The Interplay of Organisational Culture with Business Development for the TMO:
service (in)coherence and the implications for marketing

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Abstract

Business development (BD) has an important role in identifying and levering value to optimize value propositions and for their consistent delivery. Solutions generated are only as effective as the systems linking stages along the project lifecycle. Organisational culture as a factor influencing cross-functional systems integration provides the research focus. The *objectives* are to explore, (i) the effectiveness of relationship marketing (RM) and BD, (ii) the extent of integration over project lifecycles, (iii) the influence of organisational culture upon marketing and integration. Case material is provided from four international main contractors. Based on Douglas' grid-group model, a snapshot of four different organisational cultural orientations was taken and analysed. Systems integration in marketing for projects is mobilized and RM principles are drawn upon to analyse BD. A qualitative research method was employed using semi-structured interviews. Findings suggest variations in RM and BD practices. Four barriers – misconception, inadequate resources, inadequate delivery, and underrated/exaggerated promises – were identified and were linked to a lack of systematic integration. Risk spreading, rather than value and service coherence, was found to be the current emphasis of integration. Constraints were identified at two main levels – vertical hierarchy and horizontal functioning over project lifecycles – amplified by the prevailing organisational cultures. There is a need for awareness towards the implications of organisational culture – and sub-culture – *metamorphosis* for each of the different stages of BD; a skilful steering oscillating between the different functions and perceptions according to the embedded value proposition. This provides the basis for recommendations made.

Keywords: Business Development, Organisational Culture, Systems Integration, Service Incoherence, Relationship Marketing

1. Introduction

Contracting organisations focus on the *provision of products and services as integrated solutions to individual customer's needs* (Davies et al, 2007: 183) carried out by coordinating and integrating various external firms in the form of activities to be conducted by a temporary multi-organisation (TMO). The main contractor and TMO are a *complex system of interest*

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groups, some congruent, some competing (Cherns and Bryant, 1984: 181). Pertinent "soft" management issues complement "hard" expertise, conceptually challenging business development (BD) to find opportunities to raise productivity and service quality – continuity of value leverage within the gaps over concurrent production (project artifact) and consumption (service experience) provision (cf. Grönroos, 1990; Pinto and Covin, 1992). Although the analysis circles around main contractors, the term TMO is used to emphasise the involvements – the need to consider other internal stakeholders (mainly the clients) as primary drivers for BD, value leverage and seamless project delivery at the front-end. In this sense, traditional client drivers, dynamic environment (Aijo, 1996) and fragmentation between actors and phases in the main contractor operations affecting TMO operations in turn, where managing continuity from inception to completion is more dependent on *their coordination than by the form of the contract* (Cherns and Bryant, 1984: 182). Effectiveness relies heavily on managing the project's transition periods from the front-end to ensure service coherence between functions through *a holistic view of the parties and processes involved in marketing and business* (Aijo, 1996: 8) – appropriate RM systems.

Although the fundamentals of integrated solutions have been explored (e.g. Davies et al, 2007), little has been done surrounding the interplay of organisational culture as a factor for lack of systems that span across functions for value identification and leverage throughout the project lifecycle. As direct interactions with clients and other stakeholders underline the characteristics of services firms, organisational cultural interplay as a factor influencing capabilities to build and manage relationship calls for further investigation; particularly for (i) each *type* of relationship within BD, (ii) *continuity* along the project lifecycle, (iii) cross-functional *coordination*. Further, organisational culture in construction remains under-researched at the corporate-project interface.

The aim is to contribute to this knowledge gap, exploring RM and BD processes within four project firms and their resonance with the organisational culture, including the interface with projects. The key research issues are to explore, (1) the effectiveness of RM and BD, (2) the extent of integration over project lifecycles, (3) the influence of organisational culture upon marketing and integration, i.e. relationship building (RB) and relationship management systems. Through evaluating the organisation's cultural orientation against marketing and BD, mapping RM and BD in the form of a matrix to guide development and transition, an analysis from the top management to the project level to reflect the dynamics of the corresponding culture and processes is provided. A matrix for a more symbolic interpretive mapping style (cf. Lowe et al, 2012) is proposed to guide seamless development and transition relative to organisational culture. Finally, conclusions and limitations are offered.

