

When Sales Meet Process Mining:

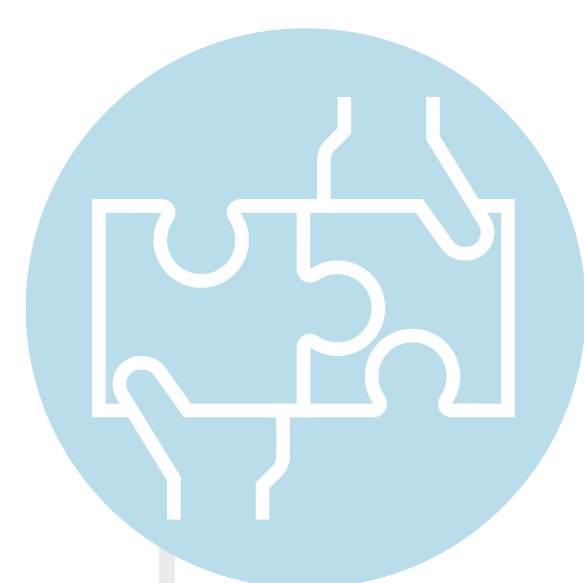
A Scientific Approach to Sales Process and Performance Management

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10: IS Design and Business Process Management

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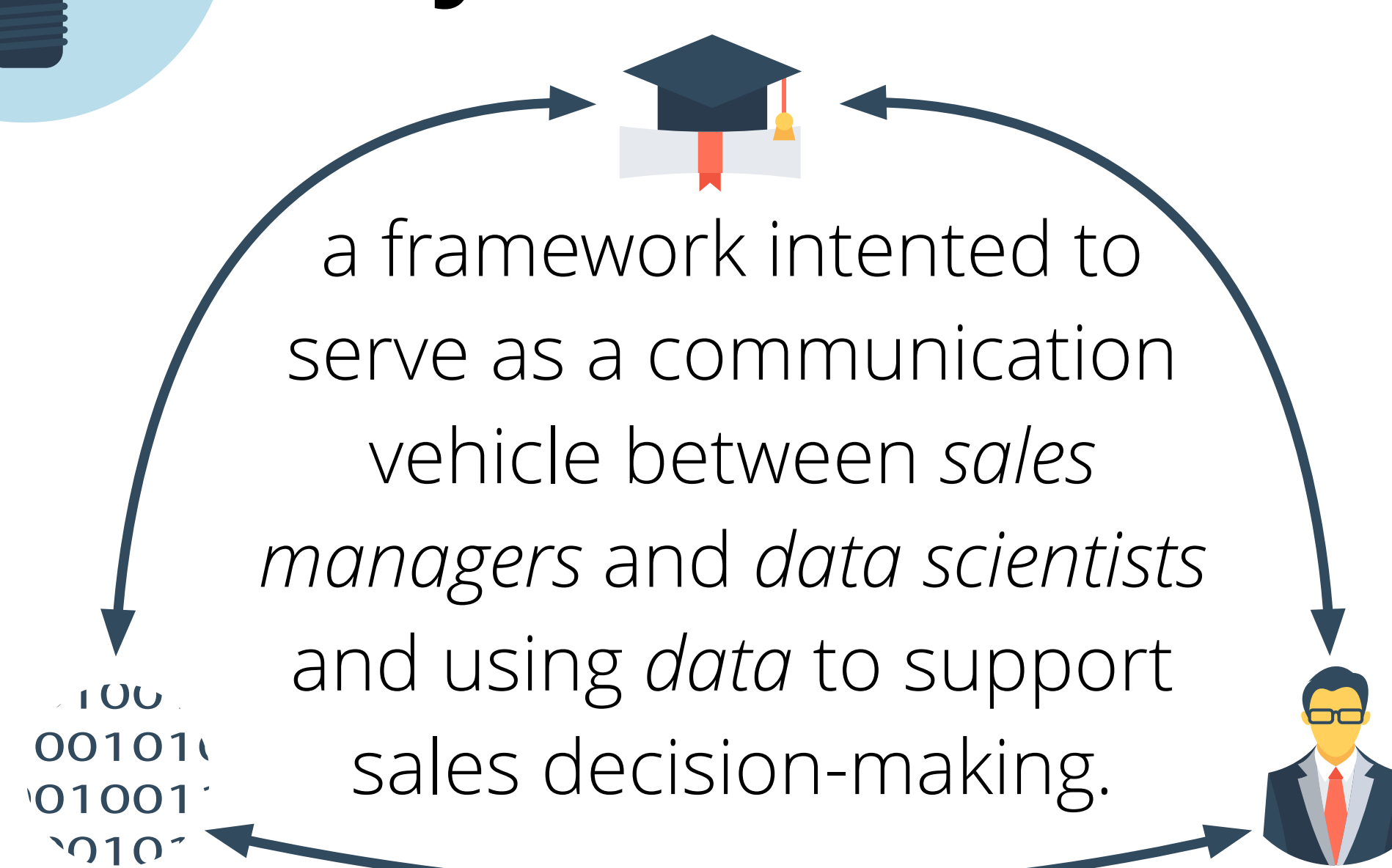


Motivation

- Organizations are shifting from an artistic approach driven by sales reps' interpersonal skills to a more structured approach.
- While an increasing amount of data is collected, it is unclear how it can support organizations' sales approach.
- Only 50% of companies have defined structured sales processes.



