

DOI: <https://doi.org/10.63332/joph.v5i12.3782>

Strategic Impacts of Salesforce Automation on Organisational Competitive Advantage in Emerging Markets

Sandipkumar Patel¹, Kirill Patyrykin²

Abstract

This study explores the strategic impacts of Salesforce automation tools on organisational competitive advantage and strategic dimensions, with a focus on mid-sized firms in emerging markets. Adopting a mixed-methods approach, the research combines quantitative data from surveys and qualitative insights from case studies to evaluate how Salesforce automation influences key business outcomes. The results show that Salesforce significantly enhances organisational agility, customer-centric innovation, and strategic alignment, contributing to improvements in competitive advantage. Quantitative analysis reveals a strong positive relationship between Salesforce adoption and organisational performance, with R-square values of 0.986 and 0.989 for competitive advantage and strategic dimensions, respectively. Qualitative findings highlight the themes of improved sales efficiency, increased customer retention, and more effective decision-making, aligning with previous literature on the benefits of CRM systems. Despite the overall positive impact, the study also identifies a negative relationship between one specific Salesforce automation tool and strategic dimensions, indicating varying effects depending on tool implementation. The study's findings underscore the importance of aligning Salesforce adoption with strategic goals to maximise its potential. Practical implications for organisations include fostering cross-functional collaboration and focusing on customer-driven innovation. The study also suggests directions for future research, particularly in examining the long-term impacts of CRM tool adoption in larger organisations and diverse industries.

Keywords: *Salesforce automation, organisational competitive advantage, strategic dimensions, CRM systems, customer-centric innovation, operational agility, mixed-methods research, emerging markets.*

Introduction

In the recent years, digital transformation has become one of the sources of competitiveness in any market worldwide, and the new economies are not an exception (Komolafe et al., 2024). The use of Customer Relationship Management systems more specifically Salesforce is among the largest contributors that have led to such a change. Salesforce that is regarded as a good tool in its automation capability is seen to be an instrument of improving customer interactions and an asset that could be utilised strategically to improve growth, innovation and competitive advantage (Kaliuta, 2024). As the business in the emerging markets is resource-constrained and dynamic in nature, Salesforce automation presents an opportunity into the manner the efficiencies in operations, strengthen customer engagement, and streamline decision-making seem to be (Shanmugam, 2025; Bheemarpu, 2025). In that respect, Salesforce operations, such as automated lead management, artificial intelligence-driven customer insights, and real-time performance dashboard can prove to be a value addition to firms looking to create a competitive edge in an industry where competitors exist. The strategic implication of Salesforce automation in the emerging markets will be analysed in the proposed study in terms of the effects of this strategy

¹ Salesforce Architect, GA, USA, Email: sandip.hpatel87@gmail.com

² Salesforce Architect, GA, USA, Email: pkg@sun-marine.net



on the competitive advantage (Pookandy, 2023). The research will also evaluate the significance of the Salesforce adoption in injecting agility, customer-focused innovation, and strategic alignment in organisations. Researching these points, the study adds to the already existing list of the literature on the digital strategy and CRM automation which will give a more accurate insight into how the companies can utilise technology to gain a sustainable competitive advantage.

Literature Review

In developed and emerging market, organisational strategies have ensured that Salesforce and other CRM systems integration is a very critical consideration (Cousineau, 2021). Despite the fact that it is an open secret that CRM systems can be used in improving customer interaction, the literature of late associates them with their strategic relevance in supporting organisational performance and competitive advantage. Hamza et al. (2023) indicates that the use of CRM in the emerging markets enhances organisations to simplify their sale procedures, minimise expenditures, and elevate customer service, which leads to a competitive advantage. The success of these systems however depends on the extent to which firms respond to the dynamic issues that emerge in emerging markets like the limitation of technological infrastructure and resources (Polamarasetti et al., 2025). One of the most successful CRM solutions, Salesforce, has been specifically efficient in allowing companies to automatise most of the essential business processes, such as lead management and customer segmentation. Okafor et al. (2025) claim that Salesforce automated tools enable business enterprises to collect, process, and use customer information in real-time, which resulted in tailored sales plans and enhanced customer retention. In a fast-changing and unstable environment, such as the emerging markets, its ability to react swiftly with data-driven insights is a very important asset.

There is an emerging literature of research emphasising the significance of Salesforce automation in terms of strategic positioning of a firm. Ahmad and Museera (2024) also posit that automation of CRM systems like Salesforce can provide a firm with the capability to make faster and more knowledgeable decisions and therefore gain a higher level of agility in the market. The aspect of agility defined as the capacity of an organisation to react swiftly to modifications in the external environment has been revealed as one of the major aspects in obtaining a competitive advantage (Madhumidha et al., 2025). Any company capable of adjusting to changes in the market is more likely to be ahead of other firms that are using traditional and manual methods. Moreover, Salesforce allows companies to be more customer-focused and become innovative to serve customer needs. Through real-time customer feedback and feedback loops, business organisations are able to continuously increase product and service quality and this will result in increased customer satisfaction and customer loyalty. Jridi and Chaabouni (2021) note that in order to be able to differentiate themselves within crowded markets, firms should be capable of innovating in relation to customer demands. Another important dimension is strategic alignment. According to the research provided by Guttha (2024), companies aligning their technological applications with their overall strategies in the business are more likely to success in the long term. This is because Salesforce integration with other departments, including sales, marketing, and customer service, will help to align the activities of the operations of the organisation with the strategic goals, which leads to higher overall performance.