2. The Role of BD and RM

The significance of BD and RM in providing integrated solutions starts with (1) simultaneity (customer contact) – production and consumption occur at the same time (cf. Kelley et al, 1990); (2) heterogeneity – unique and customized solutions in every project (cf. Clegg et al, 2002); (3) intangibility – difficult to evaluate in advance (cf. Hollins and Shinkins, 2006); (4) perishability – consumption is distinct to individual market settings, and context at a particular time and in space (cf. Pinto and Covin, 1992). Therefore, different approaches

emerge in the process of coordinating integrated solutions, requiring exceptional understanding for RB and marketing efforts (Cowell, 1995). Davies et al (2007) argue, firms providing integrated solutions position themselves in three ways: i) forward integration into the provision of services, ii) developing close relationships with customers, and iii) creating customer-focused organisations. Thus, integrated solutions emphasize the creation of a customer-focused organisation where goals shift from being constrained within the single project boundaries to include a goal of superior service to optimize value propositions from the customer's viewpoint (e.g. Pinto and Covin, 1992), i.e. co-creation of value.

There are two value dimensions that are widely misunderstood in construction from a marketing viewpoint: (1) the traditional project view where technical content and technology are the 'product' focus and efficient task completion is the project management focus, differentiation being marginal and weakly connected to project management during execution; (2) simultaneity engages clients throughout the process, perceived value delivery being highly influenced by the contractor and TMO ability to manage transition periods for the project. Service value therefore, extends further to customer lifetime value beyond single projects via repeat-business (cf. Webster, 1992).

Meeting time, cost and quality or scope against the project requirements is expected as a matter of course despite being difficult to achieve in practice due in part to client decisions. Doing so does not equal value as value creation goes beyond increasing value for money. It depends upon understanding client needs from the perspective of customer strategy and core business drivers from the senior to the operational decision-makers for their projects. Value therefore, is more about perception and matching action to perception is important (Vargo and Lusch, 2004). Following this logic, the role of BD is to identify effective solutions that lever value that is project specific yet also generic to client programmes, thus build long-term relationships that transcend individual projects. Ideally, this means a seamless delivery of promised benefits (value distribution) paired with flawless execution for projects through horizontal integration between functions for continuity throughout the project lifecycle (cf. Cooper and Budd, 2007) and supported by programme management. Means to nurture relationships at the front-end of the project through RM is important for service continuity. It is the difference in the quality of relationship between purely transactional, functional, and relational integration within the contractor and TMO that determines the extent of seamless transitions throughout the whole project delivery. Cova and Salle's (2005) three dimensions of project marketing relationship networks will be used to articulate these issues – see Figure 1.

Project Network	Relationships are nurtured within the boundary of individual projects. RB is highly transactional, focusing upon satisfying minimum requirements. Insufficient as a mean to stipulate a system that span across functions.
Buying Network	This concerns a lifecycle of systems that are relationally integrated. Relationships are nurtured through on a programme management level. Solutions are proactively designed into the service system for delivery.
Milieu Network	Relationships are nurtured in and around the customers. Leans more towards building long-term relationship where functional integration is considered, relationship personalised, and service customised.

