
Cross-Functional Alignment of Operational Processes and Sales Performance of Personal Collection- Calamba City Branch

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ABSTRACT

The study's main goal is to create a proposed input for a policy framework in Personal Collection management by exploring employees' experiences of the Personal Collection-Calamba Branch. Also, the study aims to collect quarterly sales for three consecutive years. The researchers used the convergent parallel method as research design; it is an efficient and popular approach to mixed-method research. The qualitative and quantitative methods were mixed to obtain the triangulated results in this study. Confirmation-purposeful sampling was chosen to select participants with a total of eight (8) participants. Researchers have collected the data through a semi-structured interview questionnaire and in-depth face- to-face interviews. The findings showed the importance and relevance of cross-functional alignment among different departments, as demonstrated through effective sales performances and operational responsibilities. These findings determined the development of a comprehensive policy framework which includes an enhancement for Segregation of Duties, Proper implementation of Inventory Management, Warehouse Vicinity Expansion, Implementation of 5 collaboration C's Model, Sustainability and Innovation of Marketing Strategies, Engagement in E-commerce Platforms and Activities, and Sustainability of Existing Company's Policy.

Keywords: Cross-functional, harmony, collaboration, sales performance, policy framework

INTRODUCTION

"If you want to go fast, go alone. If you want to go farther, go together." This African proverb highlights the idea that having many members in your organization fosters a sense of collaboration and teamwork. Effective teamwork requires collaboration among multiple individuals, each contributing their perspectives and thoughts, which are valued and taken into genuine consideration. This principle also holds for cross-functional alignment, which occurs when individuals from many teams or functions come together to collaborate on a shared purpose or project. Organizations are increasingly discussing implementing this strategy to facilitate the achievement of their objectives in building a common vision and promoting effective communication within and outside the organization. If successfully executed, this strategy can lay a strong groundwork for sustained growth in the long run. Moreover, cross-functional alignment boosts employee engagement throughout the concerned area of the business. This adds more variation to daily work life and can boost employee enthusiasm, especially in larger businesses. Cross-functional teams also assist businesses in prioritizing their clients by fostering efficient teamwork. Bringing individuals with various perspectives can enhance issue resolution and result in more informed, sustainable decision-making. Conversely, operations management entails the management of essential company processes required for efficient daily operations, such as supervising various departments and setting objectives. This refers to the management of

organizational structure, methodologies, and procedures to optimize productivity and maximize financial gains. Moreover, as defined by Varon (2021), operations management seeks to optimize efficiency, enhance organizational productivity, maximize profits by minimizing expenses, and guarantee the production and delivery of superior products or services that align with consumer demands. Also, this sustains a competitive advantage by adhering to deadlines and consistently delivering punctually. Investigating how operations and sales performance are aligned is crucial since it significantly affects a business's success. Understanding and improving the collaboration between operations and sales teams has become more critical as firms aim for improved productivity, client satisfaction, and revenue growth. Researchers are also motivated by a desire to learn more and an interest in comprehending complicated phenomena. By studying cross-functional alignment, it is possible to investigate the dynamics, difficulties, and best practices related to the alignment of the operations and sales teams. This study can add to the body of knowledge, develop theoretical frameworks, and give companies helpful information. Specifically, this study identified the focal area point of the study to be the cross-functional alignment of sales performance and operational processes of Personal Collection Calamba City Branch (PC). Among the many direct-selling companies, Personal Collection stands out for its extensive selection of high- quality cosmetics, toiletries, and cleaning supplies. It has several branches around the Philippines, including this one in Calamba City. The success of every business is directly tied to the level of cooperation and communication between the operations and sales divisions. The influence of cross-functional alignment between operations and sales on overall sales performance has to be investigated in the context of Personal Collection's Calamba City branch. As a turning point, more studies need to examine the effect of cross- functional alignment on the sales performance of the Calamba City branch of Personal Collection, despite the relevance of alignment in driving sales success. Because of this lack of study, there is a golden chance to investigate the connection between cross-functional alignment, operations, and sales success in the context of this department. Finally, research on cross-functional alignment has applications for businesses in several industries. Researchers may be inspired by the chance to close the gap between academia and industry by offering practical advice and insights. The work may aid businesses in many industries in enhancing cross- functional cooperation, coordinating sales and operational activities, and achieving better financial results.

METHODOLOGY

One study employed mixed-method research to collect and analyze qualitative and quantitative data. Researchers would learn more about the topic by combining quantitative and qualitative data. In this way, the researchers employed convergent parallelism to collect quantitative and qualitative data, evaluate them separately, and then compare the results to validate or disprove each other. Dawadi (2021) described a convergent design, which is efficient and popular in mixing-method research and assumes pragmatism. Here, qualitative and quantitative methods were combined to get triangulated results. Two data sets were collected simultaneously and examined separately using quantitative and qualitative methods. This design allowed researchers to fully comprehend the quantitative or qualitative outcomes by integrating both data. This method uses two data sets to fully understand the issue and validate findings.

