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Strategic sales management and CRM in the beverage industry: an analysis from the perspective of process modeling and business intelligence.

Strategic sales management and CRM in the beverage industry: an analysis from the perspective of process modeling and business intelligence

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Summary

This scientific article proposes an in-depth analysis of the evolution of sales processes in the fast-moving consumer goods (FMCG) industry, with an emphasis on the beverage sector. In light of Management Process Theory, it investigates the transition from a transactional sales model to a consultative model, supported by *Customer Relationship Management* (CRM) tools and Market Intelligence. The study explores the complexity of B2B negotiation in retail, the management of distribution channels, the execution of *Trade Marketing ,* and the leadership of high-performance teams.

The objective is to demonstrate how the formal structuring of business processes, combined with data analysis, mitigates information asymmetry, maximizes *Share of Wallet ,* and ensures the economic sustainability of organizations in saturated markets. The research shows that the Business Process Technologist acts as the architect of the commercial strategy, transforming raw data into tactical guidelines that ensure the reach and profitability of the brand.

Keywords: Management Processes. CRM. Strategic Negotiation. Beverage Industry. Trade Marketing.

Abstract

This scientific article proposes an in-depth analysis of the evolution of sales processes in the Fast-Moving Consumer Goods (FMCG) industry, with an emphasis on the beverage sector. In light of Management Process Theory, it investigates the transition from the transactional sales model to the consultative model, supported by Customer Relationship Management (CRM) tools and Market Intelligence. The study explores the complexity of B2B negotiation in retail, distribution channel management, Trade Marketing execution, and high-performance team leadership. The objective is to demonstrate how the formal structuring of commercial processes, combined with data analysis, mitigates informational asymmetry, maximizes Share of Wallet, and ensures the economic sustainability of organizations in saturated markets. The research highlights that the Process Technologist acts as the architect of commercial strategy, transforming raw data into tactical guidelines that ensure brand capillarity and profitability.

Keywords: Management Processes. CRM. Strategic Negotiation. Beverage Industry. Trade Marketing.

1. INTRODUCTION

The contemporary business environment in the Brazilian beverage sector demands a

A paradigm of extreme competitiveness, where differentiation by product *per se* becomes increasingly important.

more tenuous in the face of the commoditization of categories. In this scenario, excellence in processes

Management principles applied to the commercial area emerge as the determining factor for survival and...

The growth of organizations. The figure of the traditional salesperson, focused exclusively on "taking the sale of..."

The term "orders" gives way to the strategic account manager, whose role is guided by data analysis.

a deep understanding of the customer value chain and the application of sophisticated techniques

Negotiation. Training in Management Processes equips this professional to understand...

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Sales should not be seen as an isolated event, but as a continuous and cyclical process that must be...
Mapped, measured, and optimized.

The beverage industry operates under a logic of volume and capillarity, requiring management.
A commercial entity capable of orchestrating thousands of points of sale (POS) with heterogeneous profiles, starting from
From large supermarket chains *(Key Accounts)* to small neighborhood retailers. The complexity
This operation demands a robust process architecture capable of segmenting the portfolio of
customers, define optimal visit frequencies, and establish commercial policies that balance
Volume and profitability. The absence of defined processes in this area results in unproductive routes.
granting discounts without strategic criteria and, consequently, eroding the profit margin.
contribution. The challenge, therefore, lies in systematizing the art of selling, transforming talent.
individual in replicable organizational competence.

The introduction of *Customer Relationship Management* (CRM) technologies and automation of
Sales force automation (SFA) has revolutionized the way industries interact with retail. However,
Technology is merely a means; its effectiveness depends on the quality of the processes it supports.
A Technologist in Management Processes should work on modeling these flows, ensuring that the CRM
Don't just be a repository of registration data, but a predictive tool that signals
Opportunities for *cross-selling* and *up-selling* . The analysis of
Understanding purchasing behavior, seasonality, and price elasticity allows for the development of proposals.
Personalized value propositions, raising the barrier to entry for competitors and building customer loyalty.
through shared service and intelligence.

In addition to managing direct sales, execution at the point of sale *(Trade Marketing)* takes on...
A crucial role. The process of ensuring that the product is available, visible, and priced.
Correctly at the moment of the end consumer's purchase decision ("The Moment of Truth") requires
Precise coordination between sales, merchandising, and logistics teams is essential. Failures in this area are a serious problem.
Processes, such as gondola failure or poor planogram execution, negate all previous effort.
Marketing and production. Process management applied to *trade* involves defining KPIs.
rigorous execution and constant market auditing, creating a rapid feedback loop that
It allows for immediate tactical corrections.

