Digital Transformation Strategies to Optimize the Sales Process in Exporting Companies in the South of Lima

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Abstract: - In fact, digital transformation in companies is pivotal, once new technologies contributes for the competitiveness of the market. Companies seek to digitize their processes to increase productivity, meet customer needs, find new business opportunities, reduce production times, and improve communication channels to maintain positive relationships with customers. Therefore, the objective of this study is to implement a digital transformation strategy to improve the sales process of export companies in the south of Lima. The research follows the hypothetical-deductive method, quantitative, correlational, transversal, applied, and non-experimental. The survey technique was used, and as a data collection instrument, a questionnaire was addressed to 115 workers. The variables studied were digital transformation, with dimensions such as competitiveness, digital strategy, and cultural change, and the sales process, with dimensions such as purchase decision and customer satisfaction. Both variables showed a Cronbach's alpha reliability of 0.722. The results reveal that 72% of workers consider that the level of competitiveness is low, 64% indicate that the level of digital strategy is medium, and 67% express that the level of cultural change in the organization is low. These results reflect the need for companies to undertake a digital transformation that includes the use of new technologies to take advantage of digitalization, social networks, and technological tools, thus improving the sales process and meeting expectations for product quality and service. to the client. In addition, it is crucial to carry out internal training so that all workers adapt to change and increase their productivity.

Key-Words: - Digital transformation, export companies, sales process, strategic management, competitiveness, cultural change.

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1 Introduction

In the current context, digital transformation influences innovation, leadership, digital customer experience, and digital customer participation, which improve customer services in organizations [1], [2]. Likewise, [3] and [4] mention that there are other benefits such as time savings, better use of new technologies, process automation, decision-making support, reengineering business processes, and raising increased revenue. On the other hand, [5] and[6] maintain that to carry out a digital transformation process, it is necessary to understand, address, and change the organizational culture along with the habits of the workers. In that sense, [7] states that in this time of digital transformation, companies need to reinvent themselves to stay in the market, just as employees need to continue training to meet the new expectations of companies through constant design thinking, management of agile and collaborative teams, being an expert in the field, and staying connected.

In the business sector, the sales process has undergone a great evolution due to the digital transformation of organizations, which promotes innovation in the work of sellers through the use of technology to generate content, use social networks, create new marketing strategies, and optimize communication behaviors in the sales process to achieve customer satisfaction [8], [9]. With respect to customer satisfaction [10] and [11] mention that it is the degree of conformity with the product offered by a company, in addition, they indicate that the determining factors in customer perception are the product and the service offered since the product evaluates quality, functionality, safety and reliability, while the service takes into account the attitudes and behaviors of employees towards customers, as well as the response capacity they receive. On the other hand, [12] states that the sales process has three main phases: identification of new business opportunities in the market, persuasion, and relationship management, with the third phase being especially important because it serves to measure customer satisfaction and get good references for future sales. In this sense, [13] adds that usually the buyer must adapt the sales process he manages to the purchasing process presented by the client, taking into account his needs, influence tactics according to his personality, and type of relationship between seller and buyer.

In Peru, organizations are not prepared to carry out a digital transformation due to the absence of modernization, large digital gaps, the economy as a limiting factor of digitalization, lack of interest in new technologies, and the poor technological training of employees, [14]. As a consequence, sales processes do not take advantage of the benefits of technology provided by digital platforms, social networks, and digital commerce to improve the relationship and constant communication with customers, which makes the sales process slower and more difficult. less probability of success, [15]. In this sense, organizations must aspire to the scope of a digital transformation at the level of organizational culture through the customs, traditions, and thinking of the staff and at the level of processes through the creation of digital departments, management of digital tools, and investments. in technological equipment to implement new market technologies, [16]. Therefore, the objective of this study is to implement a digital transformation strategy to improve the sales process of export companies in the south of Lima. Which directly contributes to increasing the sales capacity of companies through the establishment of positive relationships with customers that allow us to know the needs, problems, and concerns they present, in addition to offering a quality service that allows connecting the customer and seller in real time continuously.

