

Investigating the Role of Disciplined Sales Process in Enhancing Customer Satisfaction in B2B Organisations



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Abstract

As B2B organisations evolve from opportunistic selling to customer-centric growth, a Disciplined Sales Process (DSP) has come into the spotlight. This study aims at understanding the effect of DSP on customer satisfaction, professionalism of the sales team and organizational performance in complex B2B settings. The research brings together the sales process discipline and customer satisfaction/customer relationship management aspects, the two of which are rarely combined in the literature.

Adopting a quantitative, descriptive-explanatory research design, primary data were collected through a structured survey of 152 B2B professionals across manufacturing, technology, and service sectors. The study employs descriptive statistics, Pearson correlation, and regression analysis to examine the relationships among DSP implementation and key outcome variables.

The findings reveal that DSP has a strong and statistically significant positive impact on customer satisfaction, explaining approximately 31% of its variance. Additionally, DSP contributes to enhanced sales team professionalism, while sales team autonomy exhibits a negative moderating effect, suggesting the importance of “bounded autonomy.” However, no significant direct relationship was found between DSP and organisational performance, indicating that financial outcomes depend on broader strategic factors.

The study offers practical insights for organisations to strengthen sales process discipline through structured frameworks, CRM integration, training, and data-driven decision-making. It also contributes theoretically by validating the DSP-customer satisfaction relationship and highlighting the role of process discipline in B2B sales effectiveness.

Keywords: Disciplined Sales Process, B2B Customer Satisfaction, CRM Adoption, Sales Process Discipline, Value Co-creation

1. Introduction

In the modern Business-to-Business (B2B) environment, customer satisfaction is a key factor in the continuity of the relationship, repeat business and long-term organisation competitiveness. B2B transactions typically feature multiple decision-makers, longer buying cycles, customised solutions, greater financial investment, and ongoing post-sale engagement, as opposed to B2C transactions (Ogeawuchi et al., 2022). Recent B2B research also reveals that in addition to product/service quality, sales communication, project management, continued support, and consistency of the supplier relationship also influence customer satisfaction (Mittal et al., 2021). So, B2B businesses are increasingly looking for customer-centric, clear, and systematic sales processes that can help minimise uncertainty and boost buyer confidence.

A Disciplined Sales Process (DSP) does just that, it gives a structure to the sales execution process, including the stages, responsibilities, communication protocols, performance checks, and feedback (Dorgbefu, 2022). For B2B sales, successful selling is now associated with CRM systems, sales enablement platforms, analytics and integrated sales operations. Recent studies indicate that

incorporating digitalised sales processes and sales enablement platforms into the sales process, as opposed to separate tools, can enhance collaboration, sales management, and customer engagement (Oliveira et al., 2025). Likewise, the use of AI-powered CRM software has been shown to positively impact B2B relationship satisfaction and firm performance through enhanced decision-making and relationship management (Chatterjee et al., 2022). These developments suggest that DSP is not just a control mechanism within the organization, but a strategy for providing reliable and customer-centred value.

Although there has been a lot of scholarly work on CRM, digitalisation, relationship marketing and customer experience, there has been little empirical research that has investigated the impact of the discipline of the sales process on customer satisfaction in B2B organisations (Ferro-Soto et al., 2025). The recent customer experience literature emphasises the need for alignment between people, teams and organisations in both the buyer and the seller organisations (De Keyser et al., 2025). This is especially crucial for the role of a DSP as it establishes a clear framework for consistency, accountability, and responsiveness in complex sales

transactions. The present study fills this gap by examining the effect of DSP on customer satisfaction, professionalism of the sales team, autonomy of the sales team and organisational performance in an empirical manner by analysing survey data from 152 B2B professionals. The study takes a quantitative descriptive-explanatory approach, and uses correlation and regression analysis to assess the relationships proposed.

1.1 Research Objectives and Questions

This study aims to empirically examine the impact of the design and implementation of a DSP on customer satisfaction in B2B organisations, and the impact of this on the professionalism of the sales team and selected organisational performance indicators. The research fills a critical gap in the literature by offering quantitative empirical evidence of the relationship between the DSP and customer satisfaction and by exploring the mechanisms by which this relationship works.

