The American Journal of Management and Economics Innovations
ISSN 2693-0811 | Open Access

TYPE Original Research
PAGE NO. 33-41
DOI 10.37547/tajmei/Volume07Issue07-04

Check for updates

Use of Digital Tools for Sales Management in The Retail Business.

Narek Halstian
Owner and chief executive officer of trade and production company "Factory of Gifts" (GoGift).Austin, Texas, USA

OPEN ACCESS
SUBMITED 14 June 2025
ACCEPTED 25 June 2025
PUBLISHED 09 July 2025
VOLUME Vol.07 Issue 07 2025

CITATION
Narek Halstian. (2025). Use of Digital Tools for Sales Management in The Retail Business. The American Journal of Management and Economics Innovations,7(07),33–41.
https://doi.org/10.37547/tajmei/Volume07Issue07-04

Abstract: This article substantiates the necessity of transitioning to an integrated digital sales ecosystem as a key factor of competitiveness. The relevance of the study is determined by the rapid growth of electronic commerce and the approach of the online channel share to 20% in global retail, which renders traditional methods of sales management economically inefficient. The author emphasizes that digital transformation should be regarded not as a one-off project but as a continuously accelerating positive feedback loop requiring end-to-end integration of CRM, POS, BI, and ERP/OMS. The objective of the study is to systematize and analyze contemporary digital solutions applied to sales management in the retail business, as well as to identify the mechanisms of their interaction and their impact on key operational indicators. The methodological basis comprised a comparative analysis of reports by UNCTAD, Emarketer, McKinsey, Intellias, and leading industry research, as well as content analysis of practical case studies and statistical data. The theoretical part examines the four layers of the sales tech stack, while the empirical part provides examples of the implementation of AI modules, predictive analytics, and omnichannel platforms. The novelty of the research lies in the comprehensive consideration of the chain CRM → POS → BI → ERP/OMS as a single data loop that enables enterprises to achieve operational transparency of sales, responsiveness to demand, and process scalability. Additionally, current trends in marketing automation, SFA applications, and AR/VR solutions are analyzed, as well as the organizational and behavioral factors influencing the success of digital initiatives. Key findings: integration of digital tools ensures up to 65% reduction in revenue loss through AI

demand forecasting and a 5–15% increase in revenues; omnichannel transforms the customer journey, increasing the average basket value and customer retention; the implementation stages (audit – pilot – phased migration) are critical for minimizing risks; the main barriers remain data fragmentation, employee resistance, cyber threats and the risk of vendor lock-in, overcoming which requires a systemic approach to training, security and data management. This article will be useful for executives of retail companies, IT directors, digital transformation consultants, and researchers in the field of retail.

Keywords: digital transformation, sales management, CRM, POS, BI, ERP/OMS, omnichannel, AI forecasting, marketing automation

INTRODUCTION

The digitalization of trade has ceased to be a promising direction and has become a mandatory condition for competitiveness. According to UNCTAD, the combined electronic sales of companies in 43 economies, accounting for approximately three-quarters of global GDP, increased by nearly 60% over just six years and reached USD 27 trillion by 2022, effectively equaling the volume of world exports of goods and services (UNCTAD, 2024). Simultaneously, the share of the online channel in global retail approached 20%: Emarketer recorded 19.9% in 2024 and forecasts further growth despite a slowdown in certain regions (Lebow, 2025). Thus, a significant portion of revenue and almost all margin dynamics are shifting into the digital environment, and any sales management solutions that ignore this shift become economically unjustifiable.

However, the issue is not limited to simply going online. The principal cause is the compound-interest effect: data are collected more rapidly, decisions are made more accurately, and the freed-up resources are reinvested into the development of digital infrastructure. As a result, digital transformation becomes not a one-off project but a continuously accelerating positive feedback loop, without which sustainable sales growth is virtually impossible.

At the same time, consumers themselves are changing. After the pandemic, offline and online touchpoints are perceived as parts of a unified scenario: a recent study by Google and Impact Commerce found that 84% of omnichannel retailers in Northern Europe already grant sales personnel access to inventory across all stores and e-commerce warehouses in real time—otherwise, customers switch to those who can confirm product availability immediately (Winterberg, 2024). Consequently, to meet the basic expectations of the market, retail businesses require more than a storefront and a call center; they need an end-to-end digital ecosystem that unites CRM, ERP, analytics, and customer-experience tools.