Find Location

Personal Collection's Calamba City Branch operations and sales staff were surveyed. The enterprise was at 2F Danhedan Bldg. Crossing, Brgy. Uno Poblacion, Calamba City, Laguna.

Confirmation intentional sampling was employed to recruit study participants for the mixed research approach. Confirmation Intentional sampling confirms or disproves theories or conclusions, according to Creswell (2018). Researchers purposefully pick participants or cases to confirm or disprove their theories or conclusions using this sample. This was done by choosing participants or cases with different perspectives, experiences, or traits. This sampling helps researchers test their theories and findings for generalizability.

This study used interview methodology to find answers to the research problem questions by gathering experiences, perceptions, and insights. The researchers collected data from study participants through semi-structured interviews. Advisors test and approve the device. Researchers addressed participants in person, explained why they were being questioned, and got consent. After participants obtain consent, researchers will conduct one-on-one interviews.

The Personal Collection-Calamba Branch business development manager received a personal consent letter from the researchers. Request permission to study its departments. The business development manager approved the branch head request. To verify terms and agreements, participants received consent forms. The researcher scheduled participants based on their availability. The researchers also considered individuals' dialect proficiency. Researchers will begin data collection after study approval. Researchers conducted in-depth face-to-face interviews utilizing their interview questionnaires to understand how the Personal Collection-Calamba Branch aligns operations and sales success. Participants gave consent to record the interview on video/audio. After an in-depth face-to-face interview, the researcher will collect quantitative data. The researchers will request quarterly sales report data for the past three years from their authority via a request form letter.

To make the result of the study meaningful. The researchers used thematic coding analysis for qualitative data. The treatment is the perfect match for this study as it aims to explore the experience of a Personal Collection Employee of the Calamba City Branch. The following are the quantitative and qualitative data analysis procedures that the researcher used:

1. Use thematic coding or content analysis to identify recurring themes, patterns, and insights from the qualitative data. The following are the steps that the researchers conducted:
2. Apply statistical methods to the quantitative data, which may include calculating averages and percentages and creating visual representations like graphs or charts to provide insights into the numerical aspects of the study.

RESULTS AND DISCUSSION

The employees' operational practices in cross-functional alignment in Personal Collection – Calamba Branch be experienced.

The Experience Personal Collection – Calamba Branch staff exhibit a strong cross-functional alignment between the operations and sales departments. The Operations Supervisor ensures adherence to standard processes for efficiency, while the Sales Department Manager strategizes to enhance sales and revenue. This collaboration underscores the interdependence of operational procedures and sales strategies, as emphasized in the literature on Sales and Operations Planning (S&OP). Clear operational processes and effective S&OP are highlighted as crucial for organizational success and performance.

The study emphasizes the importance of company-aligned departmental practices, with a focus on enforcing Personal Collection standards. It underscores the role of the operations supervisor in implementing business policies and emphasizes the alignment of operational operations with strategic company goals. Literature supports the notion that horizontally integrating supply and demand and vertically aligning firm strategy with operational planning

can enhance operational performance and overall organizational success in a dynamic business environment.

Effective cash flow optimization, organizational culture, communication, and collaboration are identified as critical aspects of Personal Collection's operations. The study highlights the significance of efficient receivable management, communication effectiveness, shared goals, and collaborative planning in achieving organizational goals and enhancing performance. Furthermore, good management and leadership, including open-mindedness to suggestions, recognition of employee efforts, and motivation through incentives, are essential for fostering a positive corporate culture and driving success.

The essence that derived based on the lived experiences of the employees.



Figure 1. Thematic Chart on Cross-functional Alignment of Operational Processes and Sales Performance

The central essence distilled from the identified themes is harmony, representing the cohesive integration of diverse organizational elements. These themes, spanning operational aspects, sales and customer focus, and corporate culture and communication, collectively contribute to the holistic functioning of the entity. Operational elements, such as inventory management and cash flow optimization, underscore the importance of efficient internal processes. Sales and customer-centric strategies emphasize revenue growth and client satisfaction, while organizational culture and communication foster trust, cooperation, and effective leadership. Harmony serves as a pivotal concept, symbolizing the synergistic interplay among these aspects, leading to a well-coordinated and balanced environment that enhances sales performance and overall organizational success. This interconnectedness underscores that organizational achievement stems not from isolated efforts but from the harmonious coordination of diverse components working seamlessly together towards shared goals, exemplified within the context of the Personal Collection Calamba City Branch.

The quarterly sales performance of Personal Collection – Calamba Branch for the consecutive 3 years.

Throughout 2021, Personal Collection- Calamba City Branch experienced fluctuations in sales indicative of broader economic and environmental influences. The year began with the lowest sales in the first quarter, attributed to a typical post-holiday slowdown and reduced consumer spending after the festive season. However, the second quarter witnessed a

significant increase in sales, driven by strategic promotions during the peak season for Personal Collection. This period showcased a remarkable uptick in performance, aligning with broader economic recovery trends indicated by experts like Stoval (2021), who highlighted a positive trajectory in market conditions and increased consumer spending.