Some of the challenges that firms encounter in new markets tend to be peculiar like resource constraints, volatile market possible, and inadequate technological infrastructure. Even amid these issues, companies that are able to extract the strength of digital applications such as

Salesforce can still achieve competitive lead. Research findings by Lu et al. (2024) indicate that businesses in emerging markets that have taken advantage of CRM systems report to have increased in growth rates and market share despite their resource limitation. By enabling access to real time data and automating processes, such firms would be in a better position of allocating resources better, eliminating inefficiencies, and making more informed decision making, which puts them at a better competitive standpoint (Perera et al., 2022). Although adoption of CRM has its advantages, it involves high costs in terms of training, system integration and change management, especially where the business in the emerging markets might not be fully conversant with the highly digital services. However, studies show that strategic advantages of Salesforce are significantly higher than these introductory expenses, especially to companies that consider CRM a strategic facilitator that is long-term (Perera et al., 2022).

There is a major gap in research about long-term strategic consequences of Salesforce automation tools, especially in the large organisations and in the various industries. Although much of the current research has focused on mid-sized organisations in developed markets, little has been done to examine the role of Salesforce adoption in organisational competitive advantage and strategic aspects over the long-term or in other cultural and operational settings. There is also a dearth of scholarly research that has explored the sustainability of the advantages of CRM systems such as Salesforce and the success of the system in ensuring competitive positioning in the short and long term in spite of the continuous technological changes. In-depth research on the factors of moderation, including the organisational culture, market maturity, and external environmental factors, may allow getting a more detailed picture of the way Salesforce could be strategically exploited in emerging markets and larger, more intricate organisations.

Theoretical Framework

This study is based on a theoretical framework, which is the Resource-Based View (RBV) and Dynamic Capabilities Theory. The RBV assumes that competitive advantage is made by organisations by means of strategic exploitation of unique resources which include technology, capabilities and knowledge (Assensoh-Kodua, 2019). Within the framework of Salesforce automation, the high capabilities of the system, including analysis on the fly, automated management of leads, and customer insights, are the resources that organisations can use to increase their efficiency in operation and innovation (Lubis, 2022). This is also supported by the Dynamic Capabilities Theory which argues that it is the capability of organisations to restructure their capabilities in regard to the changing market conditions (Zhou et al., 2019). This model is especially applicable to the interpretation of how Salesforce solutions can help companies become more agile and respond faster, innovate on the basis of customer insights, and align their operations with their strategic objectives, thus, improving both agility and competition. Combined, these theories can offer a strong basis of analysis of the role of Salesforce automation tools in strategic decision-making and organisational success in the long term.

Conceptual Framework

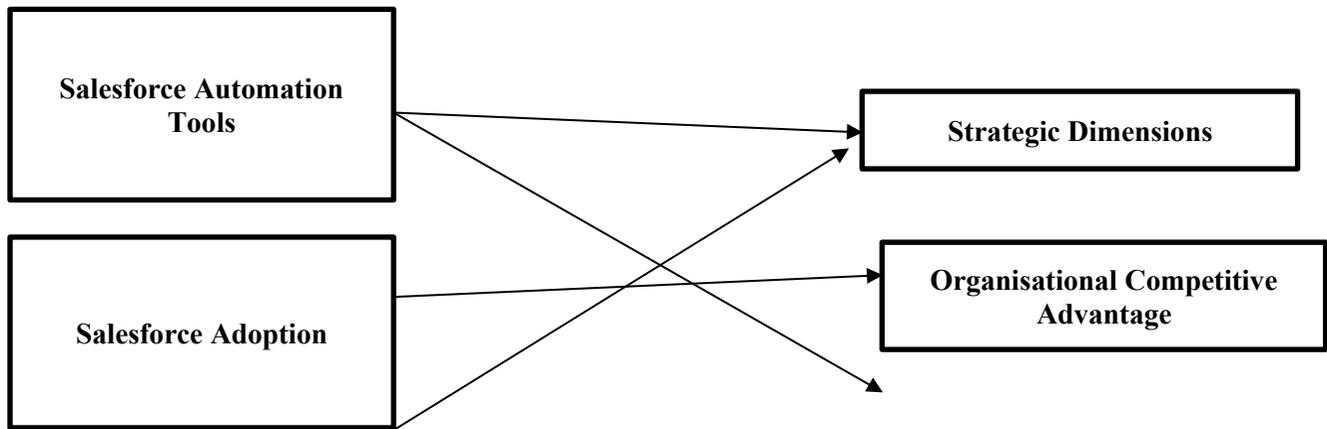


Figure 1: Conceptual Framework

Based on the above conceptual framework, the following hypotheses have been derived:

- **H1:** The use of Salesforce automation tools significantly enhances organisational competitive advantage in emerging markets.
- **H2:** The level of Salesforce adoption (fully integrated, partially integrated) positively influences organisational competitive advantage.
- **H3:** Salesforce automation tools significantly improve strategic dimensions in organisations.
- **H4:** The level of Salesforce adoption (fully integrated, partially integrated) positively influences strategic dimensions.