1.1 Knowledge Gap, Objectives, and Scope of the Research

Previous studies have determined that the implementation of a digital transformation at the organizational level has a significant impact on the sales process, as it translates into an operational advantage and a substantial improvement in service. In this sense, some studies reflected that the integration of these initiatives in companies encourages innovation and problem-solving, as well as the use of new technologies. However, the business sector literature lacks solid evidence regarding the effectiveness of digital transformation, specifically in the area of the business sales process. This work aims to fill this gap by analyzing the relationship between digital transformation and the sales process of companies in the south of Lima, evaluating dimensions such as purchase decision and customer satisfaction. Regarding that, this work demonstrates that there is a significant correlation between the implementation of digital transformation and the improvement in the dimensions of competitiveness, digital strategy, and cultural change. Therefore, the objective of this study is to implement a digital transformation strategy to improve the sales process of export companies in the south of Lima. This research contributes to the development of more effective strategies and provides a theoretical and practical basis for companies in the region to optimize their sales processes through digital transformation, thus improving their performance and competitiveness in the global market.

2 Literature Review

In the current business environment, digital transformation is increasingly recognized as a critical factor for organizational survival and competitiveness. Adapting to rapid market shifts requires the integration of advanced technologies, such as artificial intelligence (AI), big data analytics, and automation. The implementation of these tools leads to the optimization of internal processes, happier customers, and on top of that, the identification of new opportunities. Moreover, going digital pushes you to innovate and be more efficient day to day. In the end, you make better decisions, grow more steadily, and let's be real you gain a much stronger position in the global market.

A study carried out in Mexico showed that digital transformation involves virtualization, training, infrastructure, connectivity, management, open education, and a notable cultural change in organizations, [17]. Regarding cultural change [18] and [19] maintain that it occurs in adverse situations, where the current patterns and formulas are insufficient to maintain the stability of the organization, so it is necessary to undertake towards a new cultural model that modifies practices, behaviors, customs and traditions in order to provide an adequate response to the new circumstances that the company faces internally and externally, thus achieving the survival of the organization in the market, working in strong cultures, ethical and efficient. Likewise, an investigation in Ecuador showed that in recent years the consumption of the Internet and social networks has increased significantly, which departs from the normal technological evolution and is presented as an accelerated process of digital transformation that promotes the use of digital strategies in companies to meet the new market needs, [20]. According to [21] and [22] digital strategies are strategies at the organizational level, planned and executed in order to take advantage of technological resources to create differential value, coordinate the digital transformation of companies and provide quick solutions to complex problems, they also mention that the success or failure of these strategies depends on the mentality, capabilities and abilities of the workers. In this sense, it is understood that through digital transformation companies can take advantage in the market since we are in a context of constant technological development, therefore, a study carried out in Chile maintained that the competitiveness of companies in current markets is achieved through digital transformation that allows generating capabilities to anticipate market changes, increase the speed of reaction and agilely adapt internal processes, [23]. With respect to competitiveness [24] and [25] mention that it is one of the factors most valued and pursued by entrepreneurs since it allows them to manage the growing demand, the high expectations of the clientele, the strong competition and the need to ensure its permanence in the market in the medium and long term, it is also conceived as the ability to increase its productive limits to generate greater income helping the growth of the organization. On the other hand, a study in Venezuela about the sales process indicated that it is essential for sellers to offer adequate support in the customers' purchasing decision process through the creative design of sales presentations, good attitude, constant communication, and establishment of sales objectives to ensure and maximize sales by gaining good references from buyers, [26]. In this sense, the purchase decision is defined as the process to follow for the acquisition of a good or service through the evaluation, persuasion and choice when purchasing made by customers, in which the quality of service through the personal interaction, good service, quick response to needs, reliability and constant communication positively influence the purchase decision in addition to customer retention and loyalty, [27], [28].

In Italy, it was evident that small and medium-sized companies (SMEs) have problems adapting to different market scenarios due to the constant change they present, the great competition that exists, the difficulty in meeting customer expectations and the lack communication between company-client, which is why they need to include the use of social networks in the innovation and updating of sales processes that allows them to be closer to clients and react more quickly to market changes, [29]. In Germany, it was indicated that the majority of companies that try to carry out a digital transformation fail because they do not provide orientation to the digital leadership of their employees, preventing the change from being carried out effectively at all levels, which implies the leadership oriented to digital tasks, to people and as a main factor the interaction between them, which limits its development in the technological area, [30]. In the United States, it was shown that many companies are under constant pressure due to the need to undertake digital transformation, take advantage of the industrial internet of things, emerging technologies around industrial machines, and the ability to share information in real time through digital platforms, [31]. Finally, in Argentina it was revealed that many companies do not know how to carry out an adequate digital transformation, which is why they lack a strategy that integrates progressive tactics, establishment of the most important variables of the process, integration of devices, management of digital networks, approach to clear objectives and staff training, which generates a high rate of failure or devaluation at superficial levels, [32].