Managing sales teams has historically been characterized by charisma and pressure to...
Short-term results also require process reengineering. Modern leadership demands this.
clear methods for setting goals, monitoring performance (sales *pipeline)* and
Skills development. The high turnover *characteristic* of the commercial sector.
This can be mitigated through structured *onboarding* processes and clear career plans. The leader
Process managers must design incentive systems that align individual goals with...
corporate, rewarding not only the volume sold, but the quality of the sale (product mix,

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margin, positive).

This article is justified by the need to fill the existing gap between theory.
Classical administrative practices versus the operational reality of the shop floor and commercial negotiations in Brazil.
Through a thorough literature review and the author's empirical experience in large-scale projects...
Corporations in the sector seek to systematize knowledge about commercial management from the perspective of
processes. The analysis will cover everything from strategic sales planning to after-sales service.
demonstrating how each step can be improved through the PDCA (Plan, Do, Check, Act) methodology.
Act) and BPM *(Business Process Management).*

Finally, the introduction of this topic aims to highlight the strategic importance of the professional in
Management processes as an integrating agent. In a market where information is the asset.
Most valuable is the ability to design processes that capture, process, and disseminate intelligence.
Sales are what separate leading companies from followers. In this context, sales are the result.
the end result of a chain of well-executed processes, where the corporate strategy materializes in
Customer preference and sustainable financial results.

2. DEVELOPMENT

2.1 Strategic CRM and Customer Lifecycle Management

Customer *Relationship Management* (CRM) transcends the simplistic definition of software.
to establish itself as a business strategy focused on understanding and anticipating the
The needs of current and potential customers. In the beverage industry, where repeat purchases are key.
Since demand is high, *Customer* Lifecycle Management is a critical process.
A technologist in management processes should map the customer journey from prospecting *(lead)* to...
Customer loyalty and potential recovery. Applying CRM processes allows you to segment your customer base.
Customers are valued not only for volume or revenue, but for growth potential and profitability.
(Customer Value Matrix), directing sales force resources to where the return on investment is highest.
The return on investment (ROI) is higher.

Implementing CRM processes requires integrating transactional data with data
Behavioral. Purchase history reveals patterns of seasonality and mix preferences that
They should feed into the visit planning process. For example, an automated process.
This can alert the seller that a particular customer has stopped buying a specific product line.
(partial churn), allowing for immediate corrective action before the customer is lost to the
competition. This proactive approach, based on data monitoring processes, transforms the
From reactive to consultative selling, where the salesperson acts as a category manager for the retailer.

Managing the inactive customer portfolio is another vital sub-process within the strategy of
CRM. Companies often focus excessively on acquiring new customers *(Hunter)* in

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to the detriment of maintaining and recovering the current base *(Farmer).* Reactivation processes must be designed with specific offers and differentiated approaches, identifying the root causes of Inactivity (price, service, product). *Churn Rate* analysis (cancellation rate) should be broken down to understand where the process failed, providing feedback to the business strategy and preventing future losses.

Personalization at scale is the contemporary challenge for CRM in the goods industry. consumption. With thousands of customers, it's impossible to handle each one manually. Here, the *Marketing Automation* process modeling allows you to create relationship rules. Automated. Customers from different segments receive communications, promotions, and visits with distinct frequencies, defined by clear business rules. The process manager is responsible for Define these rules ("If the customer buys X, offer Y"; "If the customer hasn't bought anything in 30 days, send (email Z"), ensuring that the technology executes the designed strategy.

The concept of *Share of Wallet* is central to management. CRM. The goal is not just to sell more, but to sell everything the customer can afford to buy from that product or service. category. Gap analysis processes *compare* the ideal mix for the profile of Customer *versus* the mix actually purchased. This analysis generates targets for the positive placement of new SKUs. for the sales team, transforming CRM into a tool for horizontal sales expansion. The CRM process should therefore guide the salesperson on "what" to sell, and not just "why". who" sell.

Finally, ethics and compliance in data management (LGPD - General Data Protection Law). Data should permeate all CRM processes. The collection, storage, and use of data Clients, even business-to-business (B2B) companies, demand security and transparency protocols. A professional in Management Processes must ensure that information flows comply with the law. current, mitigating legal risks for the corporation while extracting strategic value from Information. Trust, after all, is the foundation of any lasting relationship.

