

Impact of digitalization on sales strategies

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Abstract

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<p>Digital tools help to enhance the strategies related to sales in the organization. The objective of the research is to analyse the impact of digitalization on sales strategies in the telecommunications industry. Digital tools help to manage customers effectively and efficiently. These objectives of the research help to answer the questions of the study effectively. Digital marketing tools such as social media enable industries to target a large number of audiences quickly and easily. Digitalization provides ease to the customers with less effort and provides productive results to the organization. This research analyzes the impact of digitalization on sales strategies through a qualitative study of telecommunication companies, such as Nokia, Telia, Elisa, and DNA. This means the research highlights key results demonstrating how digitalization positively influences sales strategies.</p> <p>Case studies enable the research to identify how digitalization, such as digital tools and data-driven technologies, assist the researcher in examining the positive influence of digitalization on sales strategies. The findings of the study provide effective intuition to the positive influence of digitalization on sales strategies. Several challenges, such as a lack of skills, technological barriers, and industrial barriers, can be addressed to enhance the pace of digital transformation implementation in the telecommunication industry. In conclusion, digitalization effectively helps industries boost their sales strategies to a great extent.</p>		
Keywords		
Digitalization, Digital tools, sales		

List of Abbreviations

AI: Artificial intelligence

B2B: Business-to-Business

CRM: Customer Relationship Management

EET: Early Experience Teams

IT: Information Technology

MVP: Minimal Viable Product

ROI: Return on investment

SMEs: Small and medium enterprises

TAM: Technology Acceptance Model

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1. INTRODUCTION

1.1 Research Background

The digital transformation market is experiencing rapid growth, with its market value projected to increase from around USD 911.2 billion in 2024 to USD 3,289.4 billion by 2030. This remarkable annual growth rate of 23.9% from 2024 to 2030 is driven by the growing adoption of advanced technologies to meet rising demands (Markets 2024). Digitalization is the process of integrating digital technologies to revolutionize the operations of organizations. Digitalization in marketing is the use of digital technologies to support marketing activities for greater customer satisfaction. The presence of marketing lies in the needs and preferences of the customers (Artusi et al. 2024). The continuous evolution lies in refining personalization and data-driven approaches. Digital technologies are adopted in marketing or promoting in the market to create value in the market (Federica et al. 2023). Digital tools are used to redefine the strategies, tools, and processes of marketing. Digital channels provide new ways to reach and engage with consumers. It includes social media advertising, email marketing, and many more. Organizations will employ digital marketing tools to enhance customer engagement and contribute to the success of the organization.

Digitalization increases the difficulty of capturing value by intensifying competition, rapidly changing customer expectations, and making it harder to maintain differentiation. It has changed the consumption behavior and purchasing processes of consumers (Knudsen et al. 2021). Digitalization is a key aspect of the development of the economy. The artificial intelligence system is used to influence the process of digitalization and promote sales strategies or activities of the organization (Malchyk et al. 2022). AI technology analyses real-time data of customers and optimizes sales strategies. Digital tools influence informal interaction and the power of balance to influence sales in an organization. It directly improves the performance of the business (Hasan & Ojala 2021).

The research by Zhu et al. (2021) showed the influence of digital technologies on the development and implementation of marketing strategies. It is observed that digital technologies are widely used in businesses to enhance development and innovation. Many organizations change their sale and marketing strategies to improve their efficiency. The use of social media plays a significant role in transforming strategies (Zhu 2021). Digitalization enables companies to make better and more accurate decisions, examine market trends and develop sales or marketing strategies (Rathore 2019). Data analytics have significantly enhanced the sales efficiency of the organization. Furthermore, it also increases the engagement of the customers.

Digital tools and technologies provide novel methods to promote products and services to reach the target audience. The research by Plecko et al. (2023) on digitalization holds significance in encouraging innovation and presenting ideas to create value. Mobile internet is one of an example of digitalization (Plecko et al. 2023). It enables businesses to communicate with customers and streamline their business. Marketing trends based on digital technology have a significant impact on strategy. It includes social media marketing, AI-driven analytics, and personalized customer experiences. It enhances the engagement of customers, increases the process of the sale, and enhances the efficiency of the business processes (Bag et al. 2021).

Social media provides valuable insights into consumer behavior and builds strong associations with customers. Organizations focus on marketing on social media platforms to develop social media networks. Social media has become a valuable tool in modern sales strategies. Companies share their information on social media and engage buyers and sellers. Most companies generate content on Facebook and Instagram and promote goods or products in real time, a practice that enhances the purchasing experience for customers (Ou 2023). Social media enhances the visibility of the product and increases sales. Social media encourages customers to share their experiences with the product and its features on social media channels. It leads to the sale of the product (Dolega et al. 2021).

In my study, I am interviewing companies within the telecommunications sector, including Nokia Corporation, Telia Finland, Elisa Corporation, and DNA Oyj. These companies lead in adopting digital tools like CRM systems, AI-driven analytics, and marketing automation, showcasing their role in advancing digital sales strategies (Kumar et al. 2024). Their adoption of digital tools such as CRM systems, marketing automation, and AI-driven analytics will provide valuable insights into how digitalization impacts customer engagement and sales efficiency. The main reason for choosing this topic is my aspiration to become a successful businessperson and potential salesperson, driven by an interest in understanding how digitalization is reshaping sales strategies in today's fast-paced, technology-driven market. I chose telecommunications companies for this study because they are at the forefront of digital transformation, playing a crucial role in the adoption and provision of digital tools.

Telecommunications companies are key enablers of technological advancements, which makes them ideal for analyzing the impact of digitalization on sales strategies. Studying this sector offers valuable lessons applicable to other industries undergoing digital transformation. I aim to explore how the case companies in this thesis, specifically in the telecommunications industry, leverage digital technologies such as marketing automation, CRM

software, and data-driven insights to enhance customer experiences, boost sales, and gain a competitive edge.

1.2 Research Objectives

The study aims to analyse the influence of digitalization on sales strategies. The study also examines the transformation of sales strategies through digital tools and technologies. The study provides a comprehensive understanding of the transformation of businesses towards digitalization and sales strategies. Digital transformation enhances the sale of goods and creates value in the market. The study assists businesses in improving sales strategies through digitalization. The needs and preferences of the customers will also be evaluated, and sales will be made in new ways. The research will offer practical insights that are adopted by organizations to enhance their sale. The primary objectives are as follows:

- To analyze the role of AI-driven CRM and predictive analytics in optimizing telecom sales performance.
- To assess the effectiveness of digital marketing tools in enhancing customer engagement and retention.
- To examine the benefits and challenges associated with digital sales strategies

1.3 Research Questions

The questions of the study are divided into two sections. The major research question is:

1. How does digital transformation influence sales strategies, customer experience, and competitive advantage in the telecommunications industry?

The sub-research questions are as follows:

1. How do AI-driven CRM and predictive analytics impact sales forecasting in telecom companies?
2. How does AI specifically contribute to optimizing sales strategies within digital transformation?
3. What is the influence and role of social media on sales strategies, digital marketing, and customer interactions?
4. How does digital marketing affect customer engagement and satisfaction?

1.4 Delimitations of Research

The research focuses on the usage of digital technologies or tools and their influence on sales strategies. It is essential to consider various ways to engage an organization to enhance the sale of products. However, many organizations tend to focus only partially or fully utilizing digital tools for sales and marketing, as observed in industry reports and research, which highlight gaps in the adoption and integration of these technologies. It is observed that rapidly evolving digital technologies can cause market insights and customer behavior patterns to quickly become outdated. The study relies on current data, including industry reports and interviews, which primarily capture long-term trends. The study focuses on the telecommunications industry but does not provide an in-depth analysis of multiple industries or markets. This study focuses on qualitative research throughout the study. Qualitative research adds strategic and operational understanding to quantifiable metrics such as sales growth.

1.5 Theoretical Framework

This research synthesizes the use of various theories in understanding the impact that digitalization places on sales activities in the telecommunications industry. Each theory brings a good perspective in analyzing and proposing the change and improvement of the sales process resulting from technology intervention. Digitalization incrementally transforms the operations and practices of the business. It includes sales and digital marketing. The research by Yemelienenkova & Bielova (2022) showed that digitalization is essential to managing advertising, presenting, and selling products or services in the market. Digital marketing also assists businesses in communicating with customers. The trends in digital tools and technologies have a high impact on the operations of the business. The implementation of modern digital trends enables businesses to enhance their promotion of products or services and become more flexible in the market. It also enhances the innovation capacity of the business (Dana et al. 2022).