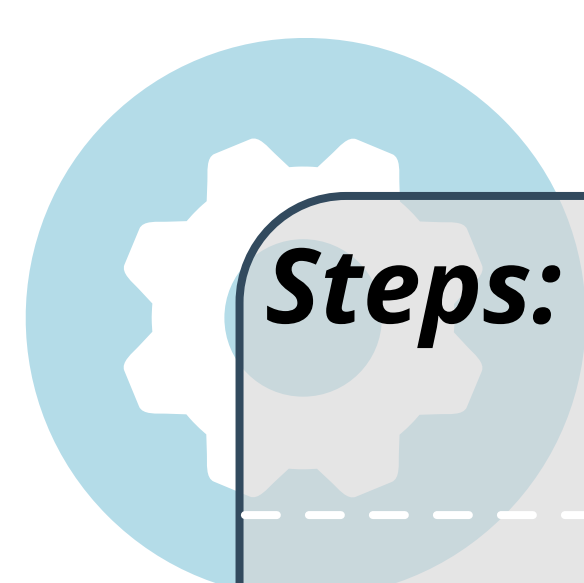
Key Idea



Research Questions

Process mining can promote "sales as a science" through its capacity to analyze, discover and enhance end-to-end processes. This motivates our two research questions:

- What are the challenges in managing sales processes?
- How can process mining be used to address these challenges?



Methodology

Design Science Research Methodology, Peffers et al., (2007)

Steps:	1) Identify and motivate problem	2) Define objective of a solution	3) Design and development	4) Demonstration	5) Evaluation	6) Communication
Outcome:	7 validated challenges (a)	Framework to apply process mining	Refined notation for sales (b)	Implemented solution (c)	Implementation with real data	Journal Paper