This article describes the importance of digital transformation in companies since it allows the sales process to be improved by promoting constant communication in real time through social networks or instant messaging, improving the quality of services and customer satisfaction. A survey was carried out among workers of an organization, resulting in implementing digital transformation through the dimensions of competitiveness, digital strategy, and cultural change; improves the scope of positive relationships between buyers and sellers when carrying out the sales process in terms of purchase decision and customer satisfaction.

3 Method

3.1 Design

The present study corresponds to a basic type of research, with a quantitative approach and non-experimental design, [33]. The research was oriented towards the comparison of the variables to determine the degree of relationship that both variables studied have.

3.2 Participants

The sample was selected using non-probabilistic convenience sampling. The result was a sample of 115 participants (70 men and 45 women) identified through convenience sampling. This technique was chosen for its efficiency in terms of time and cost, allowing us to access a considerable sample of participants. However, it is important to recognize that, given this approach, the results obtained may not be generalizable to the entire population of the sector.

3.3 Inclusion and Exclusion Criteria

Those who met the requirements joined the investigation: (a) age had to be between 25 and 55, (b) voluntary consent to participate in the study, and (c) they'd put in at least eight months at an export company in southern Lima. People who were not considered for the study: (a) anyone who did not meet the inclusion criteria, and (b) those who did not understand or did not complete the questionnaire.

3.4 Process

Data was collected between the months of February and April of 2024. We used a convenience sample meaning we just picked people who were around and willing to join. Specifically, we started by spotting folks in a few export companies down in southern Lima. Then we sent them an email. That email explained what the study was about, and invited them to take part. It also had a link a direct link to a questionnaire on Google Forms. That way, they could answer from wherever, on their phone or laptop, pretty much any device with internet. We really stressed that it was all confidential and voluntary. Like, no one was forced. And we told them their answers would be anonymous, only used for the research. Nothing else.

3.5 Instrument and Questionnaire Design

The data collection instrument comprised two primary Likert scales. The first scale assessed digital transformation across three dimensions: competitiveness, digital strategy, and cultural change. That scale had 15 items in total. People answered on a five point scale, where 1 was low and 5 was high.

Then the second scale looked at the sales process. It covered two things, purchase decisions and customer satisfaction, and it used that same five point Likert format.

For the descriptive part, like in Figure 1 and Figure 2, we grouped the answers into three categories just to make it clearer. Low was from 1.00 to 2.33, medium from 2.34 to 3.66, and high from 3.67 to 5.00. But for the inferential analysis, including Pearson correlation, we stuck with the original numbers.

A couple of examples from the sales process scale. One item said "Digital tools make it easier for customers to make decisions during the buying process" and that one measured purchase decisions. Another one said "Customers are satisfied with the digital channels and services the company offers" and that one measured customer satisfaction.

And about reliability, for an exploratory study it was fine. Cronbach's alpha was 0.722, so acceptable.

3.5 Data Analytics

To process the information, the data were organized in a tabulation matrix and processed through SPSS v26 and Excel software. In the first stage, with the support of descriptive statistics, the frequency distribution of the competitiveness, digital strategy, and cultural change dimensions of the digital transformation variable and the purchase decision and customer satisfaction dimensions of the sales process variable were carried out. In the second stage, inferential statistics were used to determine the correlation between the digital transformation variables and the sales process.

3.6 Ethical Considerations

The ethical principles of research were followed, ensuring confidentiality and informed consent of all participants orally and in writing. Personal information and responses were handled confidentially and used exclusively for research purposes.

4 Results

The questionnaire was applied to 115 workers from a private company in the food sector. Based on their responses, the following results were obtained.