Research Objectives

1. To study and analyse factors responsible for Customer Satisfaction in B2B organisations
2. To assess the impact of a Disciplined Sales Process on customer satisfaction in B2B organisations
3. To identify and analyse the core components of a successful Disciplined Sales Process that contribute to customer satisfaction in B2B organisations
4. To study and evaluate the long-term benefits of Disciplined Sales Process Implementation

Research Questions

1. How does a DSP affect the profitability of B2B organizations?
2. What is the impact of a DSP on customer satisfaction in B2B organizations?
3. What are the key components that constitute an effective DSP?
4. How can B2B organizations implement a DSP to maximize benefits?

2. Literature Review

The literature review provides the theoretical and conceptual background on the role of DSP in increasing customer satisfaction within B2B organisations. This review integrates insights from the prior work conducted in three important domains of research: Sales process discipline, Customer satisfaction theory, and Dynamics of B2B relationships. This review identifies key gaps in the literature and presents the reasons justifying the present study.

2.1 DSP Conceptualisation and Components

DSP refers to a systematic and organized approach to conducting sales interactions ensuring that such

interactions are consistent, efficient, and effective during each stage of the sales process. The sales process in the context of DSP usually follows defined stages and procedures, which are quantified using relevant metrics and supported by CRM technologies. Modern data analytics and digital solutions are now increasingly utilized by businesses in their sales efforts, enhancing decision-making and interaction capabilities.

The need for systematic approaches to improving sales results and customer value delivery is evident in many scholarly sources. For example, Sheahan, highlights the benefits that arise when companies follow a disciplined approach in order to deliver more compelling value proposition and implement their sales uniformly (Sheahan, 2020). Similarly, Suomela stresses the link between defined sales processes and value-based selling, where the structured nature of such processes facilitates the process of communicating customer value (Suomela, 2020). Also, Ojika et al. describe how artificial intelligence solutions are used to facilitate DSP, automate data gathering and improve inter-departmental collaboration thus increasing sales efficiency (Ojika et al., 2022).

Therefore, these scholarly studies demonstrate that DSP is a multidimensional construct involving sales processes themselves, the ability to communicate the customer value and use appropriate technologies. Integration of these factors allows companies to maintain a high level of consistency in their customer experiences and, as a result, increase their satisfaction rates.

2.2 Customer Satisfaction: Theoretical Foundations and Measurement

It is well known that customer satisfaction is a major factor in the success of any organisation and the sustainability of their relationships. It is the customer's general assessment of the benefits received in comparison to the expectations. The expectation-disconfirmation model is a theoretical basis, which suggests that satisfaction occurs when the actual performance is at or above expectations.

Zeithaml, defines customer satisfaction as a ratio of perceived quality to price and cost factors (Zeithaml, 1988), and Hallowell has made a strong connection between customer satisfaction, customer loyalty and profitability (Hallowell, 1996). Moreover, Huddin et al. considers satisfaction as a process of accumulation which is built up over time as a result of repeated interactions and experiences (Huddin et al., 2024). Considering B2B markets, Grünbaum (2015) points out that satisfaction is not static and one-dimensional, but is affected by transactional and relational factors.

In terms of service quality, Ray et al. list the dimensions of customer satisfaction namely reliability, responsiveness, assurance, and empathy

(Ray et al., 2024). These dimensions are especially significant in a B2B context where the quality of service and relationships are important. In general, the literature suggests that customer satisfaction is a multifaceted phenomenon that involves expectations, service quality, past experiences and relationships.

2.3 B2B Organisational Dynamics and Relationship Marketing

B2B organisations are found in environments with a complex buying process, high value transactions, and long-term inter-organisational relationships. This requires a strategy of relationship building, effective communication and value co-creation. According to Cao, B2B sales demands a high level of communication skills and relationship management capabilities in order to deal with complex decision-making processes (Cao, 2022).

The theory of Relationship Marketing also emphasizes the need for building long-term mutually beneficial relationships with customers. Leverin and Liljander, show that relationship marketing practices such as communication quality and personalisation have a positive effect on customer satisfaction and loyalty (Leverin & Liljander, 2006). Further, Maggon & Chaudhry, mentions the importance of CRM systems in customer relationship management (Maggon & Chaudhry, 2018), but the success of these systems is dependent on their compatibility with the other relationship marketing strategies.