In conditions where the scale of online sales and customer requirements grow faster than physical infrastructure, digital tools transform from an additional channel into the foundation of sales management. They simultaneously provide process transparency, enable faster responses to changes in demand, and create competitive barriers that are difficult to replicate without comparable investments in data and technology.

MATERIALS AND METHODOLOGY

The study of the use of digital tools for sales management in the retail business relies on a wide range of sources: reports from international organizations, industry research, and practical case studies from leading companies. In the theoretical part, data from UNCTAD showing e-commerce growth were used (UNCTAD, 2024), as well as Emarketer's forecasts that the online channel share in retail will exceed 20% (Lebow, 2025). The effectiveness of implementing AI modules and predictive analytics is confirmed by a McKinsey report, which recorded up to 65% reduction in revenue loss through demand forecasting (Amar, 2022), and by an Intellias study noting a 5–15% increase in revenues among retailers applying such technologies (Intellias, 2025).

Methodologically, the work combines several approaches. First, a comparative analysis of the key components of the digital tech stack was conducted: CRM systems (Breeden, 2024; Salesforce, 2025), next-generation POS solutions (GMI, 2024; Usta, 2024), BI platforms and demand-forecasting systems (Yarymovych, 2025), as well as ERP/OMS complexes (Forrester, 2024). Second, a systematic review of industry reports and market forecasts was performed, enabling the identification of the main trends and growth rates of investments in digital sales solutions.

The empirical foundation was supplemented by content analysis of practical case studies and statistical reports. For instance, a Google and Impact Commerce study demonstrated that 84% of omnichannel retailers in Northern Europe provide access to inventory across all channels in real time (Winterberg, 2024). The Cropnik report attests to high internal demand for marketing automation (Cropnik, 2025), and Destination CRM materials illustrate the effectiveness of SFA applications in field sales (Destination CRM, 2024). Organizational and behavioral factors analysis is underpinned by Maor's findings on the key determinants of the success of transformation programs (Maor, 2021) and Mishra's recommendations on employee training via embedded micro-modules and gamification (Mishra, 2024).

RESULTS AND DISCUSSION

Digital tools first and foremost create full transparency in the course of sales: data on inventory levels, prices, and demand are aggregated into a single reality dashboard with virtually no latency. The second benefit manifests in reaction speed: analytical and AI modules process market events within minutes, indicating when to raise prices, launch a promotional campaign, or redirect a shipment of goods. According to McKinsey's calculations, AI-driven demand forecasting yields up to a 65% reduction in revenue losses due to stockouts (Amar, 2022); a comparable Intellias study records that chains employing predictive analytics increase revenues by 5–15% and raise gross margin by the same amount, whereas companies without such tools achieve growth of no more than 0–3% (Intellias, 2025).

Finally, the digital architecture renders the business scalable and genuinely omnichannel. PwC notes a leap: over five years, the share of retailers investing in omnichannel scenarios rose from 20% to more than 80%, and the consumer—accustomed to seamless switching between screens and stores—completes purchases on marketplaces in 40% of cases, expecting uniform pricing, personalized recommendations, and real-time inventory across all channels. For IT departments, this means that adding a new sales channel or region becomes an API connect—and—scale operation rather than a months-long migration project (Mishra, 2024).

Advancement toward an end-to-end digital sales model begins with constructing the proper tech stack, so it is expedient to distinguish four key groups of solutions, each covering its layer of data, operations, and customer experience.

The first layer comprises CRM systems, which consolidate all customer touchpoints, record transaction histories, and feed personalized marketing scenarios. Global spending on CRM has already reached USD 53 billion and will continue to grow over the next twelve months; the market leader, Salesforce, alone accounts for 20.7% of the global turnover, clearly demonstrating the weight of customer-relationship management in retail strategy (Breeden, 2024; Salesforce, 2025).

The second level consists of next-generation POS platforms. These extend the checkout beyond the stationary counter, turning a salesperson's smartphone or a courier's tablet into a fully functional trading node capable of processing payments, synchronizing inventory, and launching micro-loyalty programs. The POS software market was valued at USD 11 billion in 2023 and is growing at an 8.9% CAGR, as shown in Figure 1; transaction volumes through next-gen providers are increasing at double-digit rates, in some cases reaching 40–50% per year, gradually displacing legacy on-premise solutions (GMI, 2024; Usta, 2024).