Materials and Methods

The methodology in the study was a mixed methodology, where both the qualitative and quantitative research methods were used. The intended purpose of this research design was to give a comprehensive view of the strategic implication of Salesforce automation on organisational competitive advantage in the new emerging markets. Both qualitative and generalizable quantitative findings were obtained due to the case studies and survey findings of mid-sized firms. The sample was limited to the mid-sized firms in the emergent markets, and preference was paid to businesses in the fields of technology, retail sector, healthcare sector and manufacturing. These companies were selected because they utilised Salesforce automation tools and would give information concerning the impact of CRM systems on competitive advantage. The survey involved 200 employees and with 30 companies out of that being chosen to conduct case studies.

The quantitative data was gathered by developing a structured questionnaire. The questionnaire was based on demographic questions (e.g., the size of the organisation, its type of industry, number of years in operation, position in the organisation, etc.) and Likert-scale questions to

evaluate perceptions of the agility of Salesforce automation regarding organisational, customer-oriented innovation, and alignment. The sample of the companies was also studied using case studies to enter deeper qualitative data about the strategic implications of Salesforce adoption. In these case studies, semi-structured interviews with the senior management, IT and sales staff were conducted in order to find out how Salesforce automation had been used, and challenges and strategic results attained.

The analysis of the survey data was performed in accordance with the descriptive statistics in order to summarise the data and with the help of the inferential statistics, including the regression analysis, in order to determine the correlation between Salesforce adoption and the dependent variables (competitive advantage and strategic dimensions). The analysis of the results kept potential confounding variables under control including the size of the company and the industry type. The themes in the interviews carried out in the case study were transcribed, and thematic analysis was carried out to establish the overriding themes that relate to the strategic impacts of Salesforce automation. Thematic analysis was done in five stages which included familiarisation of the data, developing codes, developing themes, and interpreting the themes. The qualitative data placed the quantitative results into perspective and supplemented the knowledge about the role Salesforce played in strategic decision-making.

Ethical principles were adhered to in this research in terms of notifying the participants about the confidentiality and informed consent. The goals of the study were explained to all participants of the survey and interviews and participation was at voluntary levels. The data obtained was anonymised and the data stored was secured to guarantee the privacy of participants.

Results

Quantitative Findings

Demographic Analysis

Table 1: Demographic Profile of Survey respondents

| Demographic Variable | Category | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------------------|------------------------------------|------------------|----------------|----------------------|---------------------------|
| Gender | Male | 122 | 61.0% | 61.0% | 61.0% |
| | Female | 78 | 39.0% | 39.0% | 100.0% |
| | Total | 200 | 100.0% | 100.0% | 100.0% |
| Level of Salesforce Adoption | Fully Integrated | 67 | 33.5% | 33.5% | 33.5% |
| | Partially Integrated | 80 | 40.0% | 40.0% | 73.5% |
| | Not Integrated | 46 | 23.0% | 23.0% | 96.5% |
| | Other | 7 | 3.5% | 3.5% | 100.0% |
| | Total | 200 | 100.0% | 100.0% | 100.0% |
| Position in the Organisation | Senior Management (CEO, CTO, etc.) | 67 | 33.5% | 33.5% | 33.5% |
| | Middle Management | 80 | 40.0% | 40.0% | 73.5% |
| | Operational/Front-line Staff | 46 | 23.0% | 23.0% | 96.5% |

| Demographic Variable | Category | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------------------------|-----------------|------------------|----------------|----------------------|---------------------------|
| | Other | 7 | 3.5% | 3.5% | 100.0% |
| | Total | 200 | 100.0% | 100.0% | 100.0% |
| Years of Company Operation | 0-5 years | 67 | 33.5% | 33.5% | 33.5% |
| | 6-10 years | 63 | 31.5% | 31.5% | 65.0% |
| | 11-20 years | 46 | 23.0% | 23.0% | 88.0% |
| | 21+ years | 24 | 12.0% | 12.0% | 100.0% |
| | Total | 200 | 100.0% | 100.0% | 100.0% |
| Industry Type | Technology | 67 | 33.5% | 33.5% | 33.5% |
| | Retail | 63 | 31.5% | 31.5% | 65.0% |
| | Healthcare | 46 | 23.0% | 23.0% | 88.0% |
| | Manufacturing | 24 | 12.0% | 12.0% | 100.0% |
| | Total | 200 | 100.0% | 100.0% | 100.0% |
| Age | 18-24 years | 67 | 33.5% | 33.5% | 33.5% |
| | 25-34 years | 63 | 31.5% | 31.5% | 65.0% |
| | 35-44 years | 46 | 23.0% | 23.0% | 88.0% |
| | 45 and above | 24 | 12.0% | 12.0% | 100.0% |
| | Total | 200 | 100.0% | 100.0% | 100.0% |

The gender distribution of the survey participants has shown that most of the surveyed participants (61 percent) were males and 39 percent were females. This implies that there is a somewhat larger presence of males among the study subjects though the difference between genders is not high. The equal representation of both males and females participants gives the opportunity to have a wide view on the effects of Salesforce automation in relation to both genders in terms of competitive advantage.