Figure 1 Dimensions of Project Marketing Relationship (Cova and Salle 2005)

Cova and Salle (2005) argue in their approach for *project marketing*, that value propositions should be identified from the client's perception of the project for seamless systems integration between functions and contribution to its development. Understanding client drivers has several conceptual depths from building relationships to get information on the project requirements, understanding the motivations and considerations of the key decision makers (clients and their professional representatives), understanding business solutions or organisational purposes projects were addressing, and understanding the client's own core business to get to the bottom of what they perceive as valuable. Regarding Figure 1, the effectiveness of BD lies on the ability to anticipate client interplay rather than being reactive. In this sense, RM must be employed to take the "broader view of the milieu" (Cova and Salle, 2005) to build relationships that can anticipate the client's contractual behaviour, hence, enabling the TMO to respond consistently to the demand variance between sales and operations. Whilst each dimension are important for effective RM, for each *type* of relationship within BD, *continuity* along the project lifecycle, and cross-functional *coordination*, the deeper the level the greater the implications coming from the interplay of organisational culture (from facilitators and resistors) due to increased commitments in financial, social, and structural bonds. This brings us to the next section.

3. Linking Organisational Culture to Relationship Marketing

Understanding the forces behind cross-functional diversity is fundamental for organisational effectiveness (cf. Shapiro, 1977; Cooper and Budd, 2007). Organisational culture is argued to be that force and the shaper of other forces. Webster (1992: 10) claims that marketing comprised of three distinct dimensions: culture, strategy and tactics and defines culture as, *A set of values and beliefs about the central importance of the customer that guide the organization…[and] is primarily the responsibility of the corporate and [BU]-level managers.* Now, Lacoste (2012) and Crespin-Mazet and Ghauri (2007) argued that a minimum level of shared knowledge between goals and expectations must be present to build high-level interaction and cooperative relationship. In other words, organisational culture must be able

to facilitate integration not only internally between functions but also externally to acknowledge client and market drivers. In this sense, organisational culture serves as a fundamental factor to achieve effectiveness and service coherence between the different business units (BUs) inter- and intra-organisation(s); e.g. between BD team, bid team, and execution team. It is not as simple, however, as Clegg et al (2008; 224) claim, who stated: *There often is not a singular organizational culture and* [organisational culture] *are often not easily amenable to being managed.* This entails the different norms held by different BUs that are often an issue for seamless integration given the vast number of different roles played in each stages of the project lifecycle. Schein (2010) categorized the complexity of organisational culture into macro-cultures, organisational cultures, sub-cultures, and micro-cultures where frictions and tensions emerge due to differences in norms between inter- and intra-organisational functions and hinder the contractor and TMO's ability to achieve consistency of service. Hence, the different cultural values held between the various BUs within the contractor can be equated as the *bits of coloured glass in a kaleidoscope* (Liddle, 1996; 143).

Further to Liddle's claim, Auch and Smyth (2010: 44) argued, *cultural diversity could be interpreted as either management strength in accommodation or a weakness associated with a lack of coherence and investment.* Although cultural diversity can constrain service coherence on and between projects, any powerful cultural assumption will stereotype opportunities regarding action to add service value. Schein (1985: 19) stated, *not only is it difficult for the ex-engineer to conceive of marketing in the way that the professional marketer perceives this function, but the implementation of a marketing strategy may be undermined by the kind of people who are in the sales force, the incentive systems operating, the issues that executives pay attention to, and so on.* Again, the importance of organisational culture in influencing cross-functional systems integration between vertical and horizontal organisational elements is emphasised. It is suspected that traditional and transactional arm's length methods in the post-2008 era eclipse yet influence organisational culture, the implication being that marketing and BD are internally embedded in procedures of functional disconnection.

In sum, the interplay between organisational culture, BD, and RM supports Cova and Salle's (2007) conception of front-end–back-end organizational processes. The front-end deals with coordination of relationship with the customer through RM, the back-end reflecting BD's role in producing integrated solutions through value identification and propositions and is charged with contributing towards assured delivery. Yet in practice BU routines and expertise constrain integration in the project lifecycle. The glue that provides the marketing norms to link systems and optimize value propositions for consistent delivery is the interplay.