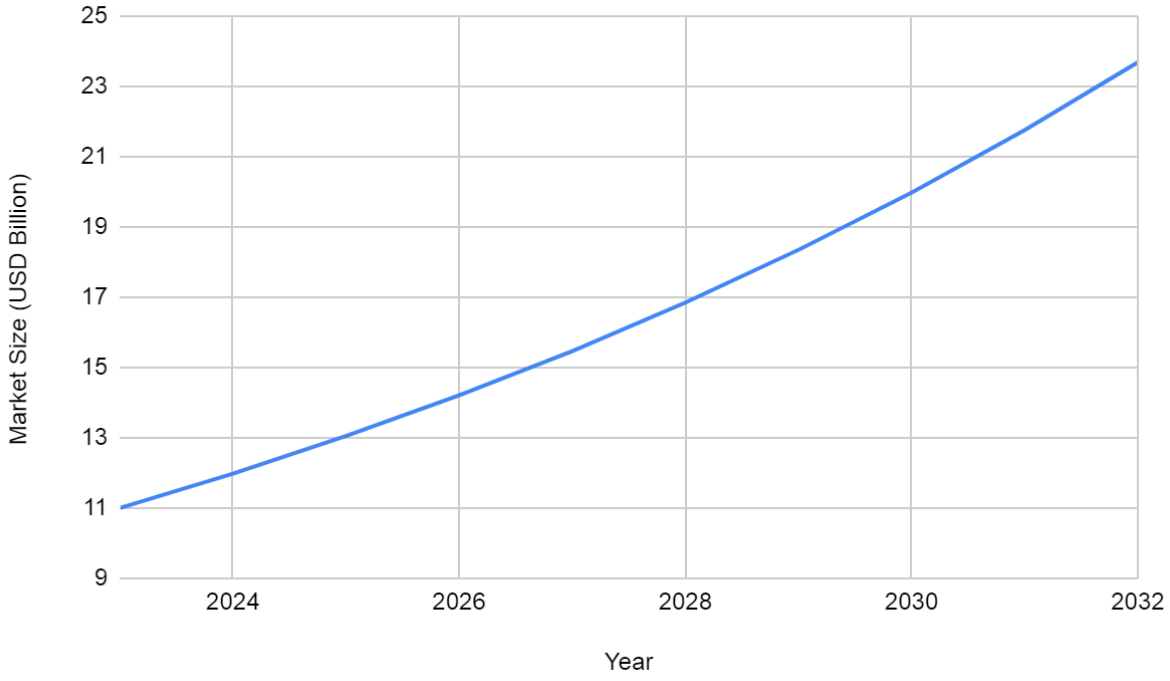

Fig. 1. Point of Sale (POS) Software Market Size (GMI, 2024)

The third stratum is formed by BI platforms and demand-forecasting systems. Their principal value is operational speed: companies using real-time analytics reduce decision-making cycles by 30% while simultaneously improving inventory-forecast accuracy; 73% of retailers that have implemented algorithmic planning models have already recorded reductions in both overstocking and out-of-stock incidents. By 2025, real-time data processing will become standard for 70% of chains, meaning that BI will transition from an optional tool to essential infrastructure for daily management (Yarymovych, 2025).

The fourth layer comprises ERP and OMS platforms, linking the front office with procurement, logistics, and finance. Integration of these loops provides not only visibility of the supply chain from vendor to checkout, but also a direct financial effect: a Forrester TEI study showed that migrating to a cloud ERP suite with embedded order management delivers a 106% total ROI over three years, accelerates inventory turnover, and saves up to 15 hours of labor per week for key users through automated processes. For retail companies, this means that any change in demand or disruption in supply is instantly reflected in a unified system where procurement plans, pricing, and delivery routes can be recalculated before the deviation becomes a customer-facing issue (Forrester, 2024). Most companies using Dynamics 365 report process simplification (70.3%) and improved customer experience (64.1%) as the main advantages, while extended retail capabilities (31.3%) and increased profitability (36.9%) are noted less frequently, as shown in Figure 2.