Teece, Pisano, and Shuen (1997) developed the dynamic capability theory, which emphasizes how organizations adapt to changing environments through innovation and resource flexibility. This theory fits the study because it highlights how companies adjust their sales strategies as they adopt digital technologies (Chumphong et al. 2020).

Social media is a digital tool that is used to promote products or services and target the audience of an organization. The transformation of digital is linked with dynamic capability theory (Morales & Rubio 2023). The theory enables businesses to examine and adjust their

capabilities to the changing environment of the organization. It develops new marketing potentials, such as a new marketing network that integrates with strategies. The theory allows companies to innovate their strategies and respond to the advancement of technologies and the transformation of the market. It emphasizes developing a capacity for sensing market opportunities.

The Technology Acceptance Model was developed by Davis (1989) to explain how users accept and use technologies. Using this model, the study aims to determine how organisational members and organisations incorporate Digital sales tools like customer relationship management and marketing automation tools in their sales tactics (Zaineldeen et al. 2020).

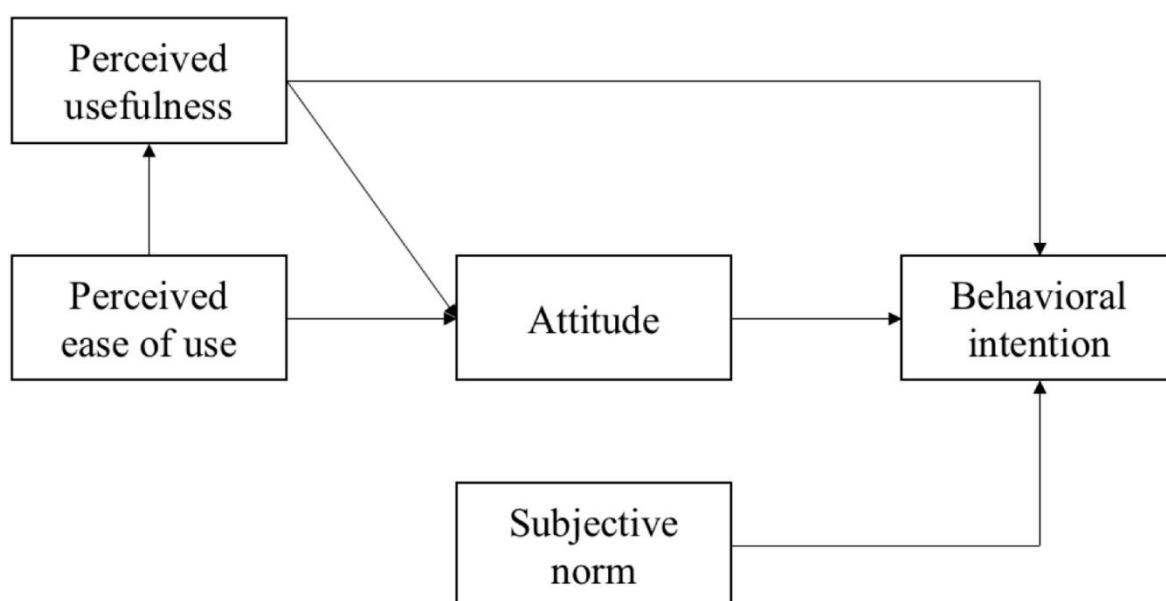


Figure 1: Technology Acceptance Model (TAM) (Fuchs 2022)

“Figure 2” illustrates the elements involved in the Technology Acceptance Model, such as Perceived usefulness, Attitude towards usage, Behavioral intention to use, and Perceived ease of use. Digitalization has profoundly influenced the strategies of marketing and sales to manage reputation. One of the theories Technology Acceptance Model (TAM), focuses on acceptance and use of technology. TAM is a framework used by organizations to adopt new technology for digital transformation. It is used as a promotional strategy in the business. It is observed that TAM is used to analyse the practice of social media networks. The utilization of Instagram and Facebook is perceived positive significance on the behavior of consumers. The theory is also used to analyse the attitude and behavior of consumers on the adoption of digital tools (Susanti & Astuti 2019). It enhances the performance of the business in the competitive market. Technology shapes various factors of users and their intentions (Mahlamäki et al. 2020).

According to Mahdi Yadegri et al (2024), the Diffusion of Innovations theory was developed to discuss the diffusion of new perspectives and technologies in an organizational context. This work incorporates this theory to establish how firms harness digitisation to strengthen sales plans and customer relations (Yadegari et al. 2024).

The Diffusion of Innovations theory (DOI) explains the processes through which a new concept, commodity or technology is adopted in a society or an organization over a period of time. The theory posits that individuals or firms adopt innovations in a series of steps, which can also be used to analyze the extent to which digital marketing tools and technologies are integrated in the business setting (Acikgoz et al. 2023). This allows companies to predict how technology will be adopted. There are successful sales strategies in the market. The media plays an important role in the dissemination of information on innovation. The theory suggests that there are communication channels that participate in other decision-making processes (Kusumanegara et al. 2022). The Technology Acceptance Model (TAM) describes telecom employees' acceptance process of AI-driven CRM systems. The analysis of TAM helps identify factors that prevent certain firms from adopting technologies, while other companies enjoy success with implementation. The Diffusion of Innovation Theory demonstrates the pattern of AI adoption in sales operations, resulting in pioneering organizations profiting from implementation while trailing businesses encounter difficulties with implementation.

1.6 Thesis Structure

The study will consist of six main chapters. These chapters define the core argument and concept of the research. The chapters include:

- **Chapter 1 Introduction:** This introduces the topic. It includes research background or context, objectives, questions, limitations, methodology, theoretical framework, and structure of the study
- **Chapter 2 Literature Review:** Chapter 2 serves as the knowledge base and theoretical foundation of the thesis. It provides an introduction to digitalization and examines digital tools that influence sales strategies. This chapter also includes relevant hypotheses and theoretical frameworks related to digitalization and sales strategies, offering a comprehensive understanding of the key concepts guiding the research.
- **Chapter 3 Research Methodology:** This chapter outlines the research design, approach, data collection methods, and data analysis techniques used in the study.

- **Chapter 4 Results and Findings:** Chapter 4 explains the outcome or findings conducted from interviews and literature in detail.
- **Chapter 5: Summary and Discussion:** This chapter captures the primary changes regarding how digitalization affects sales strategies with a focus on the use of new technologies and digital tools. It addresses the changes regarding customer participation and tailoring, as well as changes in selling activities.
- **Chapter 6: Conclusion:** The conclusion highlights the transformative role of digitalization in sales strategies, emphasizing the importance of adapting to digital trends for business success. It suggests that organizations must embrace technology to remain competitive and meet evolving customer expectations.

2 THEORETICAL FRAMEWORK OF DIGITALIZATION IN SALES

2.1.1 Introduction: The Digitalization of Sales Strategies

In the contemporary business panorama, digitalization has revolutionized income strategies, especially for small and medium enterprises (SMEs). Digitalization has significantly influenced the consumption habits and behavior of customers. It has enhanced marketing strategies and tactics by offering a wide range of mechanisms for companies to improve their commercial actions (Lee & Falahat 2019). Digitalized business processes, driven by modern artificial intelligence (AI) systems, profoundly impact today's business sales strategies and business practices as companies undergo digital transformation and maintain a competitive edge. The importance of digital sales strategies for the transition to a post-industrial society affects nations, states, economies, and enterprises globally (Malchyk et al. 2022).

The digitalization of sales techniques in business-to-business (B2B) markets is transforming how corporations engage with clients globally. Leveraging virtual advertising and marketing toolkits tailored for B2B contexts, which include paid media, owned media, digital inbound advertising, earned social media, and organic search, permits firms to attract and retain clients through focused content material and interactive platforms (Oberländer et al. 2025).

Table 1: Digital Toolkits for B2B Markets (Vieira et al. 2019)

Digital Toolkits for B2B Markets	Description
Paid Media	Advertising that requires payment, such as Google Ads or social media ads.
Owned Media	Content and platforms owned by the company, like websites or blogs.
Digital Inbound Advertising	Attracting customers through valuable content, such as SEO and content marketing.
Earned Social Media	Customer-driven promotion, including reviews and social shares.
Organic Search (SEO)	Optimizing content to appear in search engine results without paid promotion.

This shift is important as B2B clients more and more depend on digital channels for information and engagement, as outlined in Table 1, which highlights the key digital toolkit for B2B Markets (Vieira et al. 2019). The table outlines key digital toolkits for B2B markets,

categorizing different marketing approaches. Paid media involves advertising through platforms like Google Ads, while owned media includes company-controlled content like websites and blogs. Digital inbound advertising focuses on attracting customers through SEO and content marketing. Earned social media refers to customer-driven promotions such as reviews and social shares, while organic search (SEO) helps businesses improve visibility in search results without paid advertising.