Figure 1 presents the results related to the competitiveness dimension within the digital transformation variable. In this dimension, 72% of workers consider the level of competitiveness to be "bad," indicating that the company faces serious challenges in keeping pace with technological advances and competing effectively. Regarding the digital strategy dimension, 64% of workers rated the level of digital strategy as "fair," suggesting that although some efforts exist, important improvements are still required to optimize the design and implementation of digital initiatives. Finally, 67% of workers perceive the level of cultural change as "very bad," reflecting strong resistance to change and insufficient adaptation to digital practices within the organization.

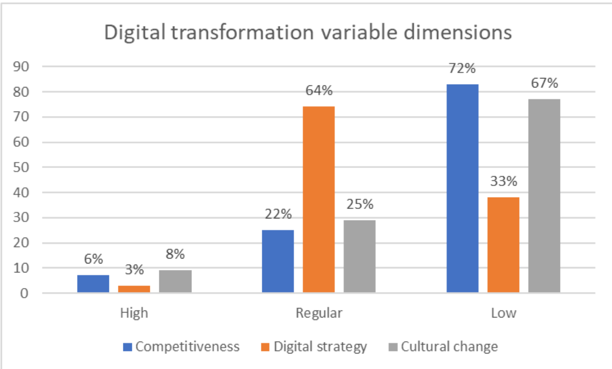

Fig. 1: Workers' perceptions of digital transformation
Source: created by the authors

Figure 2 shows the results related to the purchase decision dimension within the sales process variable.

The descriptive results indicate that 59% of the workers said the level of purchase decision making was regular. This suggests a degree of uncertainty or hesitation from customers when they're trying to decide, highlighting the need for clearer and more persuasive sales strategies.

Furthermore, 78% of workers rating customer satisfaction as low. That's a pretty clear sign people aren't happy. Probably something to do with service quality, or maybe expectations not being met, or just poor customer attention. Either way, that could hurt loyalty and retention for sure.

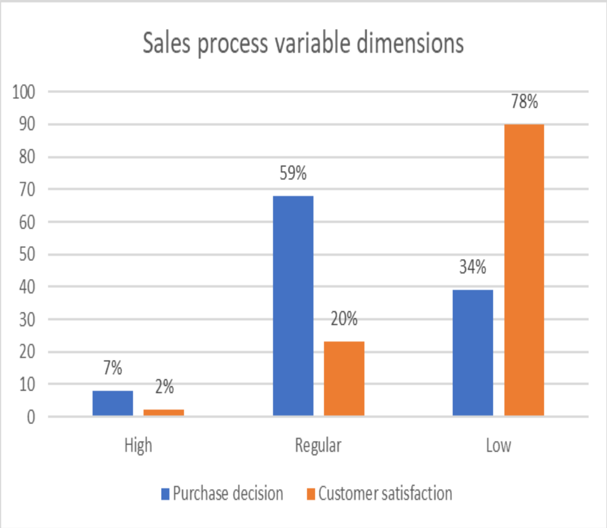

Fig. 2: Workers' perceptions of the sales process
Source: created by the authors

4.1 Descriptive Statistics

In addition to the figure-based findings, Table 1 presents the mean (M) and standard deviation (SD) for each dimension.

Regarding the descriptive statistics of the studied variables, competitiveness had a mean of 3.69 with a standard deviation of 1.16. however, the high standard deviation indicates considerable variation in perceptions among participants, consistent with the wide dispersion illustrated in Figure 1.

Digital strategy came in at a mean of 3.06 and a standard deviation of 1.09, also reflecting diverse perceptions regarding digital initiatives across the organization.

Cultural change had the lowest mean, 2.82 with a standard deviation of 0.95. That backs up what we saw earlier about limited adoption and people resisting new digital practices.

For the sales process, the purchase decision dimension has a mean of 3.25 (SD = 1.15), suggesting moderate levels of clarity and persuasion. Customer satisfaction has a mean of 3.07 (SD = 1.09), which aligns with workers' qualitative perceptions of low customer satisfaction.