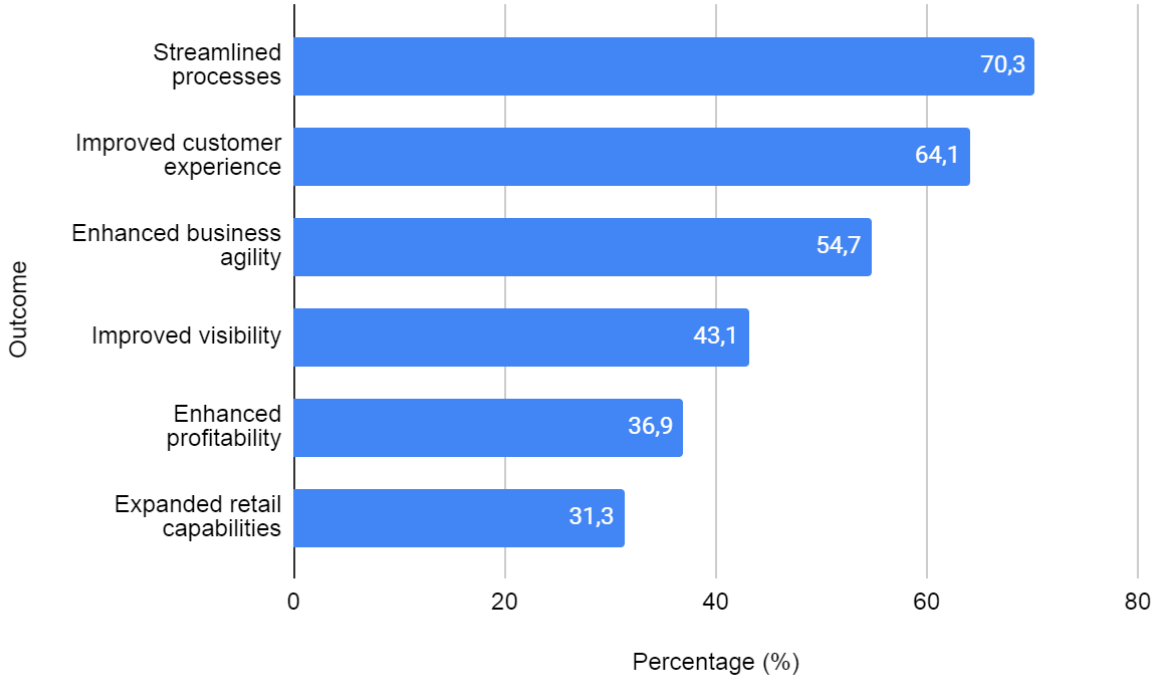

Fig. 2. Outcomes Experienced by Organizations Using Dynamics 365 (Forrester, 2024)

Thus, the linkage CRM → POS → BI → ERP/OMS forms a continuous data loop that enables viewing the customer, the transaction, the forecast, and the supply chain as parts of a single process; this constitutes the foundation upon which digital sales management is built.

The next layer comprises marketing-automation platforms, which connect sales with personalized marketing, from trigger-based e-mail campaigns to orchestration of omnichannel initiatives. According to Figure 3, the market for such solutions is valued at USD 6.79 billion in 2024 and, by estimates (The Business Research Company, 2024), will grow to USD 10.54 billion by 2029 at a 9% CAGR; for every dollar invested, companies already derive USD 5.44 of cumulative benefit, and 91% of executives report growing internal demand for further automation (Cropnik, 2025).