2.2 Benefits of Digitalization on Sales Strategies

AI and other digital technologies continue to accelerate the evolution of sales strategies, enabling businesses to optimize processes, enhance customer engagement, and make data-driven decisions (Rosário & Dias 2023). They bring benefits to both businesses and salespeople. AI, in particular, is driving a dramatic revolution in sales techniques via quick acceleration. These advancements improve the efficiency, efficacy, and relevance of business processes, benefiting both businesses and salespersons (Haleem et al. 2022). Digitization has created new sales channels, enabling real-time customer interaction, personalized marketing, and broader market reach, leading to corporate growth and improved productivity through automation and data analytics. This research by (Gao and Feng 2023) indicates that the artificial intelligence penetration growth of 1% generates total factor productivity improvement by 14.2%.

Businesses can use focused sales strategies to successfully boost revenue and market share for entrepreneurs by leveraging digital tools and technologies. In addition to speeding up sales procedures, these strategies assist businesses in better understanding and meeting the needs of their customers, which ultimately leads to increased customer satisfaction and loyalty (Alom et al. 2024). Businesses relying on artificial intelligence solutions achieve lead generation enhancements of up to 50% while attaining conversion rates that are 47% higher. AI now plays an important role in promoting lead-generation campaigns. AI allows brands to reduce their workload through valuable insight generation while optimizing content and automating most operational tasks (Krunal Vaghasiya 2024).

For example, Amazon uses data analytics to offer personalized recommendations, speeding up purchases and increasing customer satisfaction and loyalty. Businesses may retain success and growth by being competitive in a dynamic market through the prudent use of AI and digital tools. They increase productivity, effectiveness, and relevance. Digitalization enabled new sales channels, which bring many benefits. These benefits increase productivity, growth, and customer engagement (Melović et al. 2020).

2.2.1 Improving sales strategies through digitalization

Digital marketing is different from traditional marketing. It allows for the precise measurement of campaign performance using metrics. Digitalization is changing sales strategies by improving access to global markets through digital platforms, allowing businesses to reach wider audiences and operate beyond geographical limitations (Calderon-Monge & Ribeiro-Soriano 2024). This grows the customer base and lets the company engage with them directly. Companies use tools like social media, email, and personalized ads.

Companies use data-driven insights to help companies understand customer behavior and preferences. These tools also help companies optimize sales strategies through targeted marketing campaigns. Companies use CRM systems to automate business processes and e-commerce platforms to facilitate online transactions, improving efficiency and customer engagement (Farmania et al. 2021). Companies can reduce effort and costs, and simplify work by using real-time data analytics to ensure agility. Companies enable rapid adjustments to sales strategies and offer different Market trends, which are the main basis for the adjustments.

Table 2: Digital Tools (Mohsen 2023)

Function	Description
Improved Market Access	Digital platforms allow businesses to reach global audiences and operate beyond geographical limitations, expanding their customer base.
Direct Customer Engagement	Companies can engage directly with customers through tools like social media, email, and personalized ads.
Understanding Customer Behavior	Data-driven insights help businesses understand customer behavior and preferences, enabling more targeted strategies.
Optimized Sales Strategies	Targeted marketing campaigns optimize sales strategies, ensuring higher engagement and conversion rates.
Automated Business Processes	CRM systems automate business processes, improving operational efficiency.
Facilitation of Online Transactions	E-commerce platforms simplify online transactions, enhancing customer convenience and engagement.

Cost and Effort Reduction	Real-time data analytics help companies reduce costs and effort while ensuring agility in their operations.
Rapid Adjustments	Companies can quickly adapt sales strategies based on emerging market trends, thanks to real-time data insights.

Table 2 shows the fundamental duties of digital tools when working in contemporary business operations. The tools create better market access and help users reach customers directly, and enable data analysis for tracking customer behavior. Sales strategies improve through digital tools, which also automate business processes and streamline online transactions and decrease costs and allow for reactive market trend adjustments, thus enhancing overall operational efficiency and competitive advantage. The supply chain becomes more visible and efficient through digital tools that provide real-time tracking and data sharing across the entire chain. Sales forecasting improves by using predictive analytics, which helps businesses anticipate demand more accurately, leading to better inventory management and timely fulfilment (Mohsen 2023). Companies gain a competitive edge through new sales channels and scalable digital tools, but maintaining it requires continuous innovation and staying ahead in technology adoption. They improve customer experience and drive growth in a changing market (Michael et al. 2018).

Digital solutions offer new and modern ways to utilize information and measurement of key performance indicators. Business processes offer insights into technological development through digital solutions. Automation in companies increases efficiency, while new technology attracts more customers. Implementation of digital solutions requires skilled staff to avoid disruptions and implement strategies effectively and smoothly (Butt 2020). It is important to recognize which digital solutions are necessary to boost sales and which tools have to be used. Sales organizations that aim to promote sales in the organization through digital tools must have special digital tools in mind. Digital solutions enable companies to innovate by better understanding customer preferences and fulfilling their needs more effectively. These solutions enhance sales as they are the current market trend and enable them to compete with their competitors (Oskar & Samuel 2021).

2.2.2 Improving market acceptance and availability

Through websites and platforms, SMEs can sell their products to customers all over the world without the limitations of physical shops, thereby addressing the resource limitations.

Further, digital sales approaches eliminate other costs like the premises and printed media to make optimum use of the budget, embraced by inexpensive yet effective marketing tools like customer relationship management systems and adverts. However, it should be noted that while these costs are lower than the prices of placing ads on platforms like Google and Meta, incorrect ad spend management can negate these savings. Furthermore, there is increased customer data storage and analysis as a result of the digitalization process. Marketing personnel can be able to monitor consumer behavior, demands, and buying patterns using analytical tools to make sales efforts relevant to the consumers. This integrative approach captures both the affordances and risks of digitally enabled marketplaces for SMEs (Melović et al. 2020). According to Gobble (2018), digital marketing campaigns often provide higher returns on investment than traditional methods due to targeted advertising and lower distribution costs, allowing companies to focus resources more efficiently while reaching a broader audience (Gobble 2018).

2.2.3 Improving customer insight and ownership

Extending the prior topic on websites and customer behavior, other advancements in artificial intelligence and automation apply customer understanding at a higher level by automating simple tasks such as data entry, priority generation and transaction tracking. Compared to websites, which contain relevant data concerning customer preferences, AI-powered CRM systems facilitate the processing and analysis of that data and give key recommendations (Sanodia, 2024). These tools help the sales representatives to concentrate on other, more important activities like building relationships and concluding sales contracts, saving time on performing administrative functions, thus improving efficiency.

Algorithms take it a step ahead by analyzing customer interactions and transaction history to pattern them for future behavior. This deeper level of analysis makes it possible for businesses to give recommendations that directly suit customer needs, creating more bonds with the clients. Therefore, AI can serve as an excellent addition to digital platforms, such as websites, as it turns customer information into practical business strategies and enhances companies' performances in saturated markets (Jagdip et al. 2018).

2.2.4 Enhancing customer experience and satisfaction through AI

AI capability allows immediate responses and services, enhancing customer service and communication. As a result, this interaction creates a strong link, and these strong links bind brands to their customers (Cheng & Jiang 2022). These metrics include website traffic,

click rates, conversion rates, and ROI. Another primary benefit is cost-effectiveness. It lets companies reach many people without the high cost of print, TV, or radio ads.

Furthermore, this affordability and the ability to recognize the best techniques allow businesses to allocate their marketing budget better. They can focus on high-performing channels and campaigns. Businesses that have been fueled by digital advertising through online stores and increased benefits from visibility. They can attract and convert customers through targeted digital campaigns (Dolega et al. 2021). It makes shopping easier and boosts sales. Enhanced brand awareness and loyalty are further benefits of digital marketing. Frequent activity on social media enhances brand visibility and increases popularity. Also, good content and interactions help build a strong brand image (Dolega et al. 2021).

2.2.5 Scalability, Flexibility, and Cost Considerations

Digital sales strategies are easily scalable, allowing businesses to adjust their efforts based on demand and market conditions. Cloud-based solutions provide the flexibility to scale operations up or down as needed, making sure that sales techniques remain effective and relevant in a rapidly changing business environment. Moreover, digital sales processes can reduce costs associated with traditional sales strategies, such as travel, printed materials, and physical infrastructure.

