

Typical among these are:

- *Unclearly defined charters or objectives for the unit (e.g., cost center with an export-marketing support function vs. profit center, strategy planning vs. marketing responsibility for CT goods).
- *Overlapping responsibility with other company divisions (staff vs. than line responsibilities, need to avoid duplication of functions).
- *Inadequate allocation of budget and personnel resources.
- *Reluctant acceptance of the unit and its functions by the company's product divisions and waivering support from top corporate levels (results in need for self-promotion, corporate politicking, education).
- *Allocation of responsibilities which are not backed by commensurate assignments of controls and performance recognition.
- *overemphasis on, and expectations for, quick results.

Current activities of most in-house CA units emphasize exclusively the discharge of CT obligations that the company's product divisions assume, by facilitating the marketing of counterdeliveries of goods. Seldom does the responsibility of such units include involvement in market planning or in the structuring of transactions.