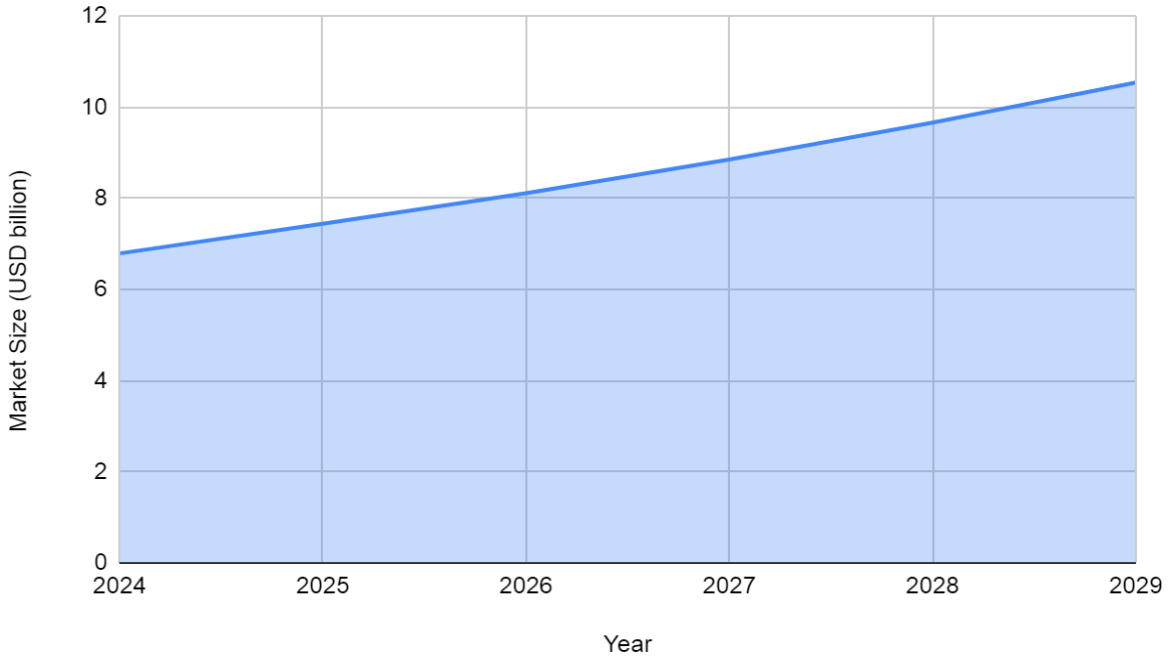

Fig. 3. Marketing Automation Global Market (The Business Research Company, 2024)

A logical continuation is provided by AI chatbots and voice assistants, which transform service into a 24/7 sales channel. For companies employing distributed sales teams, mobile SFA applications are critical, allowing merchandisers and sales representatives to record orders, planograms, and inventory in real time. The SFA segment is already valued at USD 8.4 billion (2023) by IMARC and is forecast to exceed USD 21 billion by 2032, reflecting the growing demand for precise field analytics and the reduction of blind spots between office and point of sale. Integration of these applications with CRM and ERP closes the last-mile data gap and accelerates decision-making cycles at the branch or route level (Destination CRM, 2024). Finally, AR/VR-based solutions render sales management truly visual: 3D product models, virtual fitting rooms, and digital showcases enhance customer confidence and reduce returns.

Most digital initiatives fail not due to technology but because of organizational missteps: a McKinsey study shows that only about one-third of transformation programs succeed, a figure that has remained virtually unchanged over time (Maor, 2021). Therefore, a well-managed company begins not with platform selection but with an inventory audit—a meticulous mapping of how goods and data travel from supplier to customer. A detailed customer-journey map reveals friction points, duplicate operations, and empty handoffs that impede automation; without this picture, implementing any system becomes an expensive band-aid atop disordered processes.

Audit data forms the basis for measurable performance metrics: if critical KPIs are defined in advance, the team can track the real value of the project, reallocate resources, and refine hypotheses before deviations become irreversible. In the absence of clear KPIs, digital transformation rapidly degrades into a set of parallel initiatives among which it is impossible to establish priorities.

The next choice lies between an all-in-one vendor strategy and a best-of-breed approach. The former reduces management complexity; the latter provides access to the market's leading modules but demands high API compatibility. The optimal solution typically involves a hybrid model: core processes are handled by a unified platform, while specialized functions (e.g., dynamic pricing or AR showcases) are connected as needed via a standardized integration layer.

During migration, particular attention is paid to data quality. A single product, customer, and warehouse directory eliminates discrepancies between systems and prevents an avalanche of errors post-go-live. Rather than a big bang, a phased entity migration with mandatory validation is practiced: first a pilot set of categories, then the remaining assortment. This approach allows rollback at any stage without interrupting sales or maintaining two parallel ecosystems.

Technical readiness is worthless without trained people. Traditional classroom training yields to embedded micro-modules: short lessons and simulations directly within the interface enable employees to learn new functions at the moment they are needed. Gamification mechanics add an extra layer of engagement, turning learning into an intuitive—even competitive—process that reduces natural resistance to change.

The cycle concludes with a pilot launch in a limited scope—typically one region or a narrow product category. The pilot zone serves as a laboratory: integrations are stress-tested, data sufficiency is verified, and staff reactions are observed. Once target metrics are achieved, the solution is scaled by replicating the template across the remaining units. Such phased expansion mitigates the risk of budget overruns, maintains team focus, and enables rapid roll-out of proven practices, thereby increasing the likelihood that the project will rank among the successful ones.

