

## Part I

# Introduction: Organizing Marketing and Sales

This part consists of three chapters addressing the following three broad questions:

- (1) The first question is “what is going on in contemporary business practices?” We address this by providing some observations of ongoing B2B sales and marketing practices (Chapter 1).
- (2) The second question is “what does it really mean to manage sales and marketing in practice?” Here we bring in a thick description from a real-world multinational operation to demonstrate the multitude of, often conflicting, requirements and tensions that needs to be addressed in many sales and marketing organizations (Chapter 2).
- (3) The third question is “which are the generalized developments over time?” This is addressed by a researcher view, based on extant research of overall sales and marketing challenges in the past, present, and future (Chapter 3).