

### 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

a framework intended to serve as a communication vehicle between *sales managers* and *data scientists* and using data to support sales decision-making.



### 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

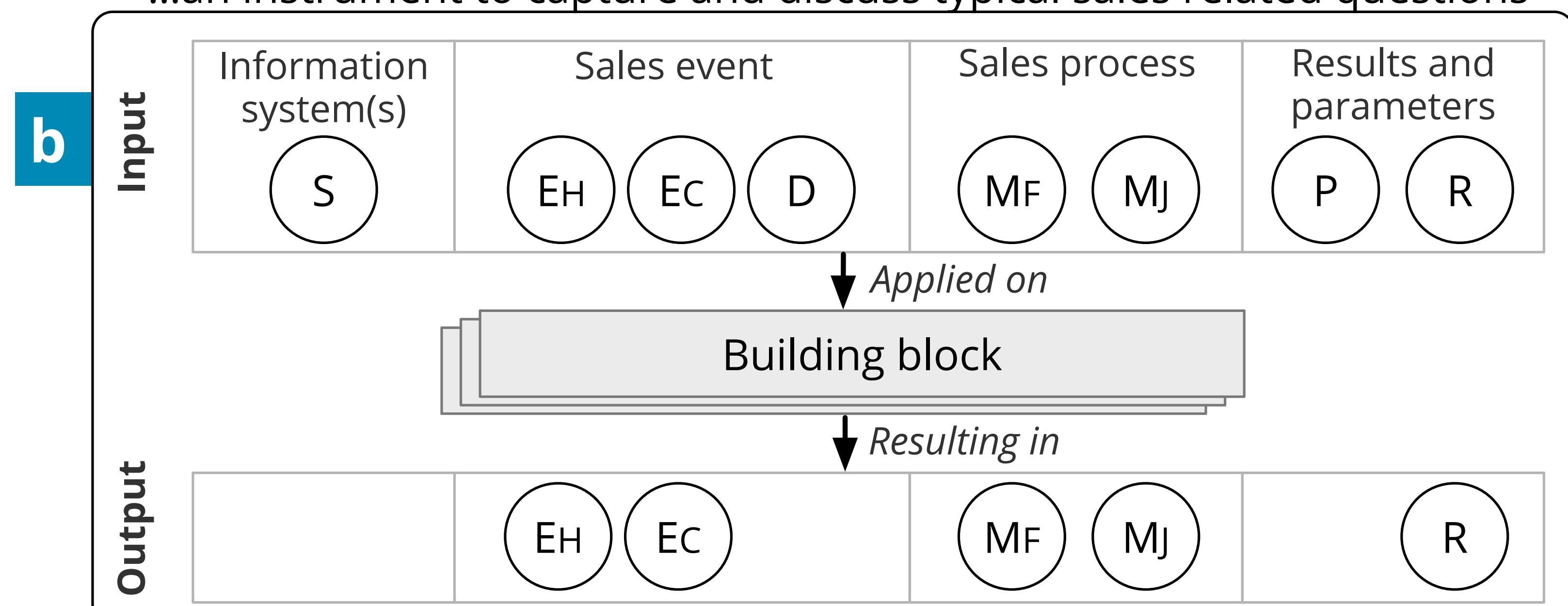
#### 7 challenges

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