3.1 The Douglas Grid-Group Model

The Douglas grid-group model (1999) recognizes four types of organisational culture. The model addresses culture in relation to its external regional cultural orientation that are organisationally internalised as norms. For example, the hierarchical type of organisational culture, with its ranked levels and symmetrical branching, depends on the adoption of hierarchical values and the expression of matching judgments (cf. Douglas, 1999: 411). The

four culture types are based on the cultural bias, which is the steady preference for one or another set of institutional forms and consequently, the commitment to associated kinds of knowledge. The model argues that every cultural conflict is about the type of organisation. For this reason, the model parsimoniously assumes there are only four stable organisational forms: hierarchical, egalitarian enclave, isolated fatalism, and competitive individualism (Figure 2). Others are considered to be transitional in dynamic negotiation. The model provides an interpretative lens for analysis.
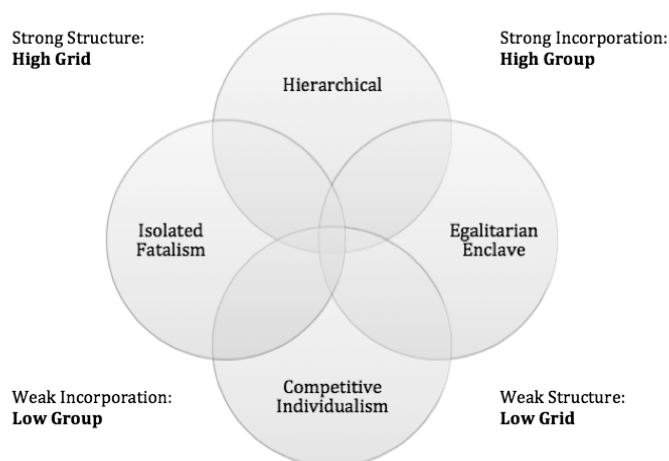

Figure 2 Grid-Group Model of Culture (Auch and Smyth, 2010: 46)

4. Methodology and Methods

Regionally based teams ranging from the top management to the project level in different construction BUs amongst 4 case companies derived from around 30 semi-structured interviews provide the source about conduct and implementation, reflecting the dynamics of the culture. As organisational culture, BD and RM are processes and context embedded; the aim is to allow for identification of similar and contrasting situations. The grid-group model provides the interpretative lens, participants having been asked to rank 2/4 statements that mostly accord with the organisation, the statement representing the characteristics of each organisational culture, providing organisational snapshots. Findings are further analysed through 4 marketing barriers: inadequate resources, inadequate delivery, misconception, and promise fulfilment (Jobber, 2007). The snapshots are mapped against market drivers and organisational culture as factors influencing BD. Lowe et al's (2012: 362) mapping styles, seen as a navigational metaphor, is used. The authors recognize that problems of understanding emanates from *the fact that network actors may be accustomed to different cultures, cognitive frames, terminologies, and management philosophies.* Thus, successful navigation enables a skilful steering, oscillating between the different functions and perceptions according to the embedded value proposition. The mapping styles helps capture the inherently dynamic setting that the snapshots alone cannot accommodate.

5. Evaluating Organisational Cultural Orientation against Marketing and Business Development

The summary findings of the organisational cultural orientation between the 4 case studies are presented in the figure below.
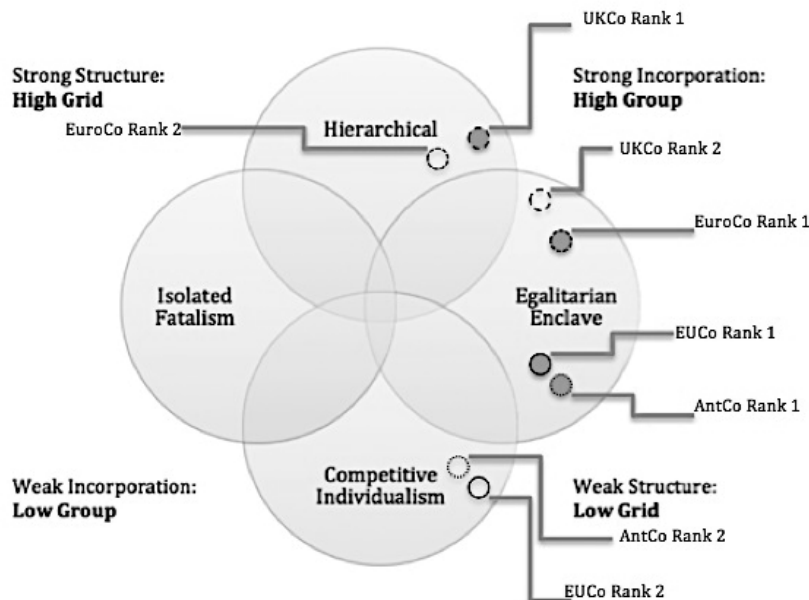
Figure 3 Organisational Culture Orientation of the 4 Case Study Firms