However, businesses must also account for the ongoing costs of digital systems, such as monthly or annual licensing fees. Automation and digital tools streamline operations, leading to fee efficiencies, and digital advertising often offers a higher return on investment compared to traditional marketing methods, maximizing the impact of advertising and marketing budgets (Lopez 2023). Staying ahead of digital trends and technology ensures that a corporation remains relevant and may quickly capitalize on new opportunities (Gobble 2018).

2.3 Benefits of digital marketing strategies

Digital marketing strategies offer sizable benefits to B2B companies operating in diverse markets, whether developed or emerging. One primary strength is their ability to target intermediaries exactly, enhancing distribution performance and networking skills within commercial sectors. This targeted technique not only streamlines operations but also amplifies financial profitability, as ROI-driven strategies resonate with their consumer base (Odlin & Benson-Rea 2021).

Moreover, these strategies excel in fostering persevered customer engagement, which is crucial in B2B landscapes reliant on sustained contractual agreements. Unlike their B2C counterparts, B2B digital marketing channels are tailored for lead segmentation, customized feedback loops, and complex purchaser engagement techniques. This targeted method guarantees that interactions are significant and make a contribution at once to commercial enterprise goals. While challenges inclusive of inadequate net infrastructure persist in certain developing areas, the ability for growth remains monstrous because of escalating net and cellular penetration prices (Owusu-Manu et al. 2021).

The integration of digital tools and platforms bolsters these techniques by combining paid media, owned media, earned social media, and organic search, thereby strengthening messaging across a variety of virtual channels. In essence, digital advertising channels empower B2B firms to adeptly navigate marketplace complexities with unique, personalized targeting. By leveraging these techniques, corporations now not only beautify their market attain and operational efficiency but additionally cultivate enduring purchaser relationships, which can be pivotal to sustained fulfilment in competitive global markets (Vieira et al. 2019).

2.4 Digital Marketing

Digital marketing helps businesses to be successful and remain sustainable in the market to compete with their competitors. Digital marketing techniques determine which tool is best suited for the enhancement of sales through digitalization (Bala & Verma 2018)

Digital marketing techniques such as search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, content automation, campaign marketing, social media marketing, social media optimization, email direct marketing, display advertising, and e-books are becoming increasingly vital and necessary in the modern age, as they have emerged as recent market trends to sustain competitiveness. As social media usage is increasing day by day, it has created opportunities for digital marketers to engage with customers in digital ways (Al et al. 2023).

2.5 Digital Platforms Enhancing Sales Strategies

2.5.1 Impacts of Aggregated Platform

Aggregated platforms are used to enhance sales through digitalization. Digital media that bring together arrangements of related resources is termed an aggregated platform. Aggregated platforms refer to digital platforms that gather and organize related resources, content, or services from various sources into a single interface, making it easier for users to

access and interact with the information. They connect the user on digital platforms with the best possible resources and data so that they acquire all the required information in one location. It operates and exercises data for efficient and effective functioning. It manages data that is necessary for customer involvement in goods and services (Nasir 2022).

Aggregate platforms also play a role in developing an integrated digital customer experience through offering frameworks such as recommendations, proactive analytics, and customer-oriented dashboards. For instance, Google Shopping or Amazon's marketplace leverages summed up resources to allow customers to shop directly and smartly while connecting more businesses to consumers (Rudolph & Schweizer 2024).

Furthermore, integrated platforms offer improved cooperation between companies by allowing companies to share data and services needed for managing inventories, tracking orders, and customer service. Enhanced interaction in this manner enhances the business's effectiveness in addressing constantly changing market conditions, as well as customer requirements and thereby increasing the business's competitiveness. The Nvidia 2024 research shows that 90% of telecom organizations utilize AI, while 48% are testing AI solutions and 41% are actively implementing AI systems. The Nvidia study reveals that 53% of telecom service providers believe AI adoption could establish their position above competitors in the market (O'Brien and Downie 2024).

2.6 Mobile platforms

Mobile platforms, including devices or software that run on mobile devices like Amazon, are vital for digital transformation. They involve a multistep process that includes designing, coding, and processing to meet the needs of consumers and businesses. It is the most vital aspect of digital transformation. Mobile platforms increase the sales of the organization or outlet because of the new addition of software in the business, as well, and they are time-consuming.

Time-consuming platforms can increase sales if the time investment improves customer experience, such as through personalized services, better functionality, or enhanced engagement that encourages repeat business and loyalty. Businesses need to choose the right approach for mobile development to be successful and sustainable in the market. Mobile apps create new opportunities for the growth of businesses as they enhance a business's image in the market. These platforms should be made according to the preferences of customers they can assess the camera and other apps while using the apps in a browser (Umar & Rana 2024).

3 RESEARCH METHODOLOGY AND DATA COLLECTION

The research adopted a qualitative method to collect and analyze individuals' perceptions of digitalization's impact on sales strategies. Qualitative research was chosen to gain deep professional insights, as it allowed for detailed exploration of personal experiences and opinions. Both qualitative and quantitative methods had strengths, depending on the research objectives (Tomaszewski et al. 2020). Interviews and a literature review were conducted to gather relevant data and perspectives.

The research focused on how digital tools are used and their impact on sales strategies. A total of five employees from each of the four companies were interviewed to explore their perceptions and experiences. Companies included in this study include Nokia Corporation, Telia Finland, Elisa Corporation, and DNA OYJ. This study adopted a qualitative research method and a deductive approach. Both methodologies allow for the examination of the impact of digital technologies and tools on business sales performance. The study adopted a deductive approach within a qualitative research design to test existing theories. Although deductive reasoning was often linked to quantitative research, it can also guide qualitative inquiry. Moreover, this approach evaluated the relevance of digital tools in improving sales based on established theories (Woiceshyn & Daellenbach 2018). The research used a deductive approach to test existing theories, such as the Technology Acceptance Model, within the context of digitalization and sales strategies. This approach, as Woiceshyn and Daellenbach (2018) suggest, ensures a logical application of general theories to specific observations, aligning with the study's focus on the telecommunications industry (Yao 2024). The study developed a perspective on the impact of digital tools on sales strategies. It provides an opportunity to explain the concept of digitization and consider the causes and consequences of change.

I selected these companies from the telecommunications industry because they drive digital transformation and play a key role in adopting and providing digital tools, making them ideal for studying the impact of digitalization on sales strategies. It is conducted with the employees and executives of four companies to analyse their opinions on digitalization and sales or marketing strategies. The research is conducted both in person and via video conference interviews to collect data from participants. These approaches enable the study to understand their preferences and utilization of digital technologies effectively.

In-Person Interviews: The study conducted in-person interviews with employees from the selected companies like Nokia Corporation, Telia Finland, Elisa Corporation, and DNA OYJ.

A total of five interviews were conducted across all companies, allowing for direct interaction and deeper insight into their digital sales strategies.

This allows for direct interaction and an effective insight into a company's digital sales strategy. I selected companies from the telecommunications industry due to their central role in digital transformation, particularly in sales strategies. While other industries have also undergone similar developments, telecommunications serve as a key enabler of digitalization, making it a relevant focus for exploring the impact on customer engagement and competitive advantage. I conducted semi-structured interviews with employees from selected companies, asking 10 open-ended questions. The goal was to encourage in-depth conversations and gather detailed insights through follow-up questions. However, the responses in the transcripts were shorter than expected, often only one or two sentences. In a typical semi-structured interview, more extensive responses would provide a richer understanding of the topic. Semi-structured interviews, as defined by Kallio et al. (2016), allow for a flexible yet focused conversation, enabling the researcher to explore specific themes while also allowing participants to provide in-depth responses (Kallio et al. 2016). The core questions of the interview focus on the impact of digitalization on the sales process and the integration of digital tools in the organisation, which can be found in Appendix 1.

The literature review in this study provides the theoretical foundation for the research. The 10 articles were selected to inform the research framework, not analyzed as empirical data. Instead of being treated as data, the literature was used to identify relevant trends and context. Thematic analysis was applied to the primary data collected, which reflects the empirical research process. Therefore, the literature serves to support the theoretical background rather than being part of the methodological analysis. Thematic analysis is one of the most useful and accessible tools for analysing qualitative data (Perannagari & Chakrabarti 2020). The study develops themes and codes related to the topic. It provides a comprehensive understanding of the influence of digitalization on sales strategies. The research analysis employed thematic methodology to locate recurrent patterns in data contributions from participants. Study participants focused on three major topics: AI implementation barriers, digital advertising success rates and sales process robotization advantages. The research conducted manual data coding and independently verified its accuracy to maintain reliability.

4 RESULT AND FINDINGS

Based on the interviews and research, the findings and results are summarized below.