2.2 Strategic Negotiation Techniques and Conflict Management

Negotiation in the beverage industry is a complex process involving multiple factors. Variables: price, deadline, volume, product mix, marketing actions, and bonuses. The salesperson Modern people cannot rely solely on intuition; they need to master structured techniques of Negotiation. Training in Management Processes provides the foundation for applying these concepts. such as BATNA *(Best Alternative to a Negotiated Agreement).* Negotiated) and the ZOPA *(Zone of Possible Agreement).* The mapping Prior to visiting these areas before the client visit, it is a preparation process that increases The probability of a positive outcome increases exponentially.

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The distinction between distributive negotiation (win-lose, focused solely on price) and Integrative negotiation (win-win, focused on value creation) is fundamental. In retail, the pressure Marginalization often pushes negotiations into the realm of distribution. The role of the manager... Business processes involve designing value packages that allow the conversation to move into the field. Integrative. This involves solution-based sales processes where the salesperson demonstrates to the retailer. How will product turnover, merchandising support, and brand strength generate net profit for He shifts the focus away from just the unit purchase price.

Conflict management is inherent to commercial activity. Channel conflicts (e.g., wholesale) selling cheaper than direct distribution in the same area) and conflicts with dissatisfied customers They require clear escalation and resolution processes. The technologist must establish levels of authority. Decision-making and complaint handling protocols that empower frontline workers to resolve issues. Simple problems, but ones that bring structural issues to the analysis of management. The speed in The resolution of the conflict is directly proportional to the restoration of the client's trust.

Using the Kraljic Matrix, adapted for sales, allows you to classify customers by their The impact on results and the complexity of the relationship. Strategic clients demand processes. negotiations based on long-term partnerships *(Joint Business Plans* - JBP), where goals of Joint growth targets are established annually. For transactional clients, however, the processes of Negotiations should be standardized and simplified to reduce the cost of sales. This segmentation The procedural aspect ensures that negotiation efforts are allocated efficiently.

The psychological and technical preparation of the team for negotiation should be a process. Continuous training. Role-plays (simulations), analysis of real cases and post-negotiation *debriefing.* These are pedagogical tools that should be incorporated into the management routine. The *coaching* process Sales training, conducted by the field supervisor, is vital for correcting speech and posture flaws. which weaken the negotiating position. The standardization of the sales pitch , without Making it robotic ensures that the company's value proposition is communicated consistently.

The profitability analysis of the negotiation is the "correction brake". Often, sellers They close large deals, but destroy value due to excessive discounts or payment terms. Extended payment terms. Order approval processes with systemic minimum margin restrictions. Marginal contribution analysis prevents the emotion of the sale from overriding financial reasoning. The process manager must ensure that the incentive system does not reward volume at any cost. but rather healthy and sustainable sales.

It can be concluded that strategic negotiation is not a gift, but a process that can be... Taught, measured, and improved. Applying scientific methodology to negotiation reduces... It manages the variability of results and protects the company's profitability. The Process professional. Managers act as the strategist that provides the tools, data, and guidelines so that...

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The sales team enters the field prepared to win, building lasting agreements.

time.

2.3 SALES FORCE MANAGEMENT AND SITUATIONAL LEADERSHIP

Sales force management is one of the most challenging pillars.

In business administration, it deals directly with the human factor under high pressure. In industry

In the beverage industry, teams are often large, geographically dispersed, and heterogeneous.

Applying Situational Leadership (Hersey & Blanchard) is essential: the manager must adapt their style.

leadership — directing, guiding, supporting, or delegating — is tailored to the maturity level of each salesperson and to

specific situation. Competency assessment processes should be implemented for

To diagnose which quadrant each team member is in, allowing for management...

Personalized and effective.

The design of territories and the definition of visitation routes are technical processes that

They directly impact productivity. A poorly planned route results in excessive downtime.

Displacement and limited effective sales time *(Face-to-Face Time).* The use of tools for

Geomarketing and routing algorithms allow for optimizing geographic coverage, balancing the...

Workload among salespeople and maximizing the number of daily visits. The manager of

These processes must be periodically reviewed in these territories, as urban dynamics and the

The opening and closing of points of sale constantly alters the landscape.

The compensation and incentive system is the engine that drives workforce behavior.

sales. Agency theory suggests that the compensation plan should align the interests of

The agent (salesperson) is responsible for the principal (company). Goal setting (quota) processes should follow...