Research indicates that effective B2B selling involves systematic processes that are able to handle complexity, communicate effectively and provide a consistent value to customers. The requirements are very similar to those of the principles of DSP which is a structured approach to managing sales interactions and developing relationships.

2.4 Research Gap

Despite all the research on CRM systems, relationship marketing, and customer satisfaction, there is not yet a lot of empirical evidence on the impact of the sales process discipline on the outcomes of customer satisfaction. Specifically, little attention has been paid to the interaction between the salesperson autonomy and the role of DSP in B2B settings. Autonomy is frequently seen as a positive factor to promote flexibility and innovation, however, the relationship between autonomy and structured processes has not been studied enough.

The present study is an attempt to fill this gap by empirically studying the relationship between DSP and customer satisfaction, and to explore the moderating effect of sales team autonomy. The research combines process, behavioral and relational aspects, which enhances the

understanding about the effects of structured sales practices on customer outcomes in B2B organisations.

3. Research Methodology

The methodology used in the present research is systematic and structured and is used to investigate the effect of the Disciplined Sales Process (DSP) on the customer satisfaction in Business-to-Business (B2B) organisations. Based on the theoretical underpinnings found in the previous literature review, the research design, philosophical approach, data collection method, sampling method, and measurement framework are described to empirically examine the research goals and hypotheses. Methodological decisions are made with a view to theory, data and practice and with an eye to ethical research practice.

3.1 Research Design and Strategy

In the current research, descriptive-explanatory research design with quantitative survey research method is applied, which is appropriate for achieving the stated research goals since they are rather complicated. Specifically, the descriptive component of the research will focus on providing a detailed description of the characteristics of DSP in B2B organizations, taking into account such factors as the structure of the processes, technological components, level of process maturity, and issues associated with implementation of DSP in practice. This allows developing an overall view of the DSP implementation in different organizational contexts. In addition, the explanatory part of the research focuses on studying the relationship between the implementation of DSP and such outcome variables as customer satisfaction, professionalism of the sales force, and organizational performance. For this purpose, the study employs statistical methods such as Pearson correlation analysis, multiple regression modelling and interaction effect analysis. These methods help determine important relationships and reveal how DSP helps improve customer satisfaction.

A survey based quantitative approach is justified because of several reasons. The research aims to test theory-derived hypotheses, requiring statistical validation of relationships between variables, first. Second, the study is not intended to provide context-specific insights, but rather generalisable findings that can be applied to a variety of B2B contexts. Third, constructs like customer satisfaction and DSP implementation can be successfully operationalised and measured by structured instruments. Lastly, the need for a large sample size to provide statistical reliability is another argument for using survey methodology rather than qualitative methods, like case-based research.

3.2 Philosophical Foundation and Assumptions

The research paradigm employed in this research is based on post-positivist philosophy that assumes that there is an objective reality but can only be understood in an incomplete way because of the limitations inherent in human observation and measurement. This viewpoint is in favor of quantitative methods and statistical analysis for testing hypotheses, while recognizing the possible presence of biases and measurement errors. The study takes a post-positivist approach, which helps to balance the empirical rigor with critical reflection, thereby improving the validity and reliability of the findings.

3.3 Data Collection Strategy and Sampling

The primary data for the study was gathered using a structured questionnaire survey which was conducted among the professionals of B2B organisations in various industries. The sampling technique was a mix of purposive sampling and snowball sampling, and the respondents were selected based on their knowledge and experience in sales processes and customer interactions.

A final sample of 152 respondents was drawn, across a variety of organisational roles and firm characteristics. The distribution of respondents by job role is shown in Figure 1 and the distribution of organisations by annual turnover is shown in Figure 2.