One mean of micro-management for RM is the behavioural codes of conduct although there is no evidence of this even though respondents interviewed repeatedly referred to "correct" and "right behaviours". In this sense, RM systems were also lacking. In their absence, cultural factors are to the fore. This section begins with 4 short interpretations of the organisation's cultural orientation. Taking the interpretations both at face value and how they manifest on the ground, the 4 case studies evaluate the implications upon marketing and integration for service coherence over the project lifecycle. Each case is addressed in turn.

EUCo was described as being akin to a franchise operation. It operates with the belief of autonomy, both from its European counterpart as well as internally across functions. EUCo focuses on collaboration in an open and loose hierarchical structure. This is reflected in the practitioners' egalitarian orientations – see Figure 3. Interpreting the overall organisational culture through the grid-group lens, the organisational culture is negatively inward looking steered by internal norms and given rules to ensure equality amongst members. There is a reluctance to address external changes. This is illustrated in the Contracts Manager's response; EUCo *tends to fall back into compliance and regulations.* Paradoxically, the firm is client driven in the sense that it is submissive in the market. The commercial emphasis is upon driving down costs rather than adding value – especially service value. Reactiveness does not lead to competitiveness or a focus on developing coherent project content, for example integrated service provision across the board. The over-emphasized egalitarian

orientation is risk-averse, leading to a lack of systematic integration and feedback. "Reinventing the wheel" often occurs due to spasmodic knowledge sharing: *Knowledge sharing is a bit of a mixed bag, as people do not know each other or others' expertise* (Interview with the project manager). Hence, where external influence is felt, adoption of associated practices is slow, comparable to the rigidities of path dependency (cf. Auch and Smyth, 2010). The sentiment is supported by the Regional BDM's reaction where he stated that the hardest sell is internally as opposed to externally. Processes are coordinated as a whole through largely risk focused business case forms that are passed along the lifecycle, yet continuity of service hampered by enclaves that lead to departmentally and functionally fragmented systems. This poses a barrier for seamless and effective transitions between stages. This is clearly evident when another Regional BDM responded, *We have excellent submissions teams of professional writers, technical editors, whilst engineers can construct anything except a sentence*. Thus, the egalitarian culture is a strong integrator internally than the enclave tendencies in the culture.

AntCo's culture is an example of a homogeneous organisational culture. The egalitarian orientation has the same elements as those of EUCo. At a detailed level, however, AntCo's culture has attributes of sectarianism. AntCo's approach towards marketing and BD during the bid process is very fragmented. BUs and departments are disconnected. A Bid Manager noted, *Work fantastically well together if they are joined together in the right way*. This contrasts with the traditional belief of an automatically created effective and multifaceted organisational system (cf. Clegg et al, 2002). There are silos between functions and silo thinking too. The Bid Manager further noted that there are spatial divisions by floor allocation, which structurally reinforces the silos and amplifies the negativity of enclaves. It is an ironical for a coherent and homogeneous organisational culture as presented in the market. AntCo's egalitarian enclave represents closed intra-organisational communities with their own sub-cultures and elaborate rules. The business silos do not yet quite understand each other, and consequently clients do not fully understand and appreciate its capabilities. Coupled with the coherent secondary culture(competitive individualism), the emergence of a sense of inequality with weak incorporation and linkage between functions. The extent of evident distrust between BD and front-end support, and execution teams promotes discouragement, fragmented communication, and incoherent processes.