4.1 Research Findings

The digital revolution has transformed various aspects of business, including sales techniques. The combination of digital tools and stages is renewed, that how companies approach and interrelate with their customers, enhance their sales process, and evaluate performance. This study evaluates the effect of digital strategies on sales through a comprehensive analysis of case companies in the telecommunication sector, focusing on their use of digital platforms to enhance customer engagement and optimize sales strategies (Adama et al. 2024).

The stages of personalized sales involve targeting the right customers and developing tailored solutions. Strong customer relationships and improved communication are key to successful engagement. Digital tools can automate tasks like data entry and email management, improving efficiency. Moreover, these tools help streamline processes such as scheduling meetings and managing. This mechanism allows a sales representative to pay attention to high-value performances such as developing relationships and closing incentives. The uses of digital resources like artificial intelligence enhance sales, and a deep understanding increases decision-making ability by predicting sustainable results. Economically strong companies supply their sales techniques and develop several association platforms like social media, phones, and email, which are the main source of links between each other. This incorporation confirms a reliable customer experience and allows the sales team to attach a customer's ideas through digital platforms like media, phones, and channels (Hussain et al. 2023).

The digital channels minimize the finances and stabilize the direct association between the customer and their dealer. The delivery process of the desired product develops brand loyalty and service upselling. The digital marketplace has changed how assets are bought and sold. The stages provide details of the assets like analytical places, market strategies, and computer-generated tours and provide general information. The digital platforms, like real estate sales procedure, Nokia increased the visualization, minimized the time to close deals, and developed overall market perfection. Digitalization provides a sales team with insights into the customer attitude through data evaluation. By analysing information through different sources, companies can recognize the customer's favourites and obtain structured and specific points. The information can develop high techniques and enhance

the association and customer attention. Computerization of regular tasks through digital implements develops sales productivity. Digital tools like CRM systems, email automation, and AI-driven statistics increased the effectiveness and allowed more attention to increase sales (Pfister & Lehmann 2023). Digitalization positively affects sales techniques, proposals to increase customer perception, improved development, and high-quality research data. Moreover, companies must face challenges and develop strategies to improve their techniques.

The present chapter aims to present the information collected during the interviews with the employees of Nokia, Telia, Elisa, and DNA. However, the emphasis is made on the changes that occurred in sales strategies in the context of the growing digitalization of such businesses. The responses of the participants of the interviews contain concrete illustrations of practices, difficulties, and possibilities regarding the use of digital tools to improve sales performance.

4.2 Findings from Interviews with Case Companies

4.2.1 Nokia

AI technology application in Nokia is highly aligned with the use of CRM tools in managing customer relations. These tools help analyze customer data, aiding sales teams in forecasting trends and customizing offers. For example, AI-based chatbots help answer queries with quicker response times, which leads to greater satisfaction. Automated workflow management streamlines processes and reduces manual work for employees. This narrows leads for the sales team to identify, increase the chances of converting, and ultimately increase overall efficiency. According to the responses from the employees, the incorporation of real-time analytics has enabled the sales crew to appreciate customer behavior, thus enabling an appropriate sales strategy execution. A Nokia representative said, The process of selling has become much more focused with the adoption of digital means as data helps forecast the needs of the buyer.

AI in Nokia also supports training programs that improve how staff understand and use customer data. These programs help employees learn to personalize communication based on customer preferences and past behavior. AI systems also suggest the best times and methods to reach potential buyers. However, this makes communication more relevant, timely, and effective across different customer segments and regions (V.Kumar et al. 2024). As a result, sales teams feel more confident when interacting with clients and closing deals. AI tools even alert teams about changes in customer interest or buying patterns quickly.

Therefore, these insights help Nokia adjust its sales strategy faster and stay ahead of competitors in the market.

4.2.2 Telia

Telia has dedicated efforts to automating the management of the sales pipeline. Some interviewees said automated systems had alleviated administrative workload so sales teams could concentrate on customers. "We also have automation, which has saved us hours of manual work, which means we can focus on building long-term relationships with our clients," said a Telia employee. The solution is designed to focus on automation, specifically sales pipeline management, to help Telia be more efficient and productive. Automation eliminated manual tasks, allowing sales teams to focus on engagement with customers, said many employees. This system made data entry faster, reduced errors, and enabled real-time insights to drive decision-making. Automation also enabled managers to monitor sales performance, forecast revenue and spot potential opportunities. Therefore, the project enabled work processes, reduced errors and improved sales productivity greatly.

Despite the COVID-19 lockdown, Telia responded well to the virtual sales environment and launched the tool. The enhancement examined the impact of the pandemic on individual clients, enabling Telia to better serve them and keep the field troops engaged. This disciplined but flexible approach ensured that the practice evolved to meet unprecedented scale and better meet customer needs. Telia grew day-to-day Recommender, a computerized answer to assist its sales leaders take part in additional useful conversations with customers that would drive more business. Everyday Recommender makes information-based ideas for deal leaders about the best move to initiate with every client. Before Day-to-day Recommender, deals leaders needed to look through endless Success records to find the data they needed to support significant discussions with clients.

Presently, deal leaders can invest more energy in paying attention to and serving clients. Deals chiefs who utilize Day-to-day Recommender reliably report more joyful clients and have acknowledged efficiency helps as high as 40%. The telecom company is poised for a giant boom and transformation, driven by the speedy adoption of virtual income strategies. Telia Productivity and purchaser relationship management (CRM) tools are the principal to this evolution. Therefore, these gears decorate the purchaser's journey by imparting seamless, customized experiences from the initial touch to the very last purchase.

Future increases in digital vehicle income could be fueled via the mixing of superior analytics, artificial intelligence, and gadgets to reach CRM structures. These technologies allow producers and sellers to count on purchasers' needs, offer tailored suggestions, and

streamline the purchasing process. For example, AI-driven insights can perceive the capability of consumers and their alternatives, allowing for focused marketing and custom-designed interactions. Additionally, the integration of Telia Productivity equipment facilitates better collaboration and communication among income teams and customers. This not only enhances efficiency but also builds stronger client relationships by ensuring constant and informed engagement during the sales adventure. By adopting a consumer-centric, digital-first method, the industry can anticipate big growth in online automobile income and a superior customer experience (Nickell & Chwiakolska 2020).

4.2.3 Elisa

Elisa has capitalized on social media marketing, using targeted campaigns to attract customers and drive sales. Social media marketing tools such as Instagram and LinkedIn in this digital age have the power to connect businesses with a wider audience. Employees have seen an astronomical increase in the number of customer interactions and inquiries online. These platforms also allow for immediate feedback, which assists Elisa in improving its current marketing strategies. Social media analytics also offer insight into behavior patterns. As one respondent put it, "our use of digital marketing tools means we can reach a wider demographic while keeping personalised contact through targeted campaigns". Set unique, measurable goals for virtual tasks. Involve diverse teams (IT, income, advertising and marketing, product) for complete insights, and adopt a structured method, just like the 10/10/10 rule for fast improvement and piloting. Ensure interfaces are user-friendly to facilitate ease of education and adoption.

Maintain a mindset of constant new release and enhancement of the solution, and engage an outside group to provide oversight and steering for the duration of the challenge. Track Metrics such as monitoring applicable metrics (e.g., attractiveness fee of hints) to a degree of profitability of business and consumer satisfaction. These factors encapsulate the strategic method of leadership to drive digital transformation efficiently at the same time while ensuring sustained adoption and continuous improvement (Germany 2024).

4.2.4 DNA

Mobile platforms have integrated with DNA to help remote sales teams. Employees say that mobile CRM apps have meant on-the-go access to customer data to speed up response times and make better decisions. This has been a game changer for our sales process, giving one person access to the customer data at any time and anywhere, said one employee. Moreover, sales representatives can monitor leads, schedule appointments, and

access analytics in real time. Reminders and notifications help employees remain organized and follow up quickly. Such apps also come with document-sharing features, which help in cutting down paperwork delays. The integration of AI aids in personalizing the customer experience. Data safety is offered by secure cloud storage, with accessibility from anywhere.

Mobile CRM apps have also improved teamwork by allowing sales staff to collaborate more easily. In addition, team members can update shared records instantly, keeping everyone informed without sending long emails. Managers can track performance metrics in real time and provide feedback on the go. Training new staff is easier too, since apps offer built-in tutorials and guidance features. Therefore, sales meetings are more productive as data is available instantly through mobile dashboards. Customer history, preferences, and feedback are accessible quickly, leading to more personalized sales conversations (Sjödin et al. 2021). These tools reduce errors caused by miscommunication or missing information, helping teams close deals more efficiently.

