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Aalborg Sales Process Model (MAPS), A Reconceptualization in Light of Industry 4.0

Competitive Paper Session

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Background

Industry 4.0 technology in sales interactions

New technologies e.g. IOT, AI, VR, AR (Davenport 2020) as a gamechanger in business

Technology as performance enhancer in salespeople (Sharma et al 2020)

Industry 3.0 sales processes:

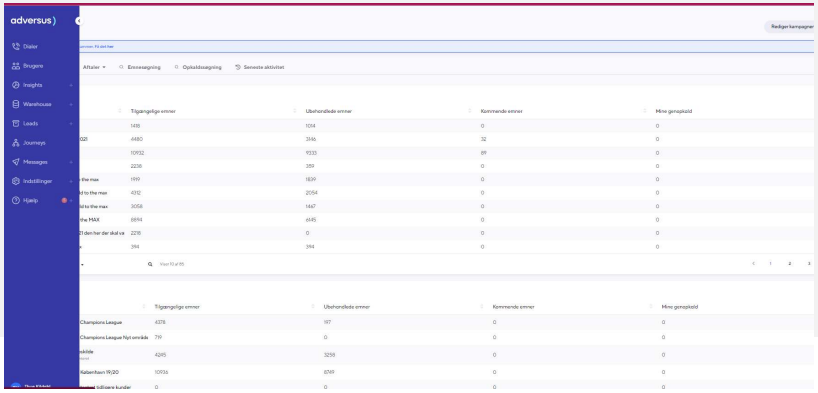
Value based Selling (Toytari et al. 2011) as well as (Dubinsky, 1981) and (Moncrief and Marshall, 2005),

Interplay between technology and sales processes and why technologies fail:

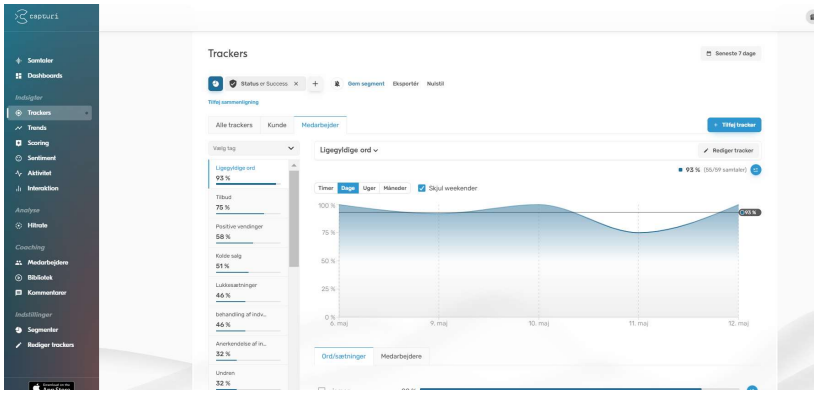
(Guenzi and Habel 2020, Saura et al., 2021, Dwivedi et al., 2021, Bergstein, B., 2019.)

Goal: To reconceptualize the sales process in the light of Industry 4.0

Research Design (Pilot-Study)



Conceptual development (MAPS)	Observation of sales interactions	Analysis of salesinteractions through technology	Re-conceptualization (MAPS 2.0)
•Design-thinking •Sales processes	•Complex B2B Sales in highly technological company •Observations in real time •Semi-structured interviews •Mapping of activities	•Capturi & Adversus •1466 conversations •Experimenting with trackers •Insights in real-time	•Preliminary findings



Abductive methodology

"In abduction, qualitative research uses a selective and creative process to examine how the data support existing theories or hypotheses as how the data may call for modifications in existing understandings. The go beyond the data and pre-existing theoretical knowledge by modifying elaborating upon, or rejecting theory if needed, or putting old ideas together in new ways to examine, understand and explain data."