EuroCo's culture is a mixture of strong incorporations and weak structures. The high group orientation is seen positively by and resonates with respondents, for example the Technical Services Director stated, *There is a "Red Book" to ensure the right people in the right place and the right organisations are developed and followed up*. When people are more outward facing, the company is unable to keep a robust control due to the closed enclaves, resulting in time management problems, which is later stated as a "nightmare". One example of weak structure is the ineffective relationship management system. RB is conducted informally and one fundamental flaw is the shortfall in updating information. A Project Manager stated: *We are too inward facing. We are not brave enough approaching clients*. From a marketing perspective, this is dysfunctional, sapping energy and effort away from serving clients and other stakeholders in favour of serving internal personal and factional interests. The hierarchical organisational culture resonates consistently with the different functions, primary orientation being to get things done against the formal pecking order. Respondents talked in

terms of *formalized*, *cautious*, *it is all done at a higher level,* and *talking to his team about how he expects things to be*. The process of coordination and integration with the external systems is very fragmented from the top-down. Since information processing and RB are interwoven within the company, the Business Development Coordinator admitted this causes a disjointed feedback system, stating, *It seems to disappear into the ether*. Although the spirit for collaboration with clients is mentioned, the integrative efforts only go as far as adding the short-term technical value for projects. Internal and externally relationships are not systematically spanning whole project lifecycles. The focus is solely building a superficial buying network rather than service value where shaping integrated solutions for prospective projects stem from. This is explained by the influence of the inward-looking enclaves that that are further amplified by old adversarial views of the industry. Yet, it can be argued that it is due to the defensiveness arising from the European parent.

UKCo comprises different parts that are fragmented and not fully integrated since its amalgamation three years ago. Fragmentation is prevalent in and between BUs. The overall organisational culture leans towards primarily hierarchical plus egalitarian enclaves. The introduction and consequences of change measures are not fully understood at the top and meets resistance top-down during implementation. A similar pattern exist at operational level illustrated as an example by the BD Director when stating, *It is difficult to commit resources. First there is an authoritarian legacy from estimating who used to call all the resource shots*. These fragmented perspectives are classic examples of *cultural efficacy* to the degree that success follows, e.g. winning the tender in that the practitioner becomes trapped in their own isolated world. As a *besetting fault … they become fossilized in their moment of glory* (Keegan, 1993: 31), The resultant cultural interplay is internal organisational divergence and unresponsive and un-customized solutions in the changing marketplace that no longer aligns with customer perceptions or needs and lacks an adequate feedback system at any project lifecycle stage. UKCo's culture *resists change and despises environmental complexity* (Jaafari, 2003: 53). Different functions have their own particular ways of doing things and are disinterested with issues of other functions. Cost is too much to the fore on a project-by-project basis rather than looking at long-term profitability. Hence, UKCo lacked ability to grasp the service issues. The vertical *disintegration* within the company impedes the internal development of the functions at times of transition. There is no overarching norm to link the systems in each function. A seamless service is not provided. This affects the capability to integrate other parties in any TMO and from supply networks. The divisions are very task orientated, motivated by functional habits and experiences justified as expertise. Mapping RM and BD to Guide Development and Transition