On the Salesforce adoption level, the statistics show that the percentage of organisations that were somewhat integrated with Salesforce was the highest with 40 percent, then there were 33.5 percent of companies that were fully integrated with Salesforce and whose operational processes are intertwined with Salesforce. The percentage of the organisations that had not yet adopted Salesforce was also very low at 23 percent indicating that a considerable number of companies have already adopted Salesforce automation with different levels of integration. The rest 3.5 percent of companies had an unknown degree of adoption.

The survey outcome indicates that the roles in the participating organisations are rather varied. The middle management (40 percent) was the highest percentage of respondents, and 33.5 percent were senior management (CEOs and CTOs). The respondents who were the front-line or operational staff were 23%. The variety of positions in the organisation gives a useful understanding of the perception of Salesforce adoption on different levels within the organisation.

The information regarding the tenure of the companies reveals that the majority of organisations (33.50) were not old, and the period of their existence did not exceed 0-5 years; 31.50 were

operating between 6-10 years. Fewer percentages (23) had been in operations between 11-20 years and the sole ones with experience in the excess of 21 years of experience were only 12 percent of the firms. Such a distribution indicates the presence of both start-ups and more established businesses, which makes a tracking of the Salesforce adoption at varying levels of business maturity complete.

The sample of the survey covered the industries, the technology sector took the highest percentage (33.5), then retail at 31.5. Healthcare and manufacturing constituted 23% and 12% respectively. Such a representation of industries will enable the exploring research to gain insight into the effects of Salesforce automation in various business settings and market forces.

The age distribution of the respondents shows that, most of the respondents were of relatively young age with 33.5% of the respondents being aged between 18-24 years and 31.5% being aged between 25-34 years. A smaller percentage of the respondents fell within the age category of 35-44 (23%) and 45 and above (12%). The diversity of age in the sample will give a chance to investigate the ways in which various age groups perceive and apply Salesforce automation in their companies.

Regression Analysis

Impact on Organisational competitive advantage

Table 2: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| | 0.993 | 0.986 | 0.986 | 0.11325 |

Table 3: ANOVA

| Source | Sum of Squares | df | Mean Square | F | Sig. |
|---------------|-----------------------|-----------|--------------------|----------|-------------|
| Regression | 178.233 | 2 | 89.117 | 6948.879 | 0.000 |
| Residual | 2.526 | 197 | 0.013 | | |
| Total | 180.760 | 199 | | | |

Table 4: Coefficients

| Predictor | Unstandardized Coefficients (B) | Std. Error | Standardised Coefficients (Beta) | t | Sig. |
|--|--|-------------------|---|----------|-------------|
| (Constant) | -0.065 | 0.015 | | -4.225 | 0.000 |
| Salesforce Automation Tools (1) | 0.134 | 0.028 | 0.114 | 4.834 | 0.000 |
| Salesforce Adoption (2) | 0.879 | 0.023 | 0.886 | 37.567 | 0.000 |

The model summary shows in table 2 identifies the high power of explanation of the predictors of the organisation competitive advantage. The R value is 0.993, indicating that there is almost an ideal correlation between the independent variables (Salesforce Automation Tools) and the dependent variable (Organisational Competitive Advantage). The R square of 0.986 implies that

Salesforce automation tools explain the competitive advantage of an organisation 98.6 percent of the variance. This high explanatory power is also supported by the fact that Adjusted R Square is 0.986 which is a strong value which shows that the model is reliable. Standard Error of Estimate is 0.11325 which means that there is low degree of error in the predicting of the dependent variable.

ANOVA table 3 is an evaluation of the overall significance of the regression model. The F-value is 6948.879 and the Sig. value is 0.000 and this is very significant ($p < 0.05$). This implies that the regression equation is statistically significant and the predictors (Salesforce Automation Tools) are statistically significant and explain a significant part of the variance in the organisational competitive advantage.

The table 4 of coefficients gives the approximated effect of each predictor on the dependent variable with their statistical significance.

Intercept (Constant): The intercept value is -0.065, which indicates the minimum level of organisational competitive advantage in the event that all predictors take a value of zero. This value is found to be statistically significant ($t = -4.225, p = 0.000$) meaning that the constant term is reliably not equal to zero.