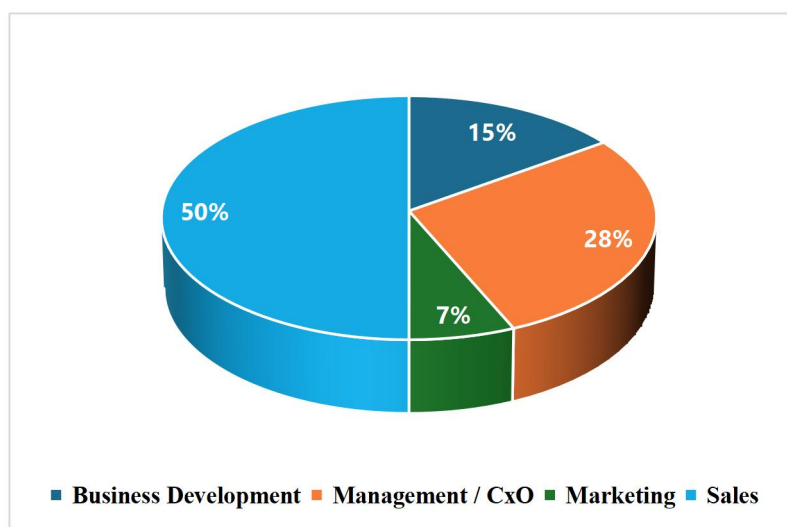


Figure 1: Segmentation of Respondents by Job Role

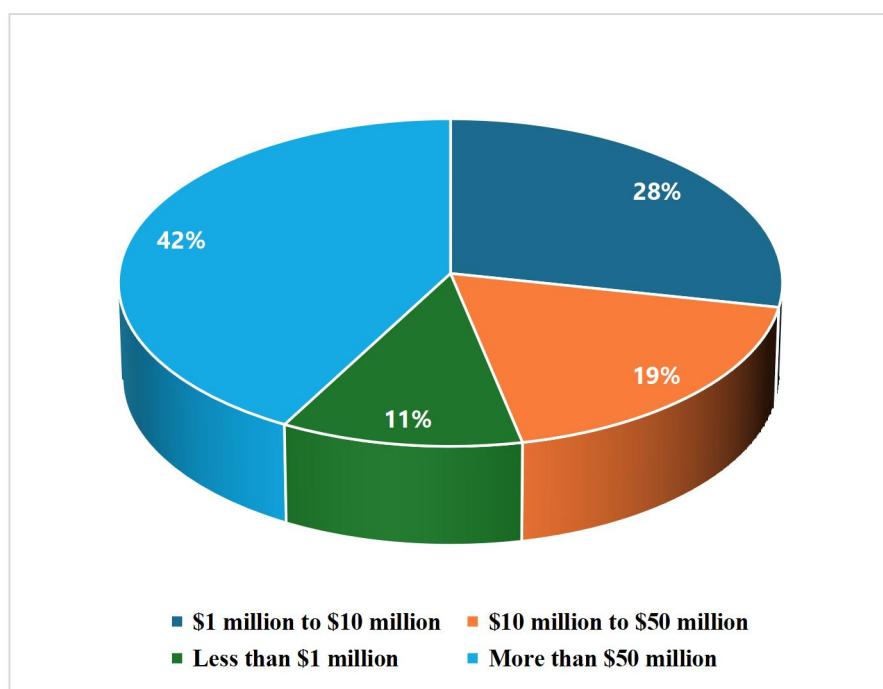


Figure 2: Annual Revenue of Respondents' Organisations

The sample is diverse and representative across business development, management/CxO, marketing and sales functions, as shown in Figure 1. Figure 2 shows that the size of the organisation ranges from less than \$1 million to over \$50 million in revenue. This diversity increases the generalisability of the study results and gives a full picture of the context of DSP practices.

3.4 Measurement Instruments and Variable Operationalisation

The study uses composite indices to operationalise the main constructs, allowing a structured and reliable method to measure the constructs. The DSP Implementation Index is based on several factors such as clarity of sales strategy, definition of sales stages, performance indicators, training investment, and technological integration. The Customer Satisfaction Index reflects things like how the feedback is gathered, how they respond to customer feedback, and how they strive to improve.

Moreover, the study examines sales team autonomy and professionalism as important behavioural and capability related variables in the framework of the study. Descriptive and inferential statistical techniques such as Pearson correlation analysis and multiple regression modelling were used in the analysis of data. Effect sizes were used to indicate the practical significance of the results and the statistical significance was determined at the 0.05 level.