4.2 Correlation Coefficient

Table 1. Interrelationships between digital transformation dimensions and sales process dimensions

	M (DE)	1	2	3	4	5
1. Competitiveness	3.69 (1.16)	—	,329**	,329**	,813**	,868**
2. Digital strategy	3.06 (1.09)	,329**	—	-,337**	,818**	,521**
3. Cultural change	2.82 (0.95)	,329**	-,337**	—	-0.007	-,184*
4. Purchase decision	3.25 (1.15)	,813**	,818**	-0.007	—	,850**
5. Customer satisfaction	3.07 (1.09)	,868**	,521**	-,184*	,850**	—

Note: ** P<.01
Source: created by the authors

A strong, statistically significant positive correlation was found between competitiveness and purchase decision (r = .813, p < .001). This confirms the corresponding hypothesis and indicates that higher levels of perceived competitiveness are associated with improvements in customer purchase decision behavior.

On the correlation side, digital strategy was strongly linked to purchase decisions, with an r of 0.818 and a p value less than 0.001, supporting the premise that digital initiatives are critical during key stages of the sales process.

Competitiveness had the highest correlation in the whole model. It showed a very strong link with customer satisfaction, an r of 0.868 and p less than 0.001. That backs up the idea that when competitiveness goes up, customer satisfaction tends to go up too.

Digital strategy also had a positive and significant correlation with customer satisfaction, r of 0.521 and p less than 0.001, indicating that enhanced digital processes contribute to a better customer experience.

Cultural change showed weak and not significant relationships with purchase decisions. The r was negative 0.007 and the p value was 0.943. Basically no relationship there. And with customer satisfaction, it was a weak negative correlation, r of negative 0.184 and p of 0.049.

These findings suggest that the limited adoption of a digital culture within the organization may be detrimentally affecting customer-related outcomes.

Overall, the correlation results indicate that competitiveness and digital strategy are the dimensions most strongly associated with the sales process, while cultural change emerges as a critical area requiring improvement.

5 Proposal

Based on the results of the survey, the following digital transformation and sales process model is proposed, which allows evaluating the current state and then applying the model to obtain ideal results.

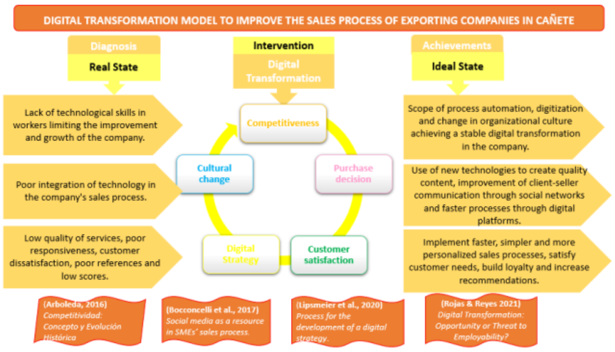

Fig. 3: Strategic proposal to improve the sales process
Source: created by the authors

Figure 3 shows a digital transformation model to improve the sales process of export companies in the South of Lima, structured in three main parts: Diagnosis, Intervention, and Achievements. This model focuses on identifying current problems, implementing technological and cultural interventions, and achieving an ideal state through digitalization.

In the Diagnosis section, several problems that export companies in South Lima currently face are identified. First, the lack of technological skills among workers stands out, which limits the growth and improvement of the company. In addition, there is a poor integration of technology in the sales process, which prevents operations from being optimized. Finally, the low quality of services, poor responsiveness, and customer dissatisfaction are noted, which is reflected in bad references and low scores.

The primary objective of this approach is to help different sectors really dive into the digital age. The overarching goal is to make organizations more competitive by using advanced tech but not just for the sake of using it. It has to be done smartly. A big part of this is getting people inside the company to actually buy into the change. Because let's face it: if the team isn't on board, even the best digital tools out there won't make much of a difference.

Additionally, implementing a comprehensive digital strategy is expected to optimize sales processes and thereby improve customer satisfaction. This intervention process is viewed as a continuous cycle that involves making purchasing decisions based on technological and cultural improvements.

Finally, the Achievements section describes the ideal state that is expected to be achieved with the digital transformation. This ideal state includes process automation and stable digitalization in the company. There's a lot of focus on using new tech to create better content and to improve how customers and sellers communicate especially through social media and other digital platforms. What we're really after is making the sales process faster, more tailored to each customer, and overall more efficient. That way, customers feel heard and taken care of, which makes them more likely to stick around and even recommend the business to others.