The SMART methodology (Specific, Measurable, Achievable, Relevant, and Time-bound). Goals

Unattainable goals demotivate; goals that are too easy breed complacency. The mathematical modeling of

Setting goals, considering historical data, market potential, and seasonality, is an analytical skill.

The crucial role of a technologist in management processes.

The recruitment and selection of salespeople requires rigorous processes to identify the right candidates.

Resilient and results-oriented. High turnover in the sales sector generates high costs and

Loss of historical customer relationship data. *Onboarding* (integration) processes.

Structured programs that accelerate the learning curve (ramp-up) of new salespeople are essential.

Close monitoring during the first 90 days, with weekly *feedback* , increases

significantly impacts retention rates and the success of new employees.

Motivation in sales is not solely financial. Recognition processes are not...

Monetary incentives, playful incentive campaigns (gamification), and a positive work environment are...

Essential for maintaining high morale. Organizational climate management should be monitored through

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from periodic research. The process leader should act as a facilitator, removing barriers.
bureaucratic obstacles that prevent the seller from selling. The "sales bureaucracy" (excessive reports,
(Unproductive meetings) are a waste that should be eliminated through process analysis (Lean).
Office).

Continuous training is the only way to prevent team obsolescence. The market
Things change, products change, and competition evolves. The Corporate University or programs...
Regular technical (product) and behavioral (sales) training should be part of
annual schedule. The manager must measure the impact of these training sessions on the indicators of
performance, ensuring that the investment in corporate education is generating a practical return.
in sales.

In short, sales force management is a human engineering feat. It requires robust processes.
to provide direction and control, but it requires sensitivity in dealing with people. The balance between
Charging for results and supporting individual development is key to a high-performing team.
Performance. The Management Processes professional structures the "how to do it," allowing the
The salesperson's talent shines within an organized and fair system.

2.4 Trade Marketing and Execution at the Point of Sale (POS)

Trade *Marketing* is the discipline that translates brand and sales strategy into reality.
Physical aspects of the Point of Sale (POS). In the beverage industry, where impulse buying is significant,
Flawless execution at the point of sale is crucial. The concept of a " *Perfect* Store" involves...
a set of standardized processes that define how the product should be presented: mix
correct, visible price, planogram respected, merchandising materials (POS) applied and
Zero virtual inventory. The process manager must document these standards in Execution Guides.
which serve as a compass for the field team.

Managing shelf space *(Share of Shelf)* is a daily battle. Processes of
Negotiations for extra points (islands, endcaps, exclusive refrigerators) should be based on
Turnover and profitability data for the retailer. The technologist uses management analytics by
A category to prove to the supermarket owner that expanding the space for their brand will bring more profit.
For the store, it's better to give space to the competitor. Photographic monitoring and execution auditing,
Transactions made through mobile applications ensure that what was agreed upon is being fulfilled.

Merchandising is not just about aesthetics; it's strategy. Correct price signage and...
The application of materials that stimulate the desire to consume are processes that influence the decision.
Shopper experience . Inventory management of merchandising materials (banners, posters, price tags).
It must be as rigorous as that of products, avoiding waste, ensuring that the material arrives.
to the forefront at campaign time. Promotional logistics is a critical sub-process that connects the

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From marketing to field operations.

The relationship between Industry and Retail within the scope of Trade Marketing has evolved into ECR (Economic, Corporate, and Retail). *(Efficient Consumer Response).* Collaborative replenishment and demand management processes aim to To reduce stockouts and excess inventory throughout the supply chain, the sales promoter plays a key role. fundamental in this ecosystem. Their work plans must be optimized to ensure the Appropriate visit frequency for each store. *Check-in/ check-out* control and task management via Mobile devices allow the supervisor to monitor the merchandising team's productivity in real time.

Pricing intelligence at the point of sale is vital. Price monitoring Analyzing practices by retailers and competitors allows for the identification of mispositioning strategies that affect the... Sales volume. Price survey processes *should* be systematic and the data The generated data should inform the company's pricing strategy. Trade Marketing acts as the... Guardian of pricing policy, combating predatory price wars that destroy value for everyone. the category.

Analyzing the ROI of trade marketing actions is essential. Investments in tastings, giveaways... Promotional activities consume significant resources. The manager of management processes must... Establish clear metrics to evaluate the return on these initiatives *(Sales* Lift). Actions that do not Strategies that generate incremental returns should be discontinued or redesigned. The culture of experimentation. Measurement should replace guesswork in defining the promotional calendar.