4.3 Challenges Identified

The employees from different organizations pointed out specific issues concerning the process of digitalization. A lack of employee skills and insufficient training to keep up with new technologies was a notable problem. There was also the considerable issue of technological barriers, which encompassed delays caused by the selection and integration of appropriate digital tools. There was also notable change aversion where employees viewed digitalization as having negative implications for their employment and security.

These challenges reinforce broader patterns observed within the theoretical framework, like a lack of skills and change resistance as hindering factors in the course of a digital transformation. In the companies studied, these issues were demonstrated differently. For example, employees exhibiting resistance to new software found it difficult to use, while employees at the managerial level reported a lag in the application of advanced technology (Zuma & Sibindi 2023). Supporting literature, which recommends the need for active training and a strong organizational culture for effective digitalization, confirms these findings. However, some companies adapted faster, demonstrating the role of leadership and communication as factors that help minimize these challenges.

4.4 Recommendations for Future Strategies

Integrating suggestions from all interviews alongside empirical research and the theoretical framework, different approaches for improvement are presented. To better assist employees with the mastery of new platforms and tools, training workshops should be conducted frequently. Participants of the interviews articulated that employees reported being hesitant to utilize modern sales technologies due to inadequate support and training. To support better integration of sales, marketing, and IT departments, stronger synergies were achieved by cross-functional project teams (Sitompul & Rislina 2019). In addition, this aided our research in fostering innovations and smoothing the digitalization process within the organization. Therefore, all provided suggestions are blended to capture the practical aspects of the professionals, along with the discussed theories of digital transformation.

5 SUMMARY AND DISCUSSION

This chapter focuses on the impact of digitalization on sales strategies, integrating interview data from telecom operators. It also addresses the theoretical framework and connects findings with digital transformation processes and maturity. Digital transformation is a significant challenge, and it can't be addressed by one rule and one desired outcome. Digital changes as a process of maturity are more accurate, as companies have always wanted to increase their digital maturity. Barriers to digital transformation include the efforts of the companies in adopting digital tools and the lifecycle of the organization. So, digital transformation is not just about adding technology to the business, but it also relates to the overall business processes, like the mind skills transformation of employees, the efforts to process digital tools, and extending the organization's lifespan (Plečko et al. 2023).

The key findings of the research questions show that it does not provide a detailed case study of individual businesses, focusing instead on broader trends across the telecommunications industry. The first question states that digitalization changes sales strategies. The findings indicate that tools such as CRM tools powered by AI, automation and mobile platforms help in personalization and efficiency. Real-time analytics drive Nokia, and for Telia, the focus is on automation for improved customer engagement. The second question asks whether AI optimizes sales strategies. The findings show that AI offers predictive analytics and personalised insights. Mobile AI tools for decision making were highlighted by DNA, and Nokia added enhanced customer segmentation.

The third question says that social media affects sales strategy. First, they find out its role in customer engagement and brand visibility. Telia mentioned that LinkedIn and Instagram worked well for it for outreach, while Elisa is using LinkedIn and Instagram for outreach purposes. The fourth question relates to how digital marketing helps improve engagement and satisfaction. Research suggests that tailored campaigns and targeted ads increase customer loyalty. Telia and Elisa showed how tailored messaging can boost retention.

Another research study is related to the research methodology. The study focuses on qualitative research design, which may lack real-time data. In addition, this research focuses on presenting and analyzing the results of my research findings. The approach may lack statistical data related to the organization's sales and marketing, potentially introducing bias and inaccuracies that could directly affect the study's outcomes.

Table 3: Barriers (Self-made)

Barriers	Code
Lack of skills	Information related to tools and processes Lack of knowledge Lack of skills to process digital tools
Technological barriers	Technological devices selection Security concerns Merging of new and existing devices
Individual barriers	Fear of loss of job Fear of using new tools Lack of understanding of tools Fear of data loss of control
Organizational barriers	Lack of engagement Lack of planning Lack of resources

In this table, I listed different challenges that organizations encounter when trying to use or adopt digital tools and technologies. These challenges can be divided into four main types: related to skills, technology, individuals, and the organization itself.

5.1 Company's culture of resistance to change

A company's resistance to change can hinder the adoption of new digital sales strategies. Employees may fear job displacement or lack the skills to adapt. This cultural barrier slows digital transformation, limiting growth opportunities. Moreover, resistance often arises due to a lack of understanding of new digital products and tools. Managers and employees in the organization don't put equivalent efforts into promoting digitalization with an innovative mindset, which leads to disruption in society. Both leadership and employees are responsible for promoting digitalization. Security concerns related to the cloud can also make employees consider digital promotion as a threat to the company because of security and database concerns. Employees consider that these tools will be a reason for the loss of jobs. Companies should educate them that they have to consider the digital revolution as an opportunity, not a threat (Unity Group 2024).

5.2 Adoption of new tools and processes

The adoption of new digital tools helps businesses streamline sales processes and improve customer engagement. These tools include customer relationship management (CRM) systems, social media, and automation platforms. Embracing these technologies enhances efficiency, boosts sales, and supports data-driven decision-making. Decision makers may not promote engagement with the organization which can disrupt the organization regarding the digital tools. Some tools and processes resist new techniques which makes employees hesitate in their usage (Moffa 2024). Lack of understanding regarding the tools also poses threats to employees as they feel they are unable to adopt digitalization. If digital tools implementation is not properly planned then it also leads to confusion in the organization because of improper execution. Without planning and improper strategy regarding the processes of tools, barriers to digitalization (Moffa 2024).

5.3 Technological devices

Technology devices also be a barrier to digitalization due to difficulty in selecting the appropriate devices for the organization. Determination of the right tools makes it difficult to determine which tools are chosen that support the achievement of goals (Moffa 2024). Choosing the wrong digital tools wastes financial resources and causes further issues. Organizations that merge existing technologies with new technologies can also disrupt the system. This happens because of improper planning and strategies by decision-makers (Moffa 2024).

After understanding the different failure causes in sales strategies, we have different ways to prevent the organization from falling into different traps and experiencing slow progress. Sales is reworking how businesses interact with clients, optimize strategies, and power revenue growth. Current developments in this area replicate the growing integration of superior technology and a focal point on agility, consumer-centric techniques, and go-to-market collaboration. AI and machine learning are at the vanguard, offering superior analytics and predictive insights.

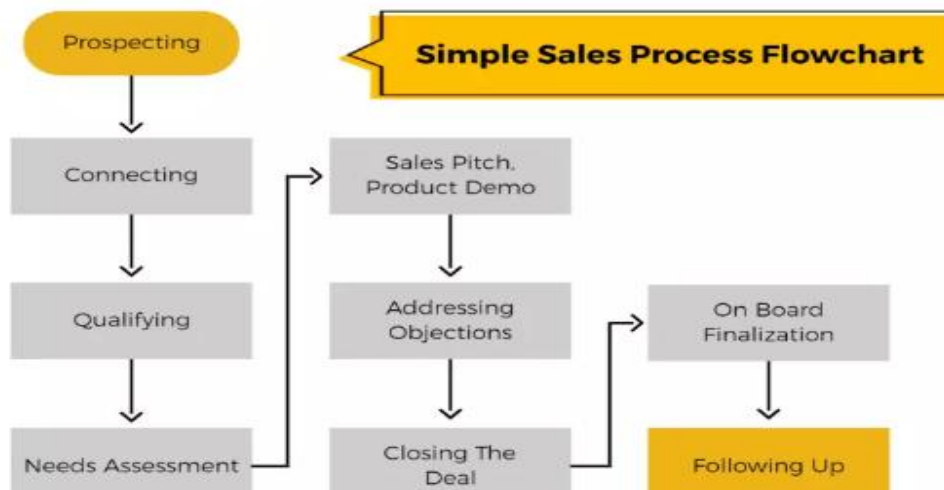


Figure 2: Create a sales flowchart to optimize your sales process (Photoadking 2025)

Figure 2 shows how these technologies assist income groups in recognizing patron behaviors, forecasting calls for, and customizing interactions. AI-pushed equipment can be expected at the most suitable times for customer engagement, improving the effectiveness of sales efforts. The shift towards agile methodologies in sales digitalization initiatives is gaining momentum. Agile tactics facilitate fast development and deployment through iterative cycles, allowing groups to respond quickly to marketplace changes and personal feedback. This method contrasts with conventional waterfall fashions, emphasizing flexibility, continuous improvement, and collaboration. Another widespread trend is the adoption of the Minimal Viable Product (MVP) method. MVPs' attention on delivering core functionalities rapidly allows groups to accumulate personal feedback early and iterate based on actual-world usage (Zoltners et al. 2021).