Salesforce Automation Tools (First variable): The coefficient of salesforce automation tools is unstandardized = 0.134; that is, the higher the increase in Salesforce automation tools, the higher the competitive advantage of an organisation, other things being equal. Standardised coefficient is 0.114 which shows the strength of the effect of this predictor as compared to other predictors. This variable is not statistically significant ($t = 4.834, p = 0.000$).

Salesforce Adoption (Second variable): The unstandardized coefficient is 0.879, which implies that one unit rise in this predictor will result in the rise of the organisational competitive advantage by 0.879 units. The standardised coefficient is 0.886, which shows that this predictor influences the dependent variable the most. This coefficient is not significant as well ($t = 37.567, p = 0.000$). This coefficient also is not significant ($t = 37.567, p = 0.000$).

Impact on Strategic Dimensions

Table 5: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| | 0.994 | 0.989 | 0.989 | 0.10639 |

Table 6: ANOVA

| Source | Sum of Squares | df | Mean Square | F | Sig. |
|-------------------|-----------------------|-----------|--------------------|----------|-------------|
| Regression | 198.082 | 2 | 99.041 | 8750.455 | 0.000 |
| Residual | 2.230 | 197 | 0.011 | | |
| Total | 200.312 | 199 | | | |

Table 7: Coefficients

| Model | Unstandardized Coefficients (B) | Std. Error | Standardised Coefficients (Beta) | t | Sig. |
|--|---------------------------------|------------|----------------------------------|--------|-------|
| (Constant) | -0.026 | 0.015 | | -1.791 | 0.075 |
| Salesforce Automation Tools (1) | -0.159 | 0.026 | -0.128 | -6.074 | 0.000 |
| Salesforce Adoption (2) | 1.162 | 0.022 | 1.113 | 52.886 | 0.000 |

As can be seen in the model summary table 5, the regression model would be very successful in explaining the variance in Strategic Dimensions. The R value of 0.994 shows that the relationship between the predictors and the dependent variable is extremely strong (Salesforce Automation Tools and Strategic Dimensions). The value of R² of 0.989 implies that the Salesforce automation tools employed by the companies have the capacity to account about 98.9% of the variance in the strategic dimensions. This implies that the Salesforce tools can be very instrumental in the determination of the strategic outcomes of organisations. Moreover, the number of predictors is supported by the fact that the value of Adjusted R square is 0.989, which proves the strength of the model. The Standard Error of the Estimate (0.10639) is small, which means that the model predictions are good and with small error.

The table 6 of ANOVA evaluates the significance in general of the regression model. The F-value of the regression model is 8750.455 and the Sig. value is 0.000, which implies that the regression model is significant and therefore, the Salesforce automation tools significantly affect the dependent variable, Strategic Dimensions. The S.O.S. regression is 198.082, which indicates that the model accounts a significant percentage of the variation in strategic dimensions. The value of the Residual value of 2.230 and the Mean Square of the residual (0.011) show a relatively low level of the unexplained variance and it is correct to state that the model is very effective in explaining the data.

The coefficient table 7 shows the contributions of each of the predictors to the model. The value of -0.026 (Constant) is the value of strategic dimensions on having all predictors being equal to zero but it is not statistically significant ($p = 0.075$). The Salesforce Automation Tools (1) variable possesses value coefficient of unstandardized -0.159, and standardised beta of -0.128, meaning it is also negatively related to the strategic dimensions. Such variable is statistically significant ($p = 0.000$) which implies that this specific aspect of Salesforce automation tools causes decreased strategic alignment in companies. Contrarily, Salesforce Adoption (2) demonstrates a more significant influence, where the unstandardized coefficient equals 1.162 and the standardised beta equals 1.113, which is a strong positive effect on the strategic dimensions. The importance of this variable ($p = 0.000$) indicates that Salesforce automation tools are very important in enhancing the strategic alignment and agility of organisations.

Qualitative case study analysis

Analysing the case study was intended to investigate the strategic implications of Salesforce automation tools on the competitive advantage and strategic aspects of organisations. The top managers, IT departments, and sales managers of mid-sized

organisations that have implemented Salesforce automation tools participated in the interviews. The main themes were determined through these interviews as to the way Salesforce shapes strategic decision-making, agility, customer-centric innovation, and competitive advantage.

Thematic Analysis Process

Thematic analysis is a method for identifying, analysing, and reporting patterns (themes) within qualitative data. The analysis followed six key steps:

1. **Data Familiarisation:** Reading through the transcripts of interviews multiple times to become familiar with the content.
2. **Initial Code Generation:** Creating initial codes that represent significant features of the data related to Salesforce automation.
3. **Searching for Themes:** Grouping similar codes into potential themes.
4. **Reviewing Themes:** Refining themes by reviewing the data to ensure they accurately represent the data.
5. **Defining and Naming Themes:** Finalising the themes and giving them clear names that reflect their content.
6. **Writing the Report:** Integrating the identified themes into the analysis report.

Identified Themes

After conducting the thematic analysis, several themes were identified that reflect the strategic impacts of Salesforce automation tools in the case study organisations. These themes were based on common patterns across the interviews.