(Kennedy & Thornberg, 2018, p. 52)

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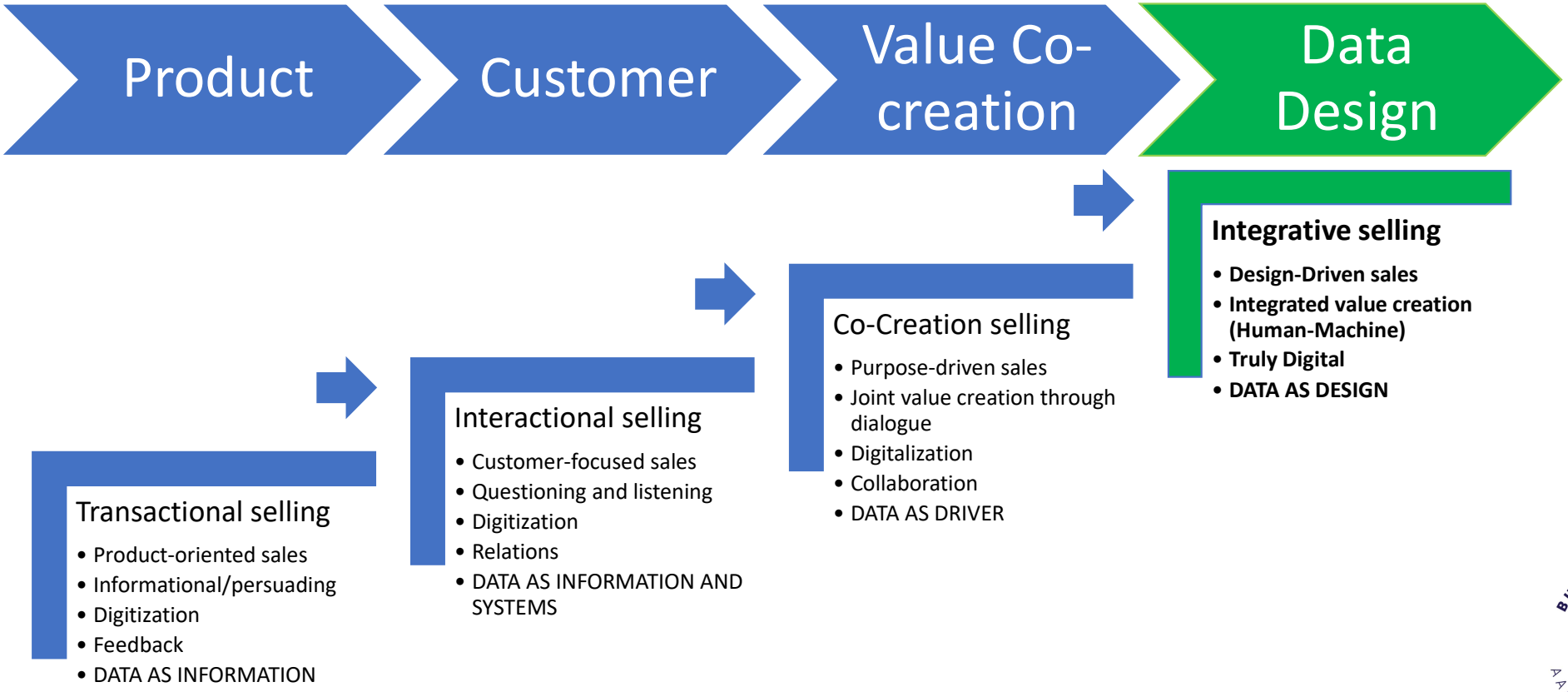
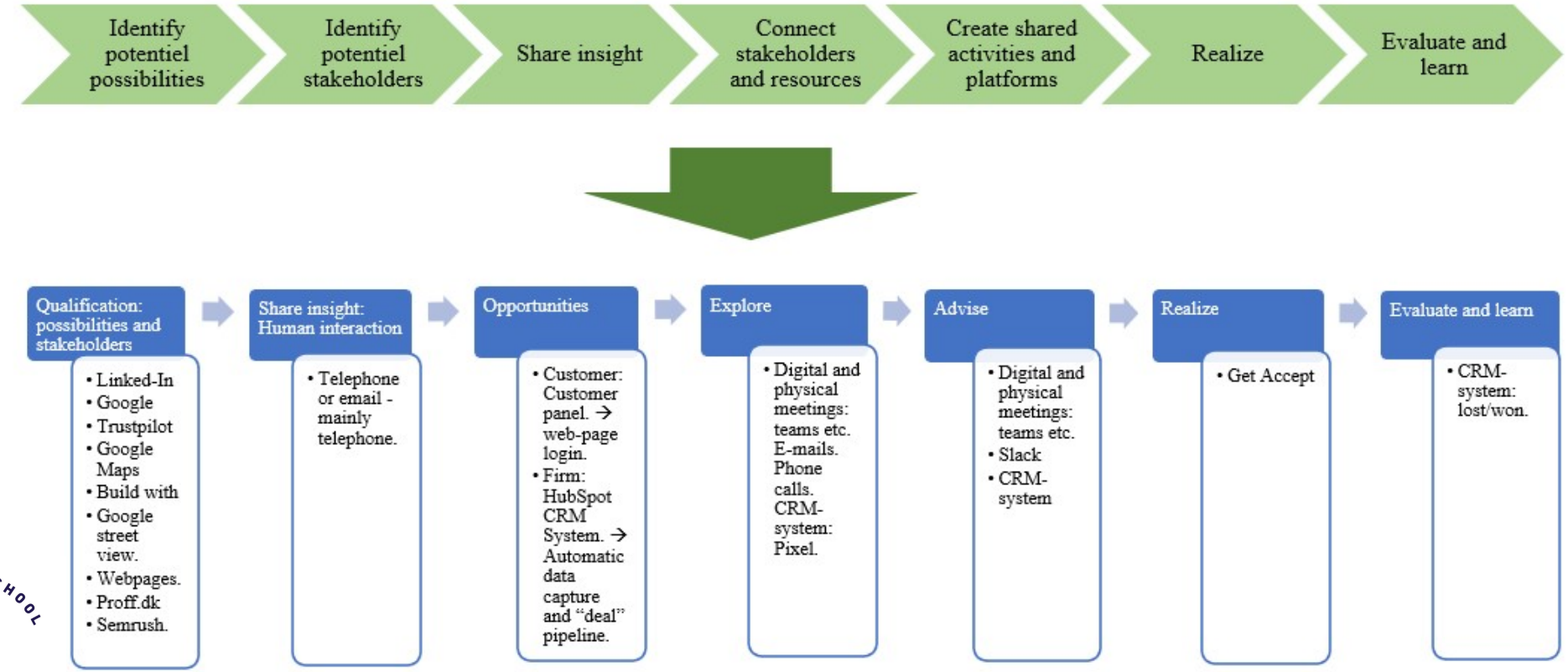
From product through data-design