The above cross-sectorial case studies exhibit patterns of interplay in the organisational culture. Market drivers are experienced in the culture as an interplay that helps form and preserves fragmented structures top-down and along project lifecycles. Marketing and BD are isolated to different degrees in all the cases. Marketing and BD are reactive, which is amplified by external market drivers and the culture. There is a lack of understanding of how organisational cultures affect operations in relation to market drivers and internal capability development. This results in disjointed vertical and horizontal systems. Relationships are informally built within internal and external resource networks yet need to be supported by formal systems. Behavioural initiatives may be necessary to generate common norms

across functions. An egalitarian culture can be an effective amplifier for service coherence but currently enclaves exist at functional levels inducing service incoherence. Successfully integrated 'hard' systems require parallel 'soft', human systems to make the hard systems work. In the absence of integrated hard systems, the soft systems become more critical. Hard and soft integrating systems were absent, rendering marketing and BD ineffective and isolated to varying degrees across the cases, in which RM practices were particularly constrained. RM routines might entail, i) *an integrated system at programme level to coordinate relationships, information, value propositions and delivery, focusing on client satisfaction and lessons learned across projects to manage and monitor relationship investment, costs and relationship value for key or core clients*, ii) *a system reaching into all areas affecting value propositions to complement the task orientation.*

The four case studies echo a view that projects are competing areas of expertise. Risk minimisation is the main organising component of shared meaning, yet its management echoes the fragmentation. There are weak systems between (1) *Marketing functions and BD*, (2) *Marketing-BD and other functions*, (3) *The corporate centre and TMOs for effective development and delivery of value propositions along project lifecycles.* In sum, the fundamental aspects of the interplay between organisational culture, marketing and BD in the cases are categorized into four different barriers, as shown in Figure 4. It has been found in the cases that market drivers are translated into client requirements in ways that narrow their scope, increase project uncertainty, complexity, and reduce perceived value options to a limited range technical content and cost reduction. In the cultural absence of a set of formal and informal routines, there is nothing to compensate for linking incoherent cross-functional stages along the project lifecycle, reinforced by rigid views of resource commitments and risk management. These implications have been mapped in Figure 4 across two dimensions to form a matrix. The weight of the barriers lean towards the extremes: tight market drivers and organisational culture, constraining perceptions and the development of support mechanisms for coherent systems integration and service development.

Tight **Market** **Driven**	**Inadequate Resources Barrier** 1. Focusing on driving down costs and short-term profitability; unable to commit resources due to risk concerns. 2. Hollowed out capabilities and resources. 3. Budget constraints for adding value, resource allocation being seen as trade-offs. 5. False beliefs that clients are hard to work with; unwillingness to go the extra mile.	**Misconception Barrier** 1. Focusing on the "big picture", information not drilled down and handed between project phases. 2. Work packages ignore service attributes to meet internal and client requirements. 3. Value and added value remains perceived through a residual cost reduction lens. 4. Past success leads to besetting faults in seeing market change as narrow risk reduction matters.
Loose	**Promise Fulfilment Barrier** 1. No integrated human system to formally match actions with perceptions. 2. Relationships are built randomly. 3. Lack of authority to make promises to differentiate and to integrate solutions. 4. Lack of organisational culture to support operational stability.	**Inadequate Delivery Barrier** 1. Procedures primarily serving adversarial accountability rather than consistency of service. 2. Incoherent systems integration, discipline and confidence for effective service development. 3. Transactional understandings result in poor client facing communication platforms. 4. Staff disinterest in issues in other functions.
	Loose *Tight*

Organisational Culture

Figure 4 Barriers for Service Coherence and the Interplay of Organisational Culture