Table 8: Table of Identified Themes

| Theme | Description | Example from Data |
|---|---|--|
| Improved Operational Agility | The ability of organisations to quickly adapt to market changes through the use of Salesforce tools. | "Salesforce has made it much easier for us to adjust our strategies based on real-time data, especially in sales." |
| Enhanced Customer-Centric Innovation | The focus on developing new solutions based on customer insights provided by Salesforce. | "We can now track customer behaviour and needs instantly, which has helped us innovate faster and more effectively." |
| Strategic Alignment Across Functions | Integration of Salesforce tools across departments to align sales, and customer service teams, strategies and improve coordination. | "Salesforce has aligned our marketing, sales, and customer service teams, making communication smoother and faster." |
| Data-Driven | The shift towards making | "We use Salesforce dashboards to |

| Theme | Description | Example from Data |
|---------------------------------------|--|--|
| Decision-Making | decisions based on data provided by Salesforce's analytics. | monitor KPIs in real-time and make more informed, data-driven decisions." |
| Increased Efficiency | Sales Streamlining sales processes and improving lead conversion rates. | "Salesforce's automated lead management has drastically reduced the time it takes to move leads through the pipeline." |
| Customer Retention and Loyalty | Improved customer engagement and retention due to better customer insight and support tools. | "With Salesforce, we can better manage customer issues and provide proactive solutions, which has increased loyalty." |

Analysis of Identified Theme

Theme 1: Improved Operational Agility

Improved operational agility is associated with the ability of organisations to quickly adapt to market changes through the use of Salesforce tools. One of the respondents said,

"Salesforce has made it much easier for us to adjust our strategies based on real-time data, especially in sales"

Another respondent highlighted,

"We can now shift our sales approach within hours, thanks to the quick data flow and predictive insights Salesforce provides"

These responses suggest the operational agility that is high and is realised using Salesforce automation tools. Also one of the interviewees have talked about the possibility to change rapidly since Salesforce allows the company to modify the sale strategy in hours instead of in weeks, and this feature indicates the efficiency of real-time data access. The frequent reference to the real-time information and forecasts also adds to the fact that Salesforce assists the organisation in enhancing its responsiveness to market changes. The fact that the weeks have been substituted with the impulsive choices indicates that the operation potential of the organisation has transformed drastically, which assists them to stay competitive in the ever-changing environments.

Theme 2: Enhanced Customer-Centric Innovation

Salesforce helps organisations develop new solutions based on deep customer insights. Based on this, one respondent highlighted,

"We can track customer behaviour and needs instantly, which has helped us innovate faster and more effectively"

Another respondent said,

“The customer data gathered from Salesforce helps us stay ahead of trends and create features that customers didn’t even know they needed”

The theme is on how Salesforce automation systems have led to customer-centric innovation. The answers reveal that the capacity of Salesforce to deliver real-time customer insights has enabled the organisations to innovate according to the real needs and behaviours of the customers as opposed to assumptions. The answer, design products perfectly aligned implies that innovation becomes more focused as well as quicker. Also, one participant states that Salesforce data has assisted the organisation in developing features that customers had not known that they required, which is proactive as opposed to reactive in product development, based on knowledge gained through Salesforce analytical prowess.

Theme 3: Strategic Alignment across Functions

The integration of Salesforce across departments ensures that company strategies are aligned and executed smoothly. One of the participants highlighted,

“Salesforce has aligned our marketing, sales, and customer service teams, making communication smoother and faster’

Another participant said,

“With Salesforce, all departments are on the same page, leading to more cohesive and strategic decision-making”

The strategic alignment theme can be distinctly identified with these responses because Salesforce allows cross-functional collaboration. Assimilation of Salesforce in various departments such as marketing, sales, and customer service has made sure that the teams operate with a common vision, hence, making the decisions become more coordinated and strategic. The fact that it is said that it helps close the gaps between teams implies that Salesforce overcomes communication and operational silos as well, which makes the organisation more efficient and strategic in its overall strategy. This alignment aids in enhancing the quality of decisions made within the company and all departments are going on the same direction towards the strategic objectives of the company.

Theme 4: Data-Driven Decision-Making

Salesforce enables organisations to base their decisions on real-time data and analytics, reducing reliance on intuition alone. While highlighting this, one respondent said,

“We use Salesforce dashboards to monitor KPIs in real-time and make more informed, data-driven decisions”

Another respondent highlighted,

“Our decision-making process is now driven by actual data, not just guesswork or assumptions, thanks to Salesforce”

The theme of data-driven decision-making highlights how the shift has been brought in preferences of intuition-based strategies to data-based strategies. The application of Salesforce dashboards helps decision-makers to access the key performance indicators (KPIs) using real-time data and develop their strategies, basing them on actual data rather than assumptions. One of the participants in particular mentions that the method of decision making that he/she has adopted is now informed with real data, this is how useful real-time knowledge can be with regard to guiding the path that the company follows. Focus on the speed of identifying trends and adapting strategies to a strategy suggests the manner in which Salesforce removed the obstacles to the speed of the decision-making process and made it more supportive.