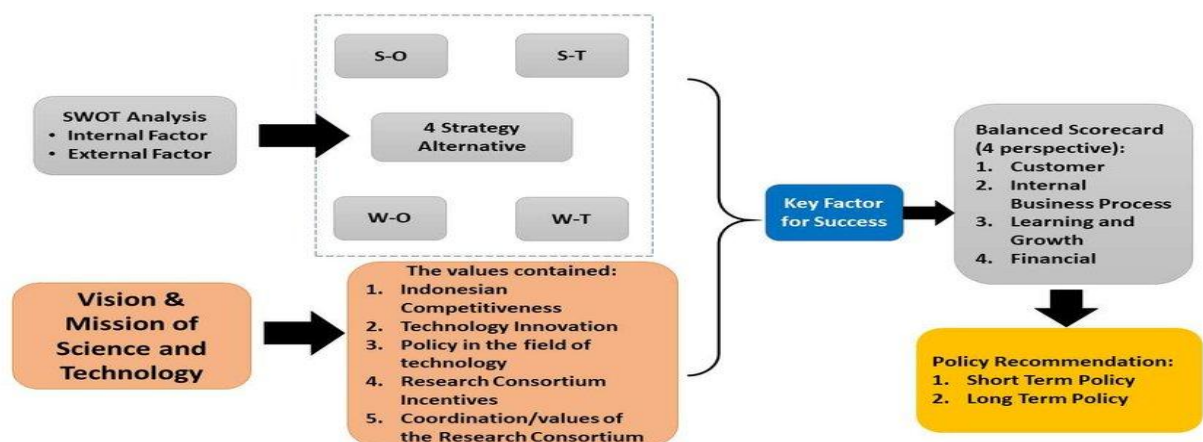


Figure 3: Flow Chart for Determining the Key Factors for Success (Sitompul & Rislina 2019, p. 1).

In Figure 3, Cross-functional teams are also critical to successful digitization. These teams bring together expertise in IT, sales, marketing, and data science to create a collaborative environment that bridges the gap between technology and business processes the role of a leader who manages boundaries is important here, ensuring that compatibility and facilitating communication across applications (Sitompul & Rislina 2019). Implementing Early Experience Teams (EETs) by engaging users early in the development process helps ensure that the solution meets their practical needs and drives adoption tom quickly. Finally, the importance of senior leadership support cannot be overstated. Leaders must support digital initiatives by providing vision and resources across departments and resolving conflicts across departments. This support is crucial to overcome organizational resistance and drive digital transformation. Overall, digitized sales strategies are moving towards a more integrated, user-centred, and agile approach, leveraging advanced technology and embedding across business units to encourage performance to achieve successful results (Plečko et al. 2023).

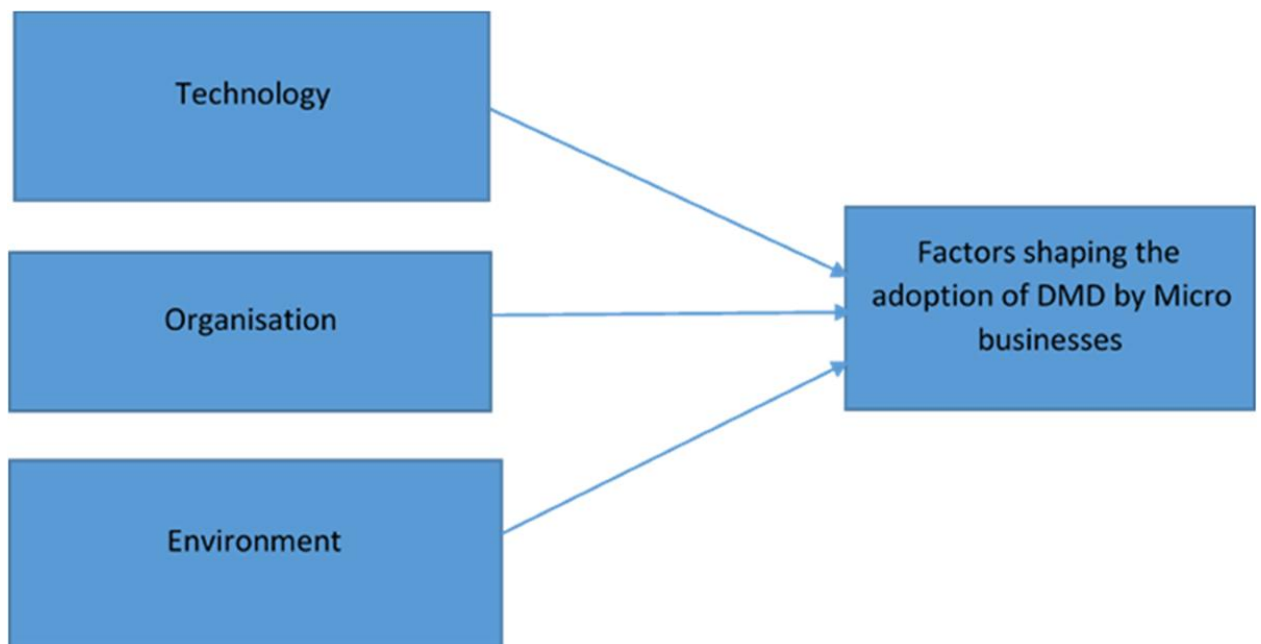


Figure 4: Critical factors influencing the adoption of digital marketing devices by service-oriented micro (Eze et al. 2020, p. 1).

Figure 4 shows the senior leadership and the boundary between the sniping leaders and senior leadership. At the heart of any virtual initiative is the team that orchestrates the effort, with the profile of the man or woman being the best predictor of fulfilment or failure. The best chief is a boundary spanner, who bridges the business and IT communities, fostering collaboration and bringing together subjects. Business stakeholders prioritize innovation,

opportunities, and outcomes, while it makes a specialist of value manipulation, risk management, business enterprise skills, and sustainability. Boundary spanners harmonize those priorities, aligning vision with sensible dreams and the IT mindset. They navigate complex dynamics, assisting IT by highlighting the dangers of overdue-level function additions and advocating for progressive technology that meets enterprise needs (Onjewu et al. 2023).

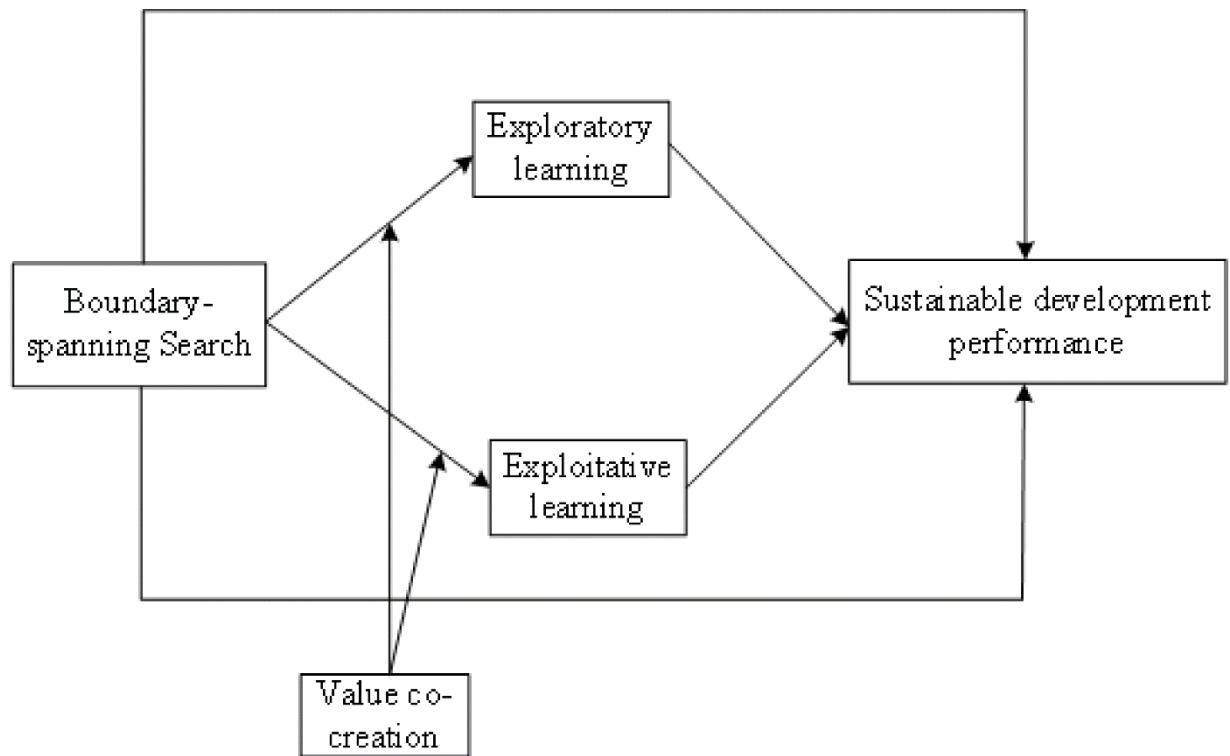


Figure 5: Sustainability: A Study on the Impact of Boundary-Spanning Search on the Sustainable (Wang et al. 2022, p. 8).