Digitization of the sales cycle delivers measurable results almost immediately after the system goes live in production. At the front line, this is evident in the average transaction value: personalized recommendations generated from purchase history and real-time behavior typically add a double-digit percentage to each sale, while increased relevance of offers helps retain customers for longer, increasing LTV and reducing the marketing cost per contact. When such scenarios operate synchronously at the point of sale, in the mobile app, and in email campaigns, the effect is amplified through a consistent experience: the buyer receives the appropriate offer in any channel and is less likely to switch to competitors.

In the assortment-and-inventory segment, the most tangible benefit comes from multi-echelon inventory

optimization. Transitioning from monthly data exports to a continuous planning model reduces safety stocks without sacrificing service levels. Freed capital can then be reinvested in further automation without the need for additional resources.

Digital service loops concurrently lower customer support costs. Cloud-based service platforms unify chatbots, virtual assistants, and operator workstations into a single queue, so that repetitive inquiries are handled by virtual agents while human operators focus on complex requests. The unified case database also feeds the CRM with cleaner data, improving the accuracy of subsequent marketing recommendations and closing the digital loop on the customer.

Finally, integrating the POS terminal, marketplace storefronts, and order management center into a single cloud architecture directly impacts revenue structure: the share of the online channel grows faster than the market. Taken together, the four results—higher average transaction value, faster-turning inventory, support-cost savings, and online-sales growth—create positive feedback: every ruble or labor hour freed can be reinvested in a new cycle of analytics and automation, reinforcing the lead over competitors.

Despite the promised gains in revenue and efficiency, digital transformation often stumbles over fundamental risks. Chief among these is data fragmentation: without a single reference for products, customers, and processes, the system becomes a collection of disconnected modules that distort analytics and block automated scenarios. Even with a technically sound architecture, a project may stall due to human factors. Employees perceive new platforms as a threat to established routines and resist change when they do not see a personal benefit. Successful companies do so by making training continuous and embedding it in workflows. They let their people experiment with tools well before going live. Equally important is linking educational programs to career goals: fear of automation diminishes when employees see how new skills enhance their market value.

Another risk is about the cybersecurity and operational infrastructure needs. Moving to the cloud and more integrations greatly expand the attack surface: a breach of client or pricing data not just breaks trust but also brings big costs. This compels companies to adopt a Zero Trust model, to encrypt data flows more aggressively, and to hold vendors to the same standards as their resources.

Vendor dependency becomes a critical issue after initial project successes: the deeper an application becomes embedded in processes, the more expensive it is to replace. A long-term SLA must not only guarantee availability and data protection but also provide for a right of exit—a clear procedure by which the client can retrieve the entire history of operations and transfer it to another ecosystem without loss of integrity. In reality, firms that insert this provision at an initial phase steer clear of unwarranted increments in royalty fees and secure better control over their creation.

Hence, the accomplishment of digital instruments is decided less by their characteristics than by the entity's willingness to handle information as a strategic resource, to involve individuals in transformation, to safeguard an enhanced infrastructure, and to schedule liberty of action in supplier links.

CONCLUSION

This study has demonstrated that digital transformation in the retail sector has ceased to be an option and has become a vital mechanism for effective sales management. Analysis of modern digital tools shows that integration of CRM, POS, BI, and ERP/OMS systems establishes an end-to-end data loop that ensures full transparency of operations and rapid responsiveness to shifts in demand. This architecture not only makes the customer journey visible in real time but also allows quick changes to pricing policies, promotions, and logistical routes to reduce losses from dead stock and missed sales.

Adding marketing-automation platforms, SFA applications, and AR/VR-based solutions to the traditional technology stack helps unify the omnichannel customer experience. This enables the retailer to further personalize offers at every touchpoint—be it in e-mail campaigns or virtual storefronts—which drives average transaction values and customer retention rates even higher. Moreover, the deployment of AI-driven demand-forecasting modules delivers significant resource savings and revenue growth through more precise assortment planning and a reduction in out-of-stock situations.

However, these technological advantages do not guarantee project success without thorough

organizational preparation. A key step is a comprehensive audit of existing business processes and the creation of a Customer Journey map to identify friction points and redundant operations. Only based on a high-quality product-flow model and reliable data can KPIs be accurately defined, a single-supplier or best-of-breed strategy be selected, and a hybrid architecture with clearly specified API interfaces be constructed. Pilot implementations within a limited scope and phased migrations with data validation help minimize risks and allow for rollback to earlier stages in the event of critical errors.