Theme 5: Increased Sales Efficiency

Salesforce automates various sales processes, increasing productivity and improving lead conversion rates. One respondent said,

“Salesforce’s automated lead management has drastically reduced the time it takes to move leads through the pipeline”

Another respondent said,

“We spend less time on administrative tasks because Salesforce takes care of the routine follow-ups and lead tracking”

Each of the responses is a clear indication of the efficiency Salesforce automation has added on-board to the process of sales. The lead management automation is highly beneficial in conserving the time used in the sales pipeline as indicated in the first reply. By automating the tedious, Salesforce allows the sales teams to focus on the activities that are more productive, such as having to deal with the prospects and close the deals. These include efficiency gains, which results in more sales productivity and conversion rate and the importance of Salesforce in simplifying the sales operations.

Theme 6: Customer Retention and Loyalty

Salesforce enhances customer engagement, which helps improve customer retention and build long-term loyalty. One of the respondents said,

“With Salesforce, we can better manage customer issues and provide proactive solutions, which has increased loyalty”

Another respondent said,

“By having a complete view of our customers' history with us, we can offer more targeted services, which has strengthened customer loyalty”

The answers focus on how Salesforce improves the customer relationship and is able to do it with the help of proactive solutions and personalised services that result in customer loyalty. This is due to the fact that the capability to handle customer problems fast and efficiently will lead to an increase in retention rates, as Salesforce allows tracking the needs and behaviours of customers more efficiently. The fact that we are talking of a holistic perspective of customer history demonstrates that Salesforce 360-degree customer insights helps companies to customise their services to the particular customer, which further strengthens the bond and fosters loyalty to the company.

Discussion

The findings of the present study based on quantitative and qualitative data evidence provide a considerable body of evidence regarding the strategic implication of Salesforce automation tools on the competitive advantage and strategic change in organisations. The quantitative results suggest that Salesforce automation resources are very important in organisational agility, strategic alignment, and data-driven decision-making that, respectively, have positive impacts on competitive advantage and strategic results. The R^2 out of the organisational competitive advantage and strategic dimensions indicated above are 0.986 and 0.989, respectively, which implies that the model has high explanatory power, i.e., Salesforce automation tools are critical determinants of the above results. Results of the regression also reveal the high correlation between Salesforce adoption and organisational performance that justifies the earlier arguments that CRM tools such as Salesforce assist firms to enhance their competitive advantage by improving operational efficiency and responsiveness (Bullemore, 2024)

The case study qualitative data can be well correlated to the quantitative data, which provides a clearer insight into the effect of Salesforce automation tools on the operations of the business. Improved operational agility, customer-centric innovation, and sales efficiency were repeated several times throughout the interviews, which shows that organisations are not only streamlining their processes, but also are more adaptive and customer-focused. Such insights support the findings of Chinta and Chhapola (2024) who indicated that the automation capabilities of Salesforce could help a firm to react to market dynamics more quickly and become innovative on the basis of insights about its customers. Moreover, the strategic alignment theme across functions indicates that Salesforce is an integrated company, which supports the idea that it helps to alleviate communication barriers between the sales and marketing and customer service department as highlighted in the earlier research by Puri and Pandey (2025)

Interestingly, though Salesforce has been able to automate its tools in sales efficiency and customer retention, the fact that one of the Salesforce automation tools has negative impact on

strategic dimensions (as specified on the regression analysis) would indicate that not all types of automation have the same impacts. This may be connected with the peculiarities of the tool or its usage in the specific contexts in the organisation. It correlates with the results of Sangam (2025), who claimed that CRM tools may yield different effects based on the way they are incorporated into the unfamiliar operational framework and objectives of a company. Generally, the mixed-method design of the given study has revealed the complexity of the issue of using Salesforce to improve strategic decision-making and competitive position and showed that the use of technology in CRM systems could completely change the approach of an organisation to customer relationship management, innovation, and responsiveness to the market.

Conclusion

The paper highlights the strategic importance of Salesforce automation tools in the creation of organisational competitive advantage and enhancement of strategic aspects like agility, customer innovation, and alignment. By combining the methods of quantitative and qualitative research, one will have an oversight of how the automation potential of Salesforce can help companies become more agile, data-driven and customer-focused to improve their competitiveness. The practical implications of this study may imply that the companies must aim at implementing Salesforce in a manner that will be consistent with their strategic goals and foster cross-functional teamwork. Although, the research also recognises some limitations that the study may be biased by self-reported data and that the sample used in the research was mid-sized firms in the emerging markets, which may not be always generalizable. Future studies can examine how Salesforce automation produces effects on the larger companies and in various industries and examine the durability of competitive advantages accrued due to adoption of CRM tools.