In Figure 5, the sustainability between the iterative strategies withstands design with the aid of committee pitfalls to maintain structures that are user-pleasant. With a various career in each era and business roles, boundary spanners bring valuable empathy and numerous insights (Wang et al. 2022, p. 8). Historically uncommon because of specialized ability silos, their numbers are growing as digitalization efforts expose greater managers to both IT and commercial enterprise perspectives. Boundary spanners can launch the minimum possible solutions for quick edition, making sure that digital income tasks are both revolutionary and down to earth in realistic reality.

A business case is used effectively throughout the digital project provider and has proven a positive impact on the project's success, which varies from the focus to opportunity and

business budget. A better approach looks at the benefits of digital initiatives for customers and sales staff, including the benefits of efficiency and effectiveness. To provide users with a model framework or model vision, it is valuable to participate in business case development. This allowed salespeople to schedule their visits around the time of the patient's visit. By engaging users early in the development of business cases, the company realized that algorithms were the most valuable to a sales team. This group sold a drug that few patients used, and salespeople wasted time visiting doctors when they did not need the drug. Within this sales team, the solution was prototyped, and the value of timely visits was demonstrated and quantified (Malenkov et al. 2021).

5.4 A Cross-functional Teamwork

Building digital solutions, especially AI-based applications, requires a diverse, multidisciplinary team with expertise in programming, data analysis, business development, software architecture, project management, and user experience. These experts can be internal or external, onshore or offshore (Ozpola et al. 2023). Successful businesses leverage these skill sets, with data scientists developing analytical frameworks and engineers ensuring they are implemented effectively. Team composition varies according to the size of the business, encompassing customer-facing activities such as sales and marketing, each of which requires representation (Atlassian 2024). Connections across silos of knowledge are critical at every level. Border Expansion Leader unites stakeholders and encourages collaboration and shared purpose.

5.5 Predictions for Future Growth and Adoption

The predictions below show how companies are using digital tools and adding value, especially in different fields of business. These approaches mainly aim to boost customer interaction and sales performance. Two important aspects of this are assisting sales reps in addressing customer requirements and using Telia tools for productivity and managing customer relationships (CRM) (Hashemi-Pour 2024).

In early 2020, Nokia launched a digital initiative to improve customer engagement by empowering sales representatives with data. This initiative developed an AI-enabled targeting tool, which offered suggestions on visitor data, messaging, and optimal timing for communications. The project followed a "plan, learn, and iterate" approach, overseen by a sub-team of operations, IT, data science, and sales operations and supported by the head of the national project. The project proceeded in three phases: proof of concept (PoC), minimum viable product (MVP), and continuous improvement. During the PoC phase, predictive

models were developed and validated using historical data. The MVP phase led to the development of a tool to guide field dynamics and incorporate algorithmic recommendations into their workflow.

This instrument was first presented to the Early Experience Team (EET) of sales representatives, who provided important feedback. EET participants can comment on the suggestions that were rejected, which contributed to the refinement of the tool. As the project moved into the ongoing development phase, the team did a two-week sprint to update and release updates (Zoltners et al. 2021). Input from EET members was quickly incorporated, creating a sense of ownership and facilitating greater adoption.

6 Conclusion

In conclusion, the digitalization of sales strategies has revolutionized numerous businesses by transforming their landscape and attaining benefits and advantages. The Research objectives of this research are to examine the impact of digitalization on sales strategies by analysing different management tools and techniques and identifying the associated challenges. This study examines qualitative research by conducting interviews, a literature review, and collecting samples of different data. Moreover, this study focuses on the impact of digitalization on sales strategies in the telecom sector. It uses qualitative research, including interviews, data collection, and analysis. The findings explore how digital tools reshape telecom sales practices and customer interactions. In the context of the globalization of online business, AI has an important role in the advancement of technologies to promote business growth. AI has increased the productivity of different digital products with an efficient sales relevance process. Digitalization in different businesses has improved the sales process and is available all the time to enhance the customer experience effectively and satisfactorily. Additionally, digitalization provides scalability and flexibility, enabling businesses to adjust to the market conditions and varying efforts.

Digital technologies have enhanced the relationship between customers and retailers by leveraging the tough competition in the market. Different companies are utilizing these technologies to create innovative solutions, leading to increased competition. To boost sales strategies and the implementation of different technologies, effectively skilled staff are required. Digital marketing has improved software solutions, aggregated platforms, and mobile platforms through digitalization. In digital marketing, many businesses are still vital and remain sustainable in the market through different techniques like SEO and Social Media marketing. Businesses must choose the right approaches to create customer preferences through mobile development. Effective digitalization and the use of the right software can make powerful business promotion, helping to achieve goals and strong objectives.

Through different case studies and examples, there are many impacts of sales strategies on the success or failure of companies like Amazon, Tesla, and Zillow, which face challenges in their sales strategies to ensure their customer dealings and relationships with performance. Amazon is an e-commerce platform that uses different processing and advanced statistical data to enhance the purchasing experience. Tesla sells different cars through a digital platform that directly communicates with and satisfies customer needs and provides online models. On the other hand, Zillow is another digital tool that has changed the real estate process by providing detailed information about real estate estimates. Telecom companies also use digital platforms to improve sales strategies, enhancing customer

experience and engagement. Their digital tools streamline service offerings, boost customer interaction, and enable real-time solutions. Therefore, these companies leverage data analytics to optimize marketing and customer relationship management.

The barrier to digitalization includes a lack of skills, the right knowledge about the technology, and challenges in understanding the process. Technological barriers involve selecting the right and appropriate security-concerned devices. Individual barriers include the fear of losing a job while company barriers are change of place, lack of engagement, and insufficient resources. To overcome these barriers a company must educate their employees about the benefits and losses of digitalization and provide them with training and tools for effective use. Leadership and employees must work together to ensure proper learning and execution to address these security challenges. Current trends for advancement in the digitalization of sales strategies include integrating advanced technologies like AI machine learning, and different new methodologies with several cross-functional teams.

With these approaches, a business can quickly be modified, and personalized interaction with drive adoption. For the success of the business, digitalization also requires senior support leadership support and boundary spanners who bridge the business and its companies together. Different companies such as Nokia, DNA, Elisa, and Telia have achieved success through discipline and these flexible approaches. The future of sales strategies seems promising, with predictions of elevated adoption and growth in industries like automobile, pushed with the aid of advanced analytics, like AI and CRM structures. To attain success, agencies should set measurable dreams, involve diverse groups, adopt established procedures, and prioritize consumer-pleasant interfaces and non-stop development.

The analysis demonstrates AI-guided Customer Relationship Management systems and digital advertising technology substantially boosts telecom businesses' sales performance. Academic investigation should analyze the sustained patterns of AI adoption throughout time along with their outcomes regarding customer loyalty and revenue development. Quantitative research can validate how digital tools affect company sales results.

In conclusion, digitalization has changed the sales era, and most companies should use advanced technologies to stay competitive in the market. Businesses can use digitalization in their sales strategies, and they can improve their image by using software and mobile marketing. They can do this in various ways by delivering digital performance as the enterprise panorama continues to conform; groups that embody digitalization may be higher ready to conform and thrive in the virtual age. By adopting digitalization, organizations can beautify sales overall performance, purchaser relationships, and ordinary enterprise fulfillment, in the long run riding revenue growth and competitiveness within the market.

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Appendices

APPENDIX 1: Interview Questions

What digital tools or techniques are used in your organisation?

How has digitalisation transformed the sales strategies of your company?

What challenges have you faced while implementing digital sales tools?

Do you use digital marketing for sale?

How important do you think digital marketing is to businesses?

What are the types of digital marketing in the industry?

How has digitalization changed your approach to customer segmentation and targeting?

What future digital trends do you think will impact your sales strategy in the future?

What role does social media and online marketing play in your sales strategy?

What improvements or innovations would you like to see in digital sales tools?