It can be concluded that Trade Marketing is the tactical link that ensures the conversion of the strategy into Actual sales. Process management in this area aims to ensure consistency of execution across thousands. of points of sale simultaneously. Success at the point of sale is not a matter of chance, but of a... meticulous planning and ironclad operational discipline, orchestrated by professionals who They understand the dynamics of retail and consumer behavior.

2.5 Key Performance Indicators (KPIs) in Sales Management

Data-driven management is the backbone of modern management. The definition of A *dashboard* of Key Performance Indicators (KPIs). Balanced and relevant is the primary task of a business process manager. In the beverage industry, Sales volume (hectoliters or physical boxes) is the key indicator, but it alone is insufficient. To measure the health of the business. Sales quality indicators, such as Product Mix, Price Average Customer Coverage (Positive Activation) and Delinquency should be included in the management dashboard for to avoid distortions in the analysis.

Positive Reach, or Coverage, measures the brand's penetration within the registered customer base. A high volume concentrated in a few clients is a strategic risk. Management processes must Focus on horizontalizing sales, aiming to generate positive results in the largest possible number of active points of sale.

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Analyzing the positive results by SKU (Item) reveals the depth of distribution: the customer buys
Do you buy just the leading beer or do you also buy soda and water? The "Lines per Order" indicator
It's a gauge of the salesperson's efficiency in working with the entire product portfolio.

Churn *rate* (customer loss rate) is a red flag indicator. Processes of
Churn analysis should investigate the reasons why customers leave. Was it price? Service? Product?
Stratifying this indicator by region, channel, and salesperson allows for the identification of problem areas.
localized. Customer retention is more financially efficient than acquisition, and the
Monitoring this KPI triggers proactive retention actions.

Cost *-to-Serve* is a financial indicator that connects the sales area to...
Logistics. It measures how much it costs to fulfill each customer or order (shipping, commission, taxes, etc.).
(discounts). Analysis of this KPI reveals clients who, although they buy in volume, generate losses.
Operational issues may arise due to complex logistical requirements or excessive discounts. The process manager.
This information is used to renegotiate contracts or change the service model (e.g., migrating from...).
(in-person visits for telesales), optimizing portfolio profitability.

Sales Forecast Accuracy *is* the KPI that measures efficiency.
from planning. Gross errors in forecasting lead to stockouts (lack of product) or excess inventory.
Sales and Operations Planning (S&OP) processes use this indicator to calibrate the...
future projections and holding the sales area accountable for the quality of information provided to
production. Continuous improvement of this indicator reduces the working capital employed and improves the level.
customer service.

Visual management of indicators is a recommended practice for team engagement. Rankings
Sales indicators, performance indicators (Green, Yellow, Red), and internal competitions create an atmosphere
high performance. However, measurement processes must be transparent and auditable to
To guarantee the credibility of the numbers. The technologist in management processes must ensure the integrity.
from the data that feeds the KPIs, avoiding manipulation or system errors that lead to flawed decisions.
mistaken.

In short, KPIs are the manager's navigation tools. Without them, management is blind.
The art lies not in having hundreds of indicators, but in having the few right indicators that truly matter.
The strategy is driven by the discipline of systematic monitoring (management rituals) and decision-making.
Action based on observed deviations constitutes the essence of the PDCA methodology applied to
commercial management.

2.6 Information Technology and Digital Transformation in Sales

Digital transformation has reshaped the business landscape. Information technology.
It has gone from being a support service to being a core business. In the beverage industry, the adoption of e-platforms...

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B2B (Business-to-Business) commerce allows retailers to replenish their stock at any time. without depending on a salesperson's visit. This requires a complete redesign of sales processes: the The salesperson ceases to be an order taker and becomes a consultant who helps the client to sell. more *(Sell-out),* while basic replenishment *(Sell-in)* migrates to the digital channel. The process manager must orchestrate this hybrid coexistence (Omnichannel).

Mobility is key. Sales Force Applications (SFA) on tablets or Smartphones provide the seller with the customer's entire history, credit limits, and other information right in the palm of their hand. Real-time inventory and order suggestions based on artificial intelligence. Processes of Data synchronization ensures that orders taken in the field are immediately added to the queue. production and logistics, reducing *lead time.* The usability of these tools is critical; processes Complex features in the app reduce sales time and frustrate the team.

Big *Data* and *Analytics* enable granular segmentation and prediction of behaviors. Recommendation algorithms ("Those who bought X, also bought Y") increase the average order value. Geospatial analysis combines sales data with demographic and income data, identifying areas Opportunity ("blank spaces") where the brand is not present, but should be. A professional in Management Processes must possess data literacy *to* interpret... These analyses can be transformed into territorial action plans.