Among the main threats to digital initiatives are data fragmentation, human resistance to change, cybersecurity vulnerabilities, and vendor lock-in risk. Overcoming these barriers requires continuous employee training through embedded micro-learning modules and gamification, adoption of a Zero Trust model for information-infrastructure protection, and pre-established exit procedures from the vendor ecosystem that preserve the integrity of historical data. Only with a holistic approach to managing data as a strategic asset, supporting personnel, and maintaining architectural flexibility does digital transformation become a truly sustainable growth driver.

Therefore, the application of digital tools in sales management within the retail sector proves highly effective only under a systemic approach: from consolidating customer touchpoints to seamlessly integrating new technological modules and rigorously regulating risks. Looking ahead, this evolution of technical and organizational infrastructure will form the foundation of retailers' competitive advantage in the global marketplace.

REFERENCES

1. Amar, J. (2022, February 15). *AI-driven Operations Forecasting in data-light Environments*. McKinsey & Company. https://www.mckinsey.com/capabilities/operations/our-insights/ai-driven-operations-forecasting-in-data-light-environments
2. Breeden, T. (2024, July 11). *CRM Market Share, Size & Buyer Trends Report*. HG Insights. https://hginsights.com/market-reports/crm-market-share-report
3. Cropnik. (2025). *35+ Marketing Automation Statistics: The Definitive Guide*. Cropink. https://cropink.com/marketing-automation-statistics
4. Destination CRM. (2024, September 3). *The Best Sales Force Automation: The 2024 CRM Industry Leader Awards*. CRM Magazine. https://www.destinationcrm.com/Articles/Editorial/Magazine-Features/The-Best%C2%A0Sales-Force-Automation-The-2024-CRM-Industry-Leader-Awards-165666.aspx
5. Forrester. (2024). *The Total Economic Impact Of Microsoft Dynamics 365 ERP*. Forrester. https://tei.forrester.com/go/Microsoft/Dynamics365ERP/?lang=en-us
6. GMI. (2024, June 18). *Point of Sale (POS) Software Market Size*. Global Market Insights Inc. https://www.gminsights.com/industry-analysis/point-of-sale-pos-software-market
7. Intellias. (2025). *Predictive Analytics in Retail: How Data Shapes the Future of Shopping*. Intellias. https://intellias.com/predictive-analytics-in-retail/
8. Lebow, S. (2025). *E-commerce is expected to account for more than 20% of worldwide retail sales despite a slowdown*. Emarketer. https://www.emarketer.com/content/ecommerce-account-more-than-20--of-worldwide-retail-sales-despite-slowdown
9. Maor, D. (2021, December 7). *The science behind successful organizational transformations*. McKinsey. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/successful-transformations
10. Mishra, A. (2024, September 26). *Top Customer Experience Insights for 2024*. Digital Experience. https://www.digitalexperience.live/top-customer-experience-insights-2024
11. Salesforce. (2025). *Salesforce Ranked #1 CRM Provider for 12th Consecutive Year*. Salesforce. https://www.salesforce.com/news/stories/idc-crm-market-share-ranking-2025/
12. The Business Research Company. (2024). *Marketing Automation Global Market Report 2024*. The Business Research Company.

https://www.thebusinessresearchcompany.com/report/marketing-automation-global-market-report

13. UNCTAD. (2024, July 10). *Digital Economy Report 2024*. UNCTAD. https://unctad.org/publication/digital-economy-report-2024

14. Usta, C. A. (2024, May 31). *Next-gen POS Driving Impressive Growth*. Flagship Advisory Partners B.V. https://insights.flagshipadvisorypartners.com/next-gen-pos-driving-impressive-growth

15. Winterberg, T. (2024, June 25). *What top retailers in Northern Europe can still teach us about omnichannel in 2024*. Think with Google. https://www.thinkwithgoogle.com/intl/en-emea/future-of-marketing/digital-transformation/omnichannel-retail-report-2024/

16. Yarymovych, V. (2025). *How The Retail Industry Uses Business Intelligence For Growth*. Reenbit. https://reenbit.com/how-the-retail-industry-uses-business-intelligence-for-growth/