EVALUATION OF RELEVANCE BY 16 SALES MANAGERS DURING INTERVIEWS

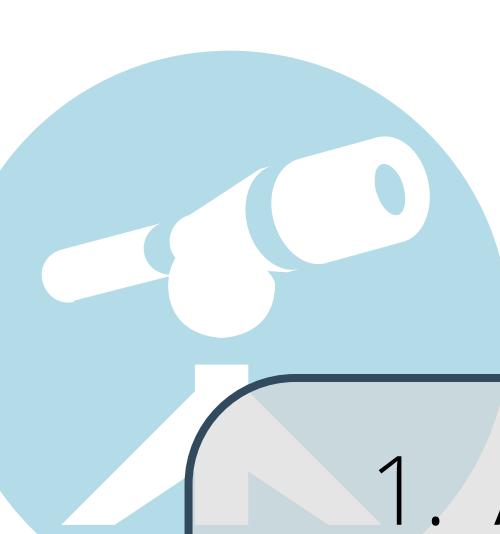
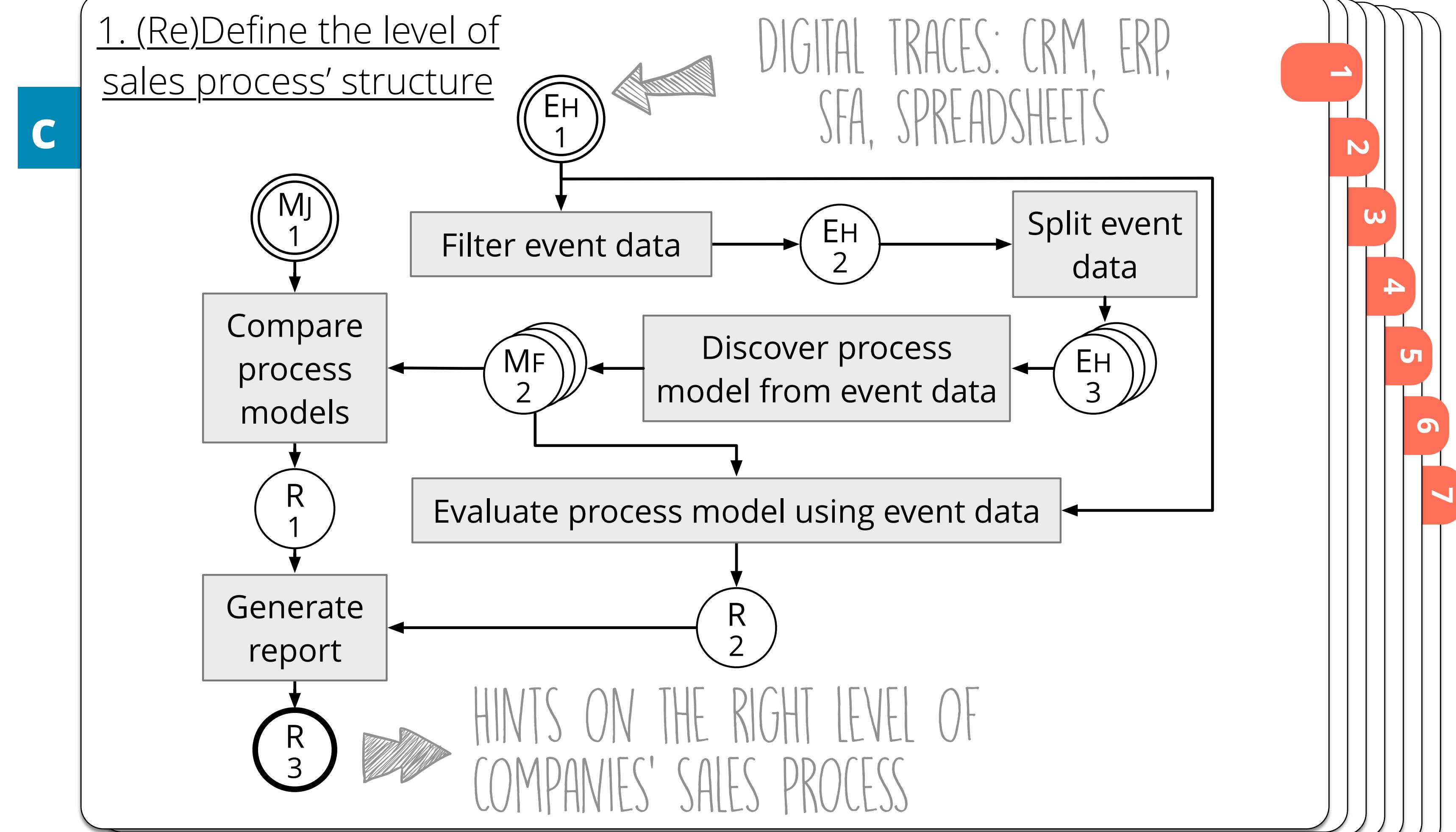
#### A scientific workflows notation refined for sales:

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



Original notation: Bolt et al., (2015)

#### Process mining workflow to address the identified challenges



### 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