IN-PROGRESS



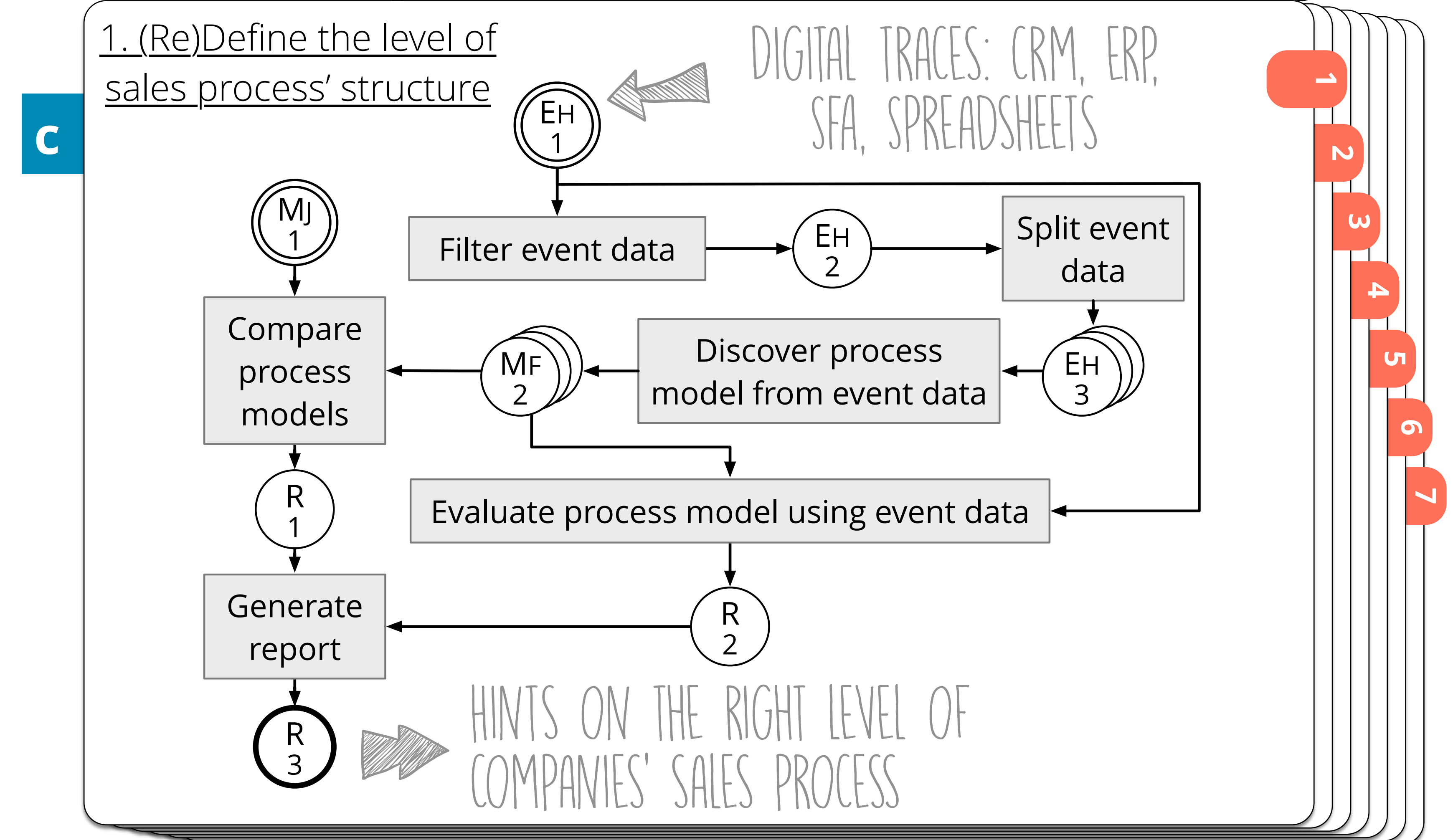
Approach and Contribution

7 challenges

- (Re)Define the level of sales processes' structure ★★★★★
- Provide guidance to sales representatives during sales ★★★★★
- Understand factors influencing sales process variability ★★★★★
- Assess the sales processes' conformity to their process model ★★★★★
- Analyze the efficiency of sales activities and identify bottlenecks ★★★★★
- Identify disqualification criteria to avoid sales representatives spending their time on dead sales ★★★★★
- Identify factors influencing performance ★★★★★

EVALUATION OF RELEVANCE BY 16 SALES MANAGERS DURING INTERVIEWS

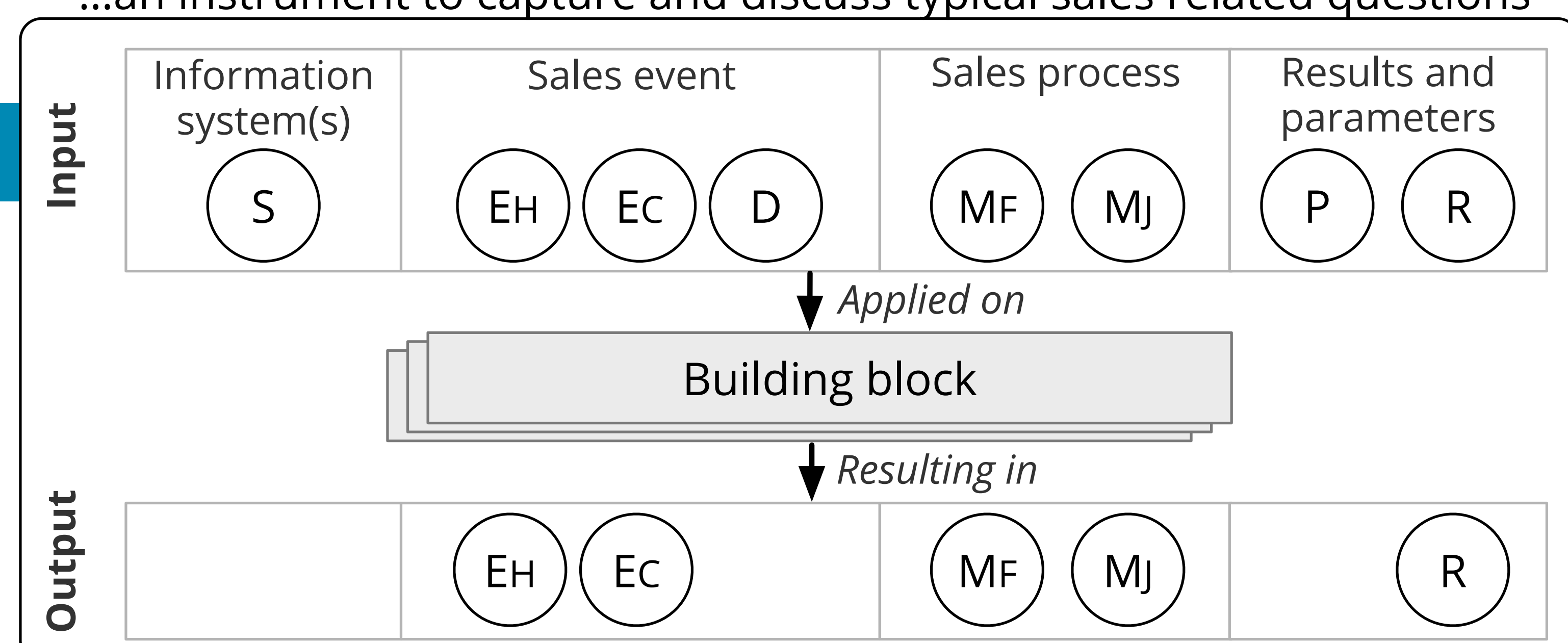
Process mining workflow to address the identified challenges



b

A scientific workflows notation refined for sales:

...an instrument to capture and discuss typical sales related questions



Original notation: Bolt et al., (2015)



Outlook

1. Apply our framework with "real" data
2. Communicate the companies' specific findings to the participants
3. Submit the scientific findings as a full research paper