As illustrated in the case study companies, at a tactical level of implementation, there was an absence of guidance on how to build and manage relationships in different markets and in different functional roles. Tight organisational culture creates cross-functional enclaves and silo thinking that impedes coherent follow ups for levering value. The importance of key decision makers and the role of "right behaviours" were appreciated by some respondents, but all companies left behaviour and RB to individuals and cultural norms, which varied amongst BD managers. This renders previously built relationships to be unexploited at times. Figure 5 maps the barriers against typical norms that could guide RB for the next stages of transition to RM.
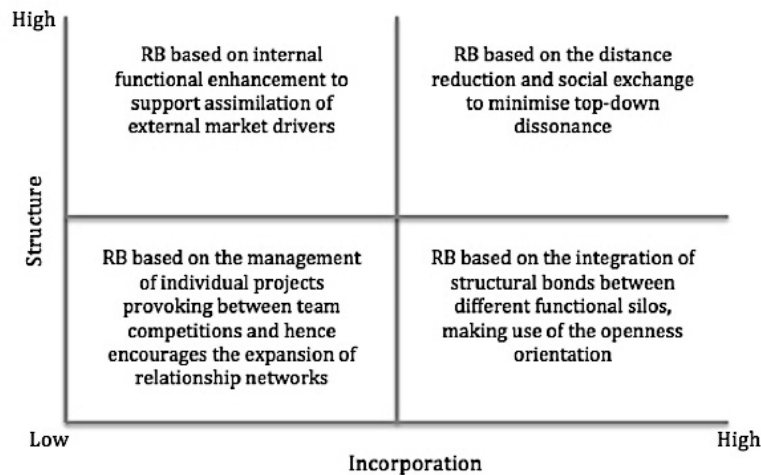
Figure 5 Behavioural Codes of Conduct based on The Grid-Group Model

Using the Douglas grid-group model of culture, constraints were identified in vertical hierarchy and horizontal functioning over project lifecycles, especially (i) between the different stages of BD, and (ii) between BD and execution. This framework presented in Figure 5 normatively allows for a steering that oscillates between the different functions and perceptions according to the embedded value proposition. In other words, rather than suggesting a change in the organisational cultural orientation, the framework focuses more on a delicate interplay by exploiting the cross-functional weaknesses of the structure and turning it into a norm that can help the companies and TMOs in building a relationship network that transcends across projects. For example, EuroCo and AntCo's egalitarian orientation has led to silo approaches (traditional project performance focuses) – an internal barrier, disconnected systems and leads to a waste of resources by incurring "so much repetition" which could have been channelled to co-creation through a range of enhanced collaborative practices. Promoting a norm of openness to support integration between functions will foster collaboration, spreading certain ideas to other areas and increasing the resilience of the functional enclaves towards external changes for coherent service and value delivery. This helps transition the egalitarian enclaves within organisations to the organisation becoming an enclave organisationally that has internal coherence and a basis for engaging constructively with TMOs as another challenge.

6. Conclusion

This paper focused on the interplay between organisational culture and marketing plus BD and the implications for TMO operations. Culture is a factor influencing cross-functional systems integration. It was found that organisational culture was not performing an integrating role for levering value, resulting in service incoherence. Appropriate internal systems for cross-functional integration – a key means for service delivery – are indeed a precondition for effective BD and developing integrated solutions for TMOs to perform systems integration for clients (Davies et al, 2007).

The presence or absence of a systematic approach with companies may not always be apparent to clients and suppliers, sometimes not to other TMO members. The role of organisational culture for each firm and for the TMOs as an integrating condition is seldom apparent. This research has provided concrete evidence to support the notion that there is a misconception within the case companies about the role of and understanding organisational culture, which is sufficiently widespread to suggest it is a general condition amongst contractors. When strategically aligned, different organisational cultures provide a positive force to accommodate long-term RB. Two interrelated frameworks have been developed to guide internal development and transitions relative to the external market drivers. The first framework identifies which barriers are likely to surface given the interplay between market drivers and organisational culture, providing guidance as to the elements to be considered and enabling prioritisation in identifying and levering value during BD. The second framework takes upon Douglas' cultural model and translates the barriers into typical norms that can be developed and *internally* marketed to enhance RB.

Overall, this paper has attempted to take the first steps toward guiding the organisation in developing cross-functional integration and service coherence in the dynamic construction market through understanding the elements that make up an effective BD. The evidential implications towards marketing, business development and integration provide an original contribution to knowledge. Some limitations are acknowledged, first of all is the snapshot methodology in identifying the organisational cultural orientation of the four case studies. A second limitation comes from the one-way analysis of the issues from the empirical focus upon the contractor as the object of analysis. Future research should therefore apply a holistic approach in identifying the organisational culture first, complemented by a developed analysis from the client viewpoint.

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