References

- Ahmad, S., & Museera, S. (2024). The Strategic Influence of Cloud Computing on Contemporary Marketing and Management Practices. *Journal of Engineering and Computational Intelligence Review*, 2(2), 21-30.
- Bheemarpu, N. S. U. K. (2025). RPA in Salesforce: Bridging Automation Gaps in Enterprise Systems. *Journal of Computer Science and Technology Studies*, 7(3), 866-872.
- Bullemore, J. (2024). An analysis of the current research on sales enablement and the adoption of technology in sales. *Newman Business Review*, 10(1), 124-144.
- Chinta, U., & Chhapola, A. (2024). Integration of Salesforce with External Systems: Best Practices for Seamless Data Flow. *Available at SSRN 4982628*.
- Assensoh-Kodua, A. (2019). The resource-based view: A tool of key competency for competitive advantage. *Problems and Perspectives in Management*, 17(3), 143.
- Zhou, S. S., Zhou, A. J., Feng, J., & Jiang, S. (2019). Dynamic capabilities and organizational performance: The mediating role of innovation. *Journal of management & organization*, 25(5), 731-747.
- Lubis, N. W. (2022). Resource based view (RBV) in improving company strategic capacity. *Research Horizon*, 2(6), 587-596.
- Cousineau, D. (2021). *The impact of Artificial Intelligence within a digital sales environment: A quantitative view of salesforce automation adoption and perceived value* (Doctoral dissertation, Dublin, National College of Ireland).
- Guttha, P. R. (2024). Optimizing Business Growth with Salesforce Sales Cloud: Architecture, Development, and Scalable Delivery. *Australian Journal of Cross-Disciplinary Innovation*, 6(6).

- Hamza, O., Collins, A., Eweje, A., & Babatunde, G. O. (2023). Agile-DevOps synergy for Salesforce CRM deployment: Bridging customer relationship management with network automation. *International Journal of Multidisciplinary Research and Growth Evaluation*, 4(1), 668-681.
- Jridi, K., & Chaabouni, A. (2021). The effects of organizational absorptive capacity, professional experience and training over the use of Sales Force Automation. *Electronic Journal of Knowledge Management*, 19(1), 15-32.
- Kaliuta, K. (2024). Economic Benefits of Using Salesforce in Business: Analysis and Practical Recommendations. *Futurity Economics&Law*, 4(2), 83-99.
- Komolafe, A. M., Aderotoye, I. A., Abiona, O. O., Adewusi, A. O., Obijuru, A., Modupe, O. T., & Oyeniran, O. C. (2024). Harnessing business analytics for gaining competitive advantage in emerging markets: a systematic review of approaches and outcomes. *International journal of management & entrepreneurship research*, 6(3), 838-862.
- Lu, Y., Shalu, K., Bubber, A., Bijjamwar, S., Liu, J., & Mourdoukoutas, P. (2024). The AI's Impact on Competitive Advantage of Business Analytics & Enterprise Software Publishing Industry.
- Madhumidha, A., Kumar, T. A., Kanimozhi, P., AJAGBE, S. A., Mary, M. M. J., & Devi, R. S. (2025). Automated Real-Time Sales Performance Analysis with Salesforce.
- Okafor, U., Njoku, C., & Adewumi, F. G. (2025). Transforming customer experience at scale: Deploying Salesforce Service Cloud to modernize US retail operations. *International Journal of Advanced Economics*, 7(7), 184-190.
- Pathak, P., Pal, S., Maity, S., Jeyalakshmi, S., Adhikari, S., & Akila, D. (2023, September). Analysis of improving sales process efficiency with salesforce industries CPQ in CRM. In *International Conference on Micro-Electronics and Telecommunication Engineering* (pp. 481-495). Singapore: Springer Nature Singapore.
- Perera, K. C., Samarasinghe, G. D., & Abeysekera, R. (2022). A model of sales force automation acceptance towards sales force performance: Role of techno-stress inhibitors and technology self-efficacy of sale employees. In *International Conferences on Management and Entrepreneurship* (Vol. 18, No. 1, pp. 413-440).
- Polamarasetti, S., Kakarala, M. R. K., Gadam, H., Butani, J. B., Rongali, S. K., & Prajapati, S. K. (2025, May). Enhancing Strategic Business Decisions with AI-Powered Forecasting Models in Salesforce CRMT. In *2025 International Conference on Advancements in Smart, Secure and Intelligent Computing (ASSIC)* (pp. 1-10). IEEE.
- Pookandy, J. (2023). Exploring the impact of Salesforce CRM on sales automation and performance metrics through a quantitative analysis of efficiency gains and revenue growth. *International Journal of Management (IJM)*, 14(6), 189-200.
- Puri, S., & Pandey, S. (2025). Artificial intelligence driven sales-force optimisation: Enhancing productivity, forecasting and customer engagement. *Applied Marketing Analytics*, 11(2), 152-164.
- Sangam, G. K. (2025). Salesforce Implementation Strategies for Financial Services: Best Practices and Common Pitfalls. *International Journal of Artificial Intelligence, Data Science, and Machine Learning*, 6(3), 48-54.
- Shanmugam, M. P. S. (2025, August). Maximizing Business Growth: The Economic Impact of Salesforce-Driven CRM Intelligence. In *2025 International Conference on Next Generation Computing Systems (ICNGCS)* (pp. 1-6). IEEE.