MAPS The Aalborg Sales Process Model

Combining Sales Processes (Töytari et al 2011 + Stanford Design-thinking process from the Hasso Plattner Institute (2016) into a new framework to be tested.

Mapping company 1



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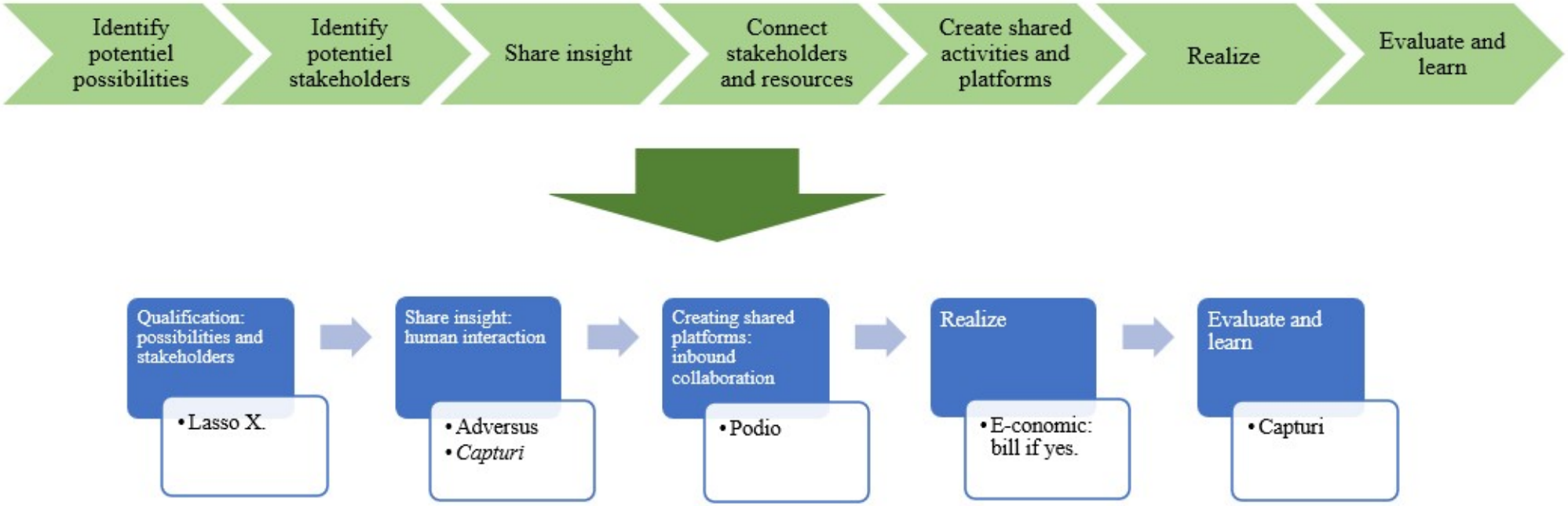
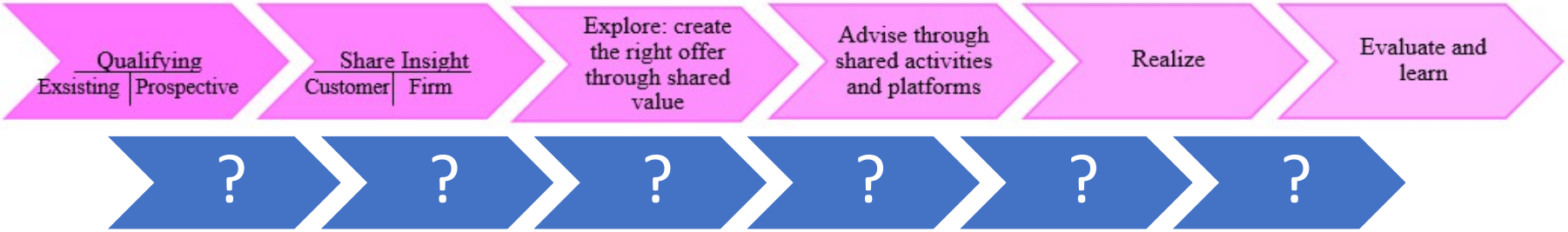
Mapping company 2



Initial Findings + Maps 2.0

- From technological appendixes to integrated technology
  - Jumping in and out
  - AI is not the starting point (Digital maturity)
  - Adjusting to systems or adjusting systems?
  - Clear differences between technology used in complex vs. Simple sales
  - The sales process blind-spot (Mapping)



Implications and limitations

Focusing on re-design of the sales proces when implementing technology

Education needed on both salespeople and salesmanagement levels

Mapping the blind spots of the integrated sales/buying proces – When we co-create should we co-proces?

- Needs more testing
- Continous experimentation (with company through Capturi)
- Mapping of more sales processes
- Training academy
- Culture and contexts

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