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Module 4

Annotated Bibliography

(Article 3)

Sinha, P., Sahay, D., Shastri, A., & Lorimer, S. (2022, September-October). *How to Digitalize Your Sales Organization.* Harvard Business Review. https://hbr.org/2022/09/how-to-digitalize-your-sales-organization?registration=success

Sinha, Sahay, Shastri, and Lorimer intricately detail the far-reaching implications of data technologies and analytics on business frameworks, establishing durable links between digital and physical operations. The amalgamation of data has spurred collaborative endeavors across diverse platforms, thereby shaping the landscape within sales teams and customer perceptions. Despite this, the transition to digital sales adoption has been marked by hurdles, ranging from faltered implementations to ineffective policies, and a lack of lasting achievements. Moreover, the critical need to synchronize employee roles and duties with digital decision-making processes looms large as an urgent priority. As detailed by the authors, this process underscores the intricate balance between technological advancement and organizational adaptation, emphasizing the necessity for strategic alignment and proper management of digital transformations within business models.

The author advocates for a multifaceted approach to address the challenges of digital transformation within organizations. Central to this strategy is the establishment of boundary spanners who are leader's that have the ability to navigate and foster collaborations between disparate groups while maintaining a balance of priorities. Additionally, the author suggests the formulation of a comprehensive plan incorporating a business case, complete with key performance indicators (KPIs), to be implemented by cross-functional teams possessing diverse skill sets. These teams must be capable of executing the plan and adapting their approaches to accommodate the evolving digital landscape. The salespeople must adjust their strategies to align with these digital changes, particularly in managing customer relationships. These recommendations are directly relevant to the business question posed in the final project, as they underscore the necessity of a cultural shift towards digital processes, necessitating team restructuring and enhanced skills training for employees.