered to them consistently and better than expectations, customers' satisfaction will be positive confirmation. In contrast, if service performances are worse than

expectations, customers' satisfaction will be negative disconfirmation. From internal user's perspective, productive service quality is a high standard of service performance that could be meet or exceed their expectations (Wirtz & Lovelock, 2018).

To better understand the difference between customer expectations and perceptions, Zeithaml, Bitner et al. (2013: 35) demonstrated that in a perfect world, the customer gap between their perceived services and expected services would be interchangeable. However, in a real world, there are some distance between customer expectations and perceptions (Zeithaml et al., 2013). The important point is how to identify and correct service quality in order to improve service performance to meet or exceed customer expectations. According to the gap model illustrated by Zeithaml, Bitner, et al. (2013: 45), there are four provider gaps, "Gap 1: the listening gap, Gap 2: the service design and standards gap, Gap 3: the service performance gap and Gap 4: the communication gap". The key of success in service quality improvement is to close provider gaps 1 through 4 constantly (Zeithaml et al., 2013). As well as, Wirtz and Lovelock (2018: 451) adapted and extended full conceptual gap model from Zeithaml, Bitner, and Gremler to identify six gaps, "Gap 1: the knowledge gap, Gap 2: the policy gap, Gap 3: the delivery gap, Gap 4: the communications gap, Gap 5: the perceptions gap, and Gap 6: the service quality gap". Based on Wirtz and Lovelock study, the most significant gap which need to be close is gap 6, the service quality gap. Hence, the service providers could intent to close this gap as much as possible for

improving service quality productively (Wirtz & Lovelock, 2018).

In term of internal marketing view, an employee-centric activity is one of key success in external marketing. The engagement of employee satisfaction and motivation by overcoming organizational resistance to internal change, motivating, cooperating across functionality and integrating employees could create customer satisfaction certainly. Additionally, establishing productive service quality to internal customers within the organization could enhance positive impact on better service quality to outside customers (Pomirleanu et al., 2015). Internal service quality reviewed in Lin et.al (2021)'s research reflects the perception of employees to serve colleagues outside their units to deliver better services to external customers. Providing excellent services across effective functions to satisfy customers is essential and this could enhance the value propositions to customer(Lin et al., 2021).

2.5 Team effectiveness

In the aspect of NPD organization, the exchange and sharing of different new ideas among the team related to new idea generation could potentially conglomerate ideas to constitute new creations through powerful communication. Cross-functional integration in term of team effectiveness has been recognized not only in the context of innovation but also solving problems in general. There have been a number of previous studies involved with the conditions relevant to cross-functional team effectiveness. Description of team effectiveness has been described in Parker's research (2016: 3) that team effectiveness is

the degree of effective team unity between two groups in which they perceived worthy achievement, as well as behave in productive integration. For instance, according to Tsuji et al. (2017: 198)'s report, "the R&D group promotes innovation by effective cross-functional teams of production, engineering, marketing, and IT use". Another example regarding social identity theory, Ambrose and Rutherford (2016) cited in Ambrose, Matthews et al.(2018) addressed that the more collaboration among sales and operation planning, the more team effectiveness could be achieved. Their studies also confirmed that the crucial great-coordinated and effective team identity in achieving sales and operation planning performance have enhanced acceleration of collaboration in having exclusive alignment for inter- department goals (Ambrose et al., 2018). To narrow down into NPDP, a few studies in functional collaboration focus on specific performance measure of NPDS. CFI has been demonstrated as a particle NPD accelerator. However, currently, a number of researches have tended to focus on studying in certain specific cross-functional integration effect on NPDS, such as the establishment cross- functional teams, the use of integration methods, technology synergy, or quality function deployment impact on NPDS. All those previous study helps to understand how these precedents potentially impact on NPDS lead to achieve company goals (Gonzalez-Zapatero et al., 2017).

2.6 Knowledge sharing

In the aspect of NPD organization, the exchange and sharing of different new ideas among the team related to new idea

generation could potentially conglomerate ideas to constitute new creations through powerful communication. With regard to knowledge-sharing behavior (KSB) approach, KSB is a part of knowledge management that managers have been interested in implementing knowledge sharing amongst team members in order to improve team efficiency and to perform a success in new service development projects (Hussain et al., 2020).

