

## Part II

# Sales Management and Organization Revisited

This section consists of four chapters addressing the following broad questions:

- (1) What happens with sales practice, especially in explaining the value of the offering, when a service-dominant logic comes more in the forefront? We address this by looking into the contribution from the value-based selling concept (Chapter 4).
- (2) What happens in sales and marketing in real-world organizations when doing a transformation from product to solution sales? Here we look into a thick description from a real-world context (Chapter 5).
- (3) Do we need to radically rethink sales processes when considering the above processes? We look into texts on how to design the sales process in complex and dynamic business settings, which will result in the presentation of a unique conceptual view to sales processes (Chapter 6).
- (4) Will there be a different kind of balancing act between organizational designs and freedom of acting for individuals? Here we utilize a number of best practice cases to develop a framework for key factors in understanding such balancing (Chapter 7).