Robotic process automation (RPA) can take on Repetitive administrative tasks, such as customer registration, credit verification, and issuing invoices. Reports. This frees up the sales and back-office team for higher value-added activities. The Process mapping is a prerequisite for automation: you can't automate chaos. The technologist It must identify which processes are candidates for automation and manage their implementation. technologies.

Digital communication with the customer (WhatsApp Business, Chatbots) has become a channel. Sales and customer relations officer. Customer service processes and digital etiquette should be established to ensure professionalism and speed in responses. The integration of these channels CRM ensures that the relationship's memory is preserved, regardless of the channel. used. The brand's digital omnipresence requires fine-tuned procedural orchestration to maintain the Message coherence.

It can be concluded that technology is the great driver of productivity and intelligence in sales. However, digital transformation is, above all, a cultural and business transformation. Processes. Technology exposes latent inefficiencies. The role of the manager with a degree in Processes. The managerial role is to lead this transition, ensuring that digital tools are adopted not by... not just a fad, but as facilitators of robust business processes focused on customer satisfaction. customer.

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3. CONCLUSION

The path taken throughout this study demonstrates that commercial management in the industry
The beverage industry, from the perspective of Management Processes, is a discipline that demands scientific rigor and a vision.
Strategic thinking and adaptability. The transition from the empirical model to the process model is irreversible.
in a market where margins are narrow and competition is global. The analysis demonstrated that the
Commercial success does not depend on "magic" or solely on the innate talent of salespeople, but on...
Building a predictable, scalable, and measurable sales machine. A degree in Processes.
Management provides the analytical tools to design, monitor, and optimize this machine.

The integration of CRM as a management philosophy, and not just as software, has proven to be...
fundamental for customer loyalty and maximizing customer value. Organizations that manage to do so
Processing data and transforming it into actionable insights for the sales force creates an advantage.
Sustainable competitiveness. Personalized service and anticipation of customer needs.
Retailers, enabled by intelligent processes, elevate the level of the transactional commercial relationship.
For strategic purposes, the salesperson becomes an indispensable business partner for the client.

Sales team management and situational leadership proved to be the key components.
Vital human resources are needed to energize the processes. Without inspiring leadership and incentive systems...
Even the best processes, when aligned, fail in execution. Continuous training and climate management are crucial.
Organizational responsibilities are non-delegable to the manager. The study reinforced that technology and...
Processes serve to empower human beings, not to replace them in activities that require them.
Empathy, complex negotiation, and building trust.

Trade *marketing* and excellence in execution at the point of sale were identified as the "arm"
"Armed" with the strategy. The final battle is won in the gondola, and rigorous execution processes
They ensure that the product is available and visible to the *shopper.* The integration between Sales,
Marketing and Logistics, orchestrated by clear S&OP processes and collaborative planning, is the
This ensures the smooth operation and reduces costs and disruptions. A systemic view is the key competency.
key to managing these interfaces.

The use of KPIs and a visual management culture have proven to be essential for the cycle of
Continuous improvement (PDCA). What is not measured cannot be managed. Defining the right indicators.
It directs the organization's behavior toward its strategic objectives. A critical analysis of...
Deviations and quick course correction are characteristics of agile and resilient companies. The manager of
The process acts as the analyst that interprets the signals from the control panel and suggests adjustments to...
navigation.

Digital transformation and the adoption of emerging technologies (AI, Big Data, Automation)
They represent the current frontier of commercial management. The study concludes that technology is an accelerator.
of processes. Companies that digitize bad processes only accelerate the error. Therefore, the

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Process modeling and optimization should precede or accompany technological implementation. Hybrid intelligence (human + artificial) is the winning model for the future of complex sales.

In short, Strategic Sales Management in the beverage industry is a vast field and sophisticated. Applying the concepts of Management Processes allows for transforming complexity. in efficiency, and uncertainty in predictability. The professional trained in this area, like the author of this The job involves having the responsibility and ability to lead this evolution, ensuring that... Organizations should not only sell products, but deliver value, service, and innovation to the market. ensuring its continuity and economic relevance.

For future work, it is recommended to investigate the impacts of *E-commerce Direct-Online. Direct-to-Consumer* (D2C) in traditional beverage distribution structures and how the processes of Channel management should be adapted to avoid conflicts and cannibalization, ensuring synergy between The physical world and the digital world.

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