In contrast, the third quarter presented challenges for the branch, as sales dipped amidst the impacts of the second wave of the COVID-19 pandemic. Biswas's (2021) study emphasized the prolonged economic downturn experienced in the Philippines throughout the year, exacerbated by stringent pandemic control measures. These measures led to suspended operations for many clients, directly affecting businesses' sales and contributing to the decline in the third-quarter sales. Despite these challenges, the resilience and commitment of the team to customer satisfaction remained evident.

The fourth quarter signaled a promising recovery as sales continued to rise, albeit not surpassing the peaks of the second quarter. Furman (2022) highlighted a noteworthy economic trend during this period, with a substantial increase in GDP growth indicating ongoing recovery. This upturn in economic activity reflected positively on sales performance, showcasing the adaptability and determination of the department. Despite the uncertainties posed by the pandemic, Personal Collection- Calamba City Branch demonstrated resilience and an ability to navigate challenges, ultimately contributing to a positive sales trajectory throughout the year.

The proposed inputs to the policy framework for Personal Collection's Calamba City Branch aim to enhance various aspects of the organization through a SMART analysis-driven approach, ensuring specificity, measurability, achievability, relevance, and time-bound objectives. Firstly, the framework targets the assessment and improvement of existing policies and procedures to adapt to evolving industry standards and regulations, emphasizing regular evaluations for adaptability. Secondly, it promotes unified coordination across departments to enhance cross-functional alignment and communication, facilitating operational efficiency. Thirdly, it aims to streamline operational processes to make collection procedures more efficient through technological upgrades, training programs, and procedural improvements. Lastly, the framework outlines tactics to boost sales performance, focusing on targeted marketing, client interaction programs, and performance-based incentives, with time-bound goals for systematic implementation. The development of this policy framework integrates qualitative and quantitative data, including three-year sales data, to understand the correlation between operational procedures and sales success, ensuring a well-rounded and effective approach.

The framework also includes specific policies for proper segregation of duties, warehouse vicinity expansion, implementation of inventory management, sustainability of existing policies, improvement of marketing strategies, engagement in e-commerce platforms, and implementation of the 5 Collaboration Cs Model. These policies address critical aspects such as internal controls, operational efficiency, cross-functional alignment, sales strategies, customer engagement, and collaborative culture. By defining roles, expanding warehouse facilities, optimizing inventory management, sustaining successful strategies, enhancing marketing efforts, embracing e-commerce, and fostering collaboration, the policy framework aims to drive sales performance, increase operational efficiency, and promote organizational growth. Each policy emphasizes measurable outcomes, achievable goals, relevance to organizational needs, and clear timelines for implementation, ensuring a systematic and effective approach to improvement across various facets of the organization.

CONCLUSION

The research underscores the intricate relationship between cross-functional alignment, operational processes, and sales performance within organizational dynamics. Firstly, it promotes a complete strategy to achieve a stronger cross-functional alignment by identifying crucial areas such as inventory management, strategic alignment, cash flow optimization, collaboration, and leadership. These variables are considered essential for promoting enhanced performance and enduring success. Moreover, the research elucidates the vital role of "harmony" in achieving organizational success, highlighting the smooth integration of operational efficiency, customer-centric strategies, and good organizational culture to create a well-coordinated atmosphere that boosts sales performance. Proceeding to the comprehensive examination of sales data spanning from 2021 to 2023, the results reveal encouraging patterns and difficulties. This analysis implies that success is attained via the interdependence of several elements collaborating towards overall goals. Considering this, the focus of the discussion turns to the creation of a thorough Policy Framework. This framework focuses on elements like proper segregation of duties, warehouse vicinity expansion, inventory management, and marketing strategies. This framework aims to enhance the synchronization between operational procedures and sales performance at the Personal Collection - Calamba City Branch. Significantly, it establishes its foundation on actual life encounters and viewpoints, guaranteeing pragmatism. Furthermore, including a SMART Analysis guarantees that objectives are well-defined, quantifiable, achievable, relevant, and time-limited. This feature improves the functionality of the framework and offers a clear way to track progress and effectively pursue goals. Ultimately, the research emphasizes the significance of collaboratively addressing cross-functional alignment, operational procedures, and sales performance to obtain the best possible results in organizational success. The progression from comprehending the interrelatedness of these components to analyzing specific sales data and eventually developing a pragmatic Policy Framework highlights a comprehensive and strategic approach to enhancing organizational performance.

RECOMMENDATIONS

In light of the summary findings and conclusions drawn from the study, the researchers recommend the following:

1. Managers may conduct seminars regarding cross- functional alignment to improve and enhance collaboration among different departments.
2. Implementers of the proposed policy framework may consider the weak indicators to watch out for, especially the development of cross-functional alignment of operational processes and sales performance inside the company.
3. The administrators and managers of different companies may use the proposed policy frameworks created by the researchers.
4. The future readers of the study may adopt, implement, and enhance the techniques and strategies discovered by the researchers to improve their company's sales performance and operational processes.

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