The total sample size was 152 respondents but the sample size used for hypothesis testing varied from

n = 62 to n = 125 depending on the availability of complete data for the variables being tested. This method provided robustness and accuracy of the statistical analysis.

4. Data Analysis and Findings

This section provides an empirical analysis to test the four proposed hypotheses that explore the role of the Disciplined Sales Process (DSP) in B2B organisations. The method used to analyse the data is descriptive statistics, Pearson correlation, and regression modelling, as described in section 3, to analyse the relationship between the variables of the study, namely the variables of customer satisfaction, sales team autonomy, sales team professionalism, and sales team organizational performance with the variables of DSP implementation. The results are presented in a hypothesis-based manner with the help of appropriate statistical tables and interpretations.

4.1 Descriptive Statistics

The descriptive statistics give an overview of the main variables in the study such as the DSP Index and Customer Satisfaction (CSAT) Index. The mean value of the DSP Index is relatively high (4.1145), as seen in Table 1, which shows that there is a high level of structured sales processes in the sample of organisations. Likewise, the CSAT Index shows a high mean score (4.0266), indicating that overall customer satisfaction is high.

Table 1: Descriptive Statistics for DSP Index and CSAT Index

DSP Index Statistics		CSAT Index Statistics	
Statistic	Value	Statistic	Value
N (Sample Size)	152	N (Sample Size)	152
Mean	4.1145	Mean	4.0266
Std Deviation	0.5459	Std Deviation	0.5587
Minimum	1.6667	Minimum	2.3333
Maximum	4.8333	Maximum	5.0000
Range	3.1667	Range	2.6667
Variance	0.2980	Variance	0.3122

4.2 Hypothesis 1: Impact of DSP on Customer Satisfaction (H1)

According to hypothesis 1, the impact of DSP on customer satisfaction in B2B organisations is positive. Table 2 shows that there is a strong positive correlation between DSP and customer satisfaction (r = 0.5567) suggesting that the higher the implementation of DSP, the higher the customer satisfaction outcome.

Table 2: Pearson Correlation Matrix (DSP and CSAT)

Variable	DSP_Index	CSAT_Index
DSP_Index	1.0000	0.5567
CSAT_Index	0.5567	1.0000

Pearson's r = 0.5567

Further, regression analysis results presented in Table 3 also indicate that Customer satisfaction is significantly predicted by DSP. The model accounts for 30.99% of the variance in customer satisfaction (R² = 0.3099) and has a significant β₁ (β₁ = 0.5698, p < 0.01). The results of ANOVA also show that the model is highly significant (F = 67.3648, p < 0.001).

Table 3: Regression Results for DSP → Customer Satisfaction

Statistic	Value	Interpretation			
R-squared (R ²)	0.3099	30.99% variance explained			
Adjusted R ²	0.3053	Adjusted for predictors			
Std Error	0.4657	Residual variation			
Coefficients					
Variable	Coefficient	Std Error	t-statistic	p-value	Significant?
Intercept	1.6822	0.2881	5.8384	< 0.01	Yes
DSP_Index	0.5698	0.0694	8.2076	< 0.01	Yes

The results provide strong empirical support for H1. Thus, null hypothesis is rejected and it can be concluded that there is a significant positive effect of DSP on customer satisfaction.

4.3 Hypothesis 2: Moderating Role of Autonomy (H2)

To test the moderating effect of sales team autonomy on the relationship between DSP and customer satisfaction, Hypothesis 2 was tested. Table 4 shows the regression model with interaction effects.

Table 4: Regression Results for DSP × Autonomy Interaction

Statistic	Value	Interpretation				
R ²	0.2796	27.96% variance explained				
Adjusted R ²	0.2650	Adjusted				
RMSE	0.4790	Residual error				
Coefficients						
Variable	Coefficient	Std Error	t-statistic	p-value	Significant?	Effect
Intercept	4.0560	0.0416	97.5524	< 0.01	Yes	
DSP_Centered	0.5403	0.0902	5.9886	< 0.01	Yes	
Auto_Centered	-0.0945	0.0599	-1.5770	0.1169	No	
DSP × Auto	-0.1576	0.0796	-1.9807	0.0495	Yes	Weakens

The interaction term is statistically significant ($p = 0.0495$), which suggests that autonomy is a moderating effect in the relationship between DSP and customer satisfaction. The negative coefficient ($\beta_3 = -0.1576$) indicates that the positive effect of DSP is reduced with an increase in autonomy. Therefore, the results are in favour of the idea of bounded autonomy, in which flexibility should be allowed within the limits of the structured process. Thus, H2 is accepted.