6 Discussion

Figure 1 shows that 72% of workers indicate that the level of competitiveness in their company is low. This shows significant difficulties in critical areas such as meeting consumer expectations, the quality of the products offered, price regulation, the ability to react, market position, and obtaining competitive advantages. This lines up pretty well with what [24] and [25] found. They say competitiveness is something no entrepreneur can afford to ignore because it helps them handle more demand, roll with market changes, meet customer expectations, and break through their own production limits. They also point out that if you're not competitive, it's really tough to grow or hold your own against other players in the industry. Being competitive helps you stay solid in the market, both now and down the road.

On the other hand, [23] adds that competitiveness is also characterized by the promotion of capabilities that allow anticipating market changes, increasing the speed of reaction, and adapting internal processes to make them more agile. This perspective highlights the importance of competitiveness not only as a goal to be achieved, but as a set of dynamic skills and practices that must be continually integrated into business strategy. The review and comparison of the literature suggests that, without substantial improvement in these aspects, companies will face serious difficulties in maintaining their relevance and effectiveness in an increasingly demanding and competitive business environment.

Figure 1 shows that 64% of workers maintain that the level of digital strategy in their companies is medium. This suggests the need to improve the ability of workers to integrate technology into business models in order to improve business performance, achieve process automation, digitize all levels of the company, foster innovation, and promote digital initiatives that increase productivity. This finding is consistent with the studies of [21] and [22] who indicate that the digital strategy is based on the formulation and execution of strategies at the organizational level with the intention of optimizing the use of technological resources to create differential value, promote digital transformation, and improve the ability to respond to complex situations. Furthermore, they emphasize that the mentality, capabilities, and skills of workers directly influence the success or failure of digital strategies.

Then [20] brings up something really important too: digital strategies are more necessary than ever. With the explosion of internet and social media use, everything is moving online fast, and that's changing what customers expect from the market. After going through the literature and comparing different sources, one thing becomes pretty clear if companies want to stay in the game and actually meet today's demands, they've got to get serious about their digital strategies. Otherwise, they risk falling behind in a business world that's getting more digital and more demanding by the day.

Looking at Figure 1, we see that 67% of employees think the level of cultural change in their company is low. This clearly shows that it's been hard to put in place a new way of working that really fits what the market expects today. We're talking about people's mindset, their habits, internal traditions, and those unwritten rules that have run the company until now. Changing all that isn't easy. And just proposing the change isn't enough you also need to motivate employees, support them through the process, give them the confidence to give their best, and above all, make them feel like they're part of the change. That way, they commit more to the company, and their talent really gets a chance to shine. These findings coincide with the studies of [18] and [19], who affirm that cultural change is essential when complex situations demonstrate that current patterns and formulas are no longer effective to maintain a stable organization and comply. with the objectives. Therefore, it is necessary to propose a new cultural model that modifies practices, behaviors, customs, and traditions, with the aim of building strong, ethical, and efficient cultures that allow companies to react quickly to new market circumstances and achieve a stable position.

Furthermore, [17] highlights that cultural change is fundamental for the digital transformation process in organizations, since it improves the adaptation of all levels of the company to new technologies.

When you go through the literature and compare what different sources are saying, one thing becomes really clear: cultural change isn't just some minor detail it's the foundation of any real digital transformation effort. If you don't have a genuine cultural shift, no matter how much new tech or how many new processes you try to bring in, it's just not going to work. Companies are going to run into all sorts of problems trying to adapt, and in the end, that's going to hurt them. they won't be able to compete the way they should or grow in an environment that keeps changing all the time.

Now, looking at Figure 2, you can see that 59% of employees say the level of purchase decisions in their company is high.

This demonstrates an effective process for influencing clients, demonstrating a good ability to persuade, engage, serve, and maintain positive relationships with them. In addition, the company is able to guide the client to recognize their needs, understand how to satisfy them, and explore the available alternatives. These findings coincide with the studies of [27] and [28] who maintain that the purchase decision is a process that customers carry out when purchasing a good or service, involving stages of evaluation, persuasion, and choice. During this process, it is essential to maintain the quality of the service, measured through personal interaction, good service, quick response, reliability, and constant communication, since these factors positively influence the purchase decision, as well as retention and loyalty. of clients.