According to Keszey’s research in 2018 addressed that knowledge management has certainly influenced innovation development. Wang and Noe (2010) cited in Keszey (2018: p.1061) reported that “knowledge sharing is the fundamental means by which employees contribute to knowledge application and innovation”. The recognition of employees’ knowledge sharing is useful for companies to capitalize their knowledge resources. Keszey’s study concluded that boundary spanners’ knowledge sharing has a positive direct impact on NPD innovativeness, NPDS and new product performance (Keszey, 2018).

3. Proposition development and conceptual framework

This section has ascertained the result of present study shows that the complementary of cross-functional integration addressed in three factors: 1) internal productive service quality, 2) team effectiveness, and 3) knowledge sharing influence positively NPDS. Consequently, it could conceivably be reasonable to propose three propositions as follow:

Proposition 1: Internal productive service quality is positively related with NPDS.

Proposition 2: Team effectiveness is positively related with NPDS.

Proposition 3: Knowledge sharing is positively related with NPDS.

A conceptual framework shown in Figure 2 describes the relationship of cross-functional integration comprised of: 1) internal productive service quality, 2) team effectiveness, and 3) Knowledge sharing influence NPDS. The contribution of this conceptual model could be applied for further study.

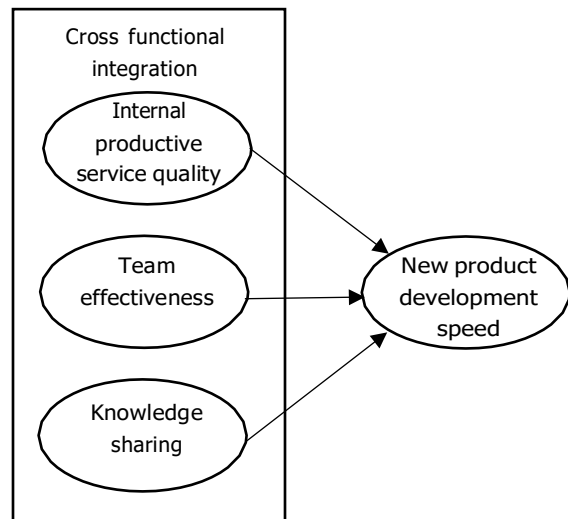


Figure 2: Schematic diagram of the association among dependent variables and independent variable

4. Discussion/Conclusion

Recently, unavoidable competitive environment and fast-changing in business circumstances have compelled companies to improve or replacement products by

generating the innovative products. NPD is essential for companies to improve their new products to gain competitive advantage and be survival. One of crucial key success factor is NPDS. Establishments of efficient NPDP for increasing NPDS requires a fantastic cross-function integration and honorable team. The aim of this paper is to investigate and systematically review prior studies that IPSQ, team effectiveness, and knowledge sharing influence NPDS.

According to NPD stage, from idea generation to commercialization, there are several success factors relevant to achievement of NPDS. One of significant aspects is cross-functional integration. Rather than leaving new-product development to someone in an organization work alone, across inter-departmental function in NPDP such as R&D, productions, planning, procurement, and marketing must work together and hand over there tasks along with NPDP efficiently, as well as deliver productive service quality to colleagues inside an organization. Team effectiveness importantly conglomerate ideas to construct new creations and carry out smooth workflow across functional integration. Furthermore, knowledge sharing among the team could be able to generate the exchange and agglomeration of different new ideas through effective communication.

In summary, the findings of this study illustrate that IPSQ, team effectiveness, and knowledge sharing, are positively associated with NPDS. However, a number of important limitations need to be considered. First, this study concentrates on systematic review of previous study. Although there are several studies about NPDP, there is very little

research in specific factors related with NPDS. Second, present study focuses on the association between the three dependent variables and NPDS. Other factors could be possibly identified by subsequent studies. Last, unfortunately, this study does not include the results of managers' interview. It would be interesting to compare experiences of individuals within any selective industry for further research. In addition, more field research is needed to better understanding when implementation ends and would scope the area of study such as specifically by industry, geography, type of products and so on.

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