

Communication process

Transparency

'The degree to which the communication network is sufficiently clear and accessible, in order to let everyone understand the inputs and progress made Moenaert et al.' (2000)

By making the responsibilities and expertise of each member in the NPD process explicit to other members, transparency will facilitate quick access to deep knowledge leading to more relevant knowledge being used

Knowledge usability

'The extent to which the knowledge which is shared, is perceived as meaningful, relevant, action-oriented, and innovative'

- One of the main barriers to integration of the two functions is that R&D is more technically oriented whereas marketing is more market oriented and the two functions will therefore find different kinds of information relevant.
- These different perceptions of relevance can be a problem, since relevance has a very strong effect on information usability (Moenaert and Souder, 1996). The difference in perception of knowledge usability appears from the different thought-worlds resulting from the different backgrounds of marketing experts and R&D experts. Whereas R&D experts are often graduated from engineering and science schools, marketing experts are often graduated from business schools (Griffin and Hauser, 1996). This difference typically results in different languages.
- Marketing experts may speak in terms of product benefits and perceptual positions, and R&D experts in quantitative terms of specifications and performance. This will limit the ability to communicate as information is not interpreted in the same way by the different functions.
- Making information useful for everyone is a big challenge for companies.

Knowledge credibility

Knowledge credibility relates to the climate in the company and the level of trust between functions

Communication cost

One of the arguments for engaging in crossfunctional communication is that the costs and delays related to continuous recycles can be avoided (Becker and Lillemark, 2006)