Likewise, [26] adds that it is important to adequately accompany the client's purchase decision process through creative sales presentations, a positive attitude, and clear sales objectives, thus increasing the possibility of purchase and obtaining good references for future sales. And when you check what the studies say, it's pretty obvious that you need a well-rounded approach when it comes to purchase decisions. It's not just about making the sale and that's it. Quality attention and service don't just help make that first purchase better. they're also key to keeping customers around for the long haul. Companies that don't pay attention to this are going to have a hard time staying competitive and holding their place in a market that's becoming more demanding and more customer-focused every day.

Looking at Figure 2, something stands out as pretty worrying: 78% of employees say customer satisfaction levels are low. What this really tells us is that the product being offered just isn't living up to what customers expect. And how does that show up? In a few ways: the quality is lower than expected, the work environment feels tense, customer responses are weak, and on top of that, the product distribution isn't done right.These problems lead to a low word-of-mouth recommendation rate, zero growth, and bad referrals. These findings coincide with the studies of [10] and [11], who point out that customer satisfaction is reflected in the degree of conformity with the product offered by the company. Both the sellers' product and service are critical factors that influence customer perception; Product quality, functionality, safety, and reliability are essential, as are the responsiveness, attitudes, and behaviors of employees in the service.

Similarly, [8] maintains that currently it is crucial to innovate in the work of sellers through the use of new technologies. These allow you to create attractive content, use social networks, develop new marketing strategies, and improve communication channels in the sales process to achieve customer satisfaction. When you go through the literature and compare what different sources are saying, it becomes clear that customer satisfaction doesn't depend only on the product itself. t's also about the whole experience they have during the purchase and the service they receive. So if companies don't take a well-rounded approach to improving both things, the product and the experience. they're going to have a really hard time keeping a loyal customer base and attracting new business opportunities. Especially in a market that's getting more competitive and more demanding by the day.

7 Limitations and Future Research

Because the analysis is limited to companies in an export zone in southern Lima, it likely does not apply to other locations or business sectors. Furthermore, not all companies are equally equipped or willing to take advantage of new technologies, and this factor also influences how digital transformation is implemented. Future research should explore this model to see how it applies across various sectors and domains, taking into account the concerns of “orb” companies (small and medium-sized enterprises) when implementing digital technologies. This is a common challenge, as the impact of digitalization has grown progressively in recent years, necessitating long-term studies to assess its impact and effectiveness.

8 Conclusion

Digitalization is essential for optimizing the sales process by incorporating innovative ideas and introducing new technologies, enabling organizations to achieve their goals and maintain their position as viable competitors. By implementing digital transformation, many organizations can achieve the following: an improved sales strategy; optimized processes; better customer service; the use of more advanced tools; and more efficient adaptation to market changes.

While the organization plans to integrate technology into its business process digitization strategies, continuous growth and development are necessary beyond mere technological integration into core processes. Full digitization will provide staff with optimized workflows and greater real-time connectivity than they currently have. By engaging customers to help them identify their purchasing needs, the organization demonstrates its ability to understand how to meet those needs.

To drive revenue, companies must adopt a practical approach that includes optimizing their processes, improving the customer experience, increasing the likelihood of purchase, and adapting quickly to market changes. Equipping staff with the right skills is essential to maintaining competitiveness.

Furthermore, fostering a cultural shift within the organization is essential to its success. When developing or implementing new technologies, it is necessary to reevaluate the organization’s shared values, beliefs, and behaviors in order to make the most of these technologies. Employees must receive training on how to use or adapt to these changes. It is important for the company to focus on providing excellent customer service, maintaining a positive attitude, responding quickly, and communicating clearly and professionally. The safety, reliability, and usefulness of the product must always be a priority and should be used to determine its quality.

In general, the digitization of processes drives sales, increases the company’s competitiveness, and allows processes and services to be adapted to customer needs and specifications in a dynamic market.

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- Rui Alexandre was responsible for formal analysis
- Alex Pacheco and Jorge Franco was responsible for writing original draft
- Ana Loures and Paulo Ferreira was responsible for writing review and editing.

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Conflict of Interest
The authors have no conflicts of interest to declare.