4.4 Hypothesis 3: DSP and Professionalism (H3)

Hypothesis 3 was that the professionalism of the sales team is enhanced by DSP. The results in Table 5 show that there is a moderate positive relationship between DSP and professionalism ($r = 0.3910$), and it is statistically significant ($p < 0.001$).

Table 5: Regression Results for DSP → Professionalism

Statistic	Value	Interpretation			
R ²	0.1529	15.29% variance explained			
Adjusted R ²	0.1400	Adjusted			
RMSE	0.2489	Residual error			
Coefficients					
Variable	Coefficient	Std Error	t-statistic	p-value	Significant?
Intercept	3.1707	0.2511	12.6284	0.0000	Yes
DSP_Index	0.2169	0.0628	3.4512	0.0010	Yes

The results indicated that DSP has a significant impact on improving professionalism in the sales function. So, H3 is accepted.

4.5 Hypothesis 4: DSP and Organisational Performance (H4)

Hypothesis 4 was that of a link between DSP and organisational performance. The results shown in Table 6 suggest that there is a weak relationship between the two variables, which is not statistically significant ($r = 0.1351$, $p > 0.05$).

Table 6: Regression Results for DSP → Organisational Performance

Statistic	Value	Interpretation				
R ²	0.0183	1.83% variance explained				
Adjusted R ²	0.0103	Adjusted				
RMSE	0.3204	Residual error				
Coefficients						
Variable	Coefficient	Std Error	t-statistic	p-value	Significant?	Effect
Intercept	3.3613	0.2536	13.2538	0.0000	Yes	
DSP_Index	0.0943	0.0624	1.5123	0.1330	No	Weak

The findings suggest that there is no direct significant impact of DSP on organisational performance. Thus, the null hypothesis is accepted and H4 is rejected. The overall results of the hypothesis testing are summarised in Table 7.

Table 7: Summary of Hypothesis Decisions

Hypothesis	Relationship	Result	Direction/Note
H1	DSP → Customer Satisfaction	Accepted	Positive
H2	DSP × Autonomy	Accepted	Negative moderation
H3	DSP → Professionalism	Accepted	Moderate positive
H4	DSP → Organisational Performance	Rejected	Non-significant

4.6 Overall Interpretation of Findings

The results show the importance of DSP in the improvement of customer satisfaction and professionalism in B2B organisations. But its effect on organisational performance is indirect and dependent on other strategic factors. The moderating effect of autonomy underscores the need for a balance between flexibility and structured processes to ensure maximum effectiveness.

5. Discussion

The results of this study provide important empirical data on the importance of the Disciplined Sales Process (DSP) for increasing customer satisfaction in B2B enterprises. Following the quantitative research approach applied in this study, regression and correlation analyses demonstrate that the impact of DSP on customer satisfaction and sales professionalism and consistency is statistically significant, while the relationship between DSP and organizational performance is moderate. The results prove the growing significance of sales systems in contemporary B2B business environments that are structured and customer-oriented.

The outcomes of the first hypothesis confirmed a statistically significant positive correlation between DSP and customer satisfaction, indicating that 31% of variance in customer satisfaction scores explained by DSP. The findings support current B2B research studies on the growing importance of sales systems in modern business-to-business organizations (Plotkin et al., 2024). Modern B2B consumers are multichannel customers who expect the same level of interaction quality and reliability during each interaction with the supplier. Sales systems are essential in such cases. The results also correlate with recent customer experience research

in the B2B sector, according to which relationship coordination plays an essential role in maintaining continuity of business-to-business relationships (Brege et al., 2025). Thus, within this context, DSP is not only a sales system used internally within the organization but also a tool that helps improve the quality of customer experience and relationships with customers.

Based on Hypothesis 2, the results indicate that sales team autonomy moderates the relationship between DSP and customer satisfaction negatively. In organisational literature, autonomy has been seen as a positive attribute because it can be linked to flexibility and innovation, but the results of the present study indicate that too much autonomy can lead to less process consistency and to less good outcomes of the customer experience. This reinforces the concept that B2B businesses need “bounded autonomy” – salespeople need to be allowed some freedom in the process, but within a framework of clear structures. This is especially relevant in a digital and AI-driven B2B landscape, where uniformity of processes and synchronisation of engagement is essential to ensuring consistency in customer interactions (Saikkonen, 2024). Moreover, Forrester’s 2024 B2B buying research has revealed that inconsistent experiences and disjointed communication are two significant reasons why B2B customers are unhappy. Thus, the results indicate that process discipline and autonomy should be managed appropriately to maximise customer satisfaction results.

Hypothesis 3 was supported through analysis, which shows that the sales team is more professional as a result of the application of DSP. The moderate positive relationship found in the study suggests that disciplined sales systems play a role in capability development by creating a structured

communication, accountability, training and data-driven decision-making process. This is in line with recent studies that indicate that sales enablement technologies, digital tools, and AI-driven sales systems are more effective when integrated into well-structured sales processes instead of being used standalone (Oliveira et al., 2025). The results also corroborate previous studies on customer orientation, which indicate that customer-oriented sales practices lead to higher levels of trust, relationship quality, and repeat sales in B2B environments (Muzumdar & Kurian, 2021). Therefore, DSP seems to be an operational framework as well as a means of developing the capacity of professionals.

Hypothesis 4, however, showed that there is no statistically significant direct effect of DSP on organisational performance. While the impact of DSP on customer satisfaction and professionalism is significant, its implications for other key metrics like ROI and market share seem to be indirect and dependent on other factors within the organization and environment. This result highlights the multidimensionality of B2B organisational performance, as it is influenced by various factors such as market conditions, technological investments, strategic fit, and customer retention capabilities. Norwest Venture Partners, and Saikkonen, and other recent B2B industry reports also indicate that the discipline of the sales process is no longer enough for organisations to grow (Norwest Venture Partners, 2025; Saikkonen, 2024); they need to be aligned with go-to-market, engage customers across all channels and have strategic revenue operations in place. DSP should therefore be considered as a core competency that underpins long-term financial and relational and behavioural outcomes.

Overall, the results confirm DSP as a key factor in the effectiveness of B2B organisations in relation to their customers. The study adds to the literature by providing empirical evidence that structured sales processes lead to higher levels of customer satisfaction and professionalism and that a balance between discipline and flexibility is important. The findings also suggest that the future competitiveness of B2B will rely more and more on the integration of process discipline, customer experience management, digital technologies and relationship-oriented selling into a single strategic concept.

6. Conclusion and Implications

This study was empirical and explored the influence of a Disciplined Sales Process (DSP) on customer satisfaction in B2B organisations, as well as its influence on the professionalism, autonomy and organisational performance of sales teams. The results show that the importance of DSP as a

determinant of customer satisfaction is 31% of the variance. This validates that structured sales processes improve the consistency, quality of communication and reliability of service, all of which are essential in complex B2B environments. Further, DSP was also associated with an increase in sales team professionalism, suggesting that it is a mechanism for capability building. Autonomy, on the other hand, moderated the positive influence of DSP on organisational performance, suggesting that the need to maintain “bounded autonomy” to achieve organisational goals through DSP was crucial. The study found no correlation between these two main variables, suggesting that other strategic factors determine the financial performance of organisations.

From a theoretical perspective, this research proves the relationship between DSP and customer satisfaction while extending organisational theory through bounded autonomy. The connection also exists within the sales process and human resource management literature in the sense that the DSP may be used as an organisational function to achieve better customer results.

Organisations should concentrate on developing a sales process with the aid of CRM and analysis systems. The management should create a balance between autonomy and structured procedures, and ensure that adequate training programmes are created, along with the provision of a systematic mechanism of feedback on customers.

Future studies should consider conducting a longitudinal study on the DSP, cross-cultural differences, and mediating factors (e.g., trust, relationship commitment). Further, future studies should consider the financial implications of applying a DSP.

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