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Effect of Big Data Analytics and Artificial Intelligence on Perceived Sales Performance in India B2B market- Mediating role of Customer Relation Management Technology

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Abstract
The rapid growth of India's economy, projected to be the third largest by 2027, underscores the critical role of Big Data Analytics (BDA) and Artificial Intelligence (AI) in enhancing business performance, particularly in the Business-to-Business (B2B) market. This study examines the impact of BDA and AI on perceived sales performance (PSP) in the Indian B2B context, with Customer Relationship Management (CRM) technology as a mediator. Despite the recognized potential of these technologies, there is a paucity of research exploring their combined effect on sales performance and the mediating role of CRM in emerging markets. A quantitative approach was employed, utilizing a survey with a structured questionnaire distributed to 393 B2B sales professionals across India, selected via convenience and snowball sampling. Data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The results confirm that BDA and AI significantly enhance CRM technology effectiveness (β=0.773, β=0.237, $p<0.01$), which in turn positively impacts PSP (β=0.568, $p<0.01$), supporting all hypotheses. Theoretically, the study enriches the Resource-Based View and Dynamic Capabilities Theory by elucidating technology-driven performance mechanisms. Practically, it guides B2B firms in leveraging BDA, AI, and CRM to improve sales outcomes. Limitations include reliance on perceived rather than actual sales performance and a focus on larger firms. Future research should adopt longitudinal designs, include smaller firms, and explore additional mediators like marketing capabilities.

Keywords
Big Data Analytics, Artificial Intelligence, CRM Technology, Perceived Sales Performance, B2B Market

1. Introduction
India is poised to become the world's third largest economy by 2027, surpassing Japan and Germany which means signs of a potential opportunity (IMF, 2024). India, with expected GDP growth of at least 6% over the next five years, is separating itself from both the broader emerging market cohort and from slower-growing developed markets (IMF, 2024). The $3.4 trillion Indian economy has a lot going for it and expected to grow by $400 billion per year for the next few years (JPMorgan Sept. 2023).

India continues to lead the global technology sector despite global economic uncertainties which is estimates FY24 revenue of $254 billion for India's tech sector, 3.8 percent y-o-y growth (Deloitte India's Tech Trends, 2024). India has the chance to develop into a centre for innovation and technology as businesses seek to implement technology globally. Recognizing the value of the Indian demographic dividend, global corporations have set up over 1,500 GCCs (Global Capability centres) in India as of September 2022 and 50-70% global technology and operations headcount are based out of India GCCs (EY,2023). It includes data analytics,

Artificial Intelligence (AI) etc which helps to create organisation potent ecosystem to emerge over two decades. It also helps organisation improve their business performance.
For salespeople and sales managers, the last ten years have been difficult. The focus of many sales teams has shifted from transactions to relationships. Due to shifts in consumer preferences, competition, and technology, the sales environment has seen unheard-of developments in the past ten years. Furthermore, information overload, complex operations, blurred role clarity and job insecurity have led to increased stress among the salesforce (Tarafdar et al., 2014).

In the business-to-business context (B2B), salespeople are critical for the success of organisation as they are the vital link between a company and its customers, especially with current rapid changes in competition and the dynamics of customer preferences (Beverland, 2001; Y.-C. Chen et al., 2018; Kienzler et al., 2019). They are crucial for establishing connections and providing value to business-to-business clients, particularly in developing markets like India. Therefore, understanding the performance of the sales force is a key concern of sales managers as well as researchers in the discipline (Høgevold et al., 2021). Business-to-business (B2B) firms invest hundreds of millions of dollars annually to implement sales force technology that enhances productivity, communications, and customer relationships (Jelinek et al. 2006). Technology have been found to be key direct antecedents of sales performance (Churchill et al., 1985; Franke and Park, 2006).

In the sales context, this suggests that salespeople who use technology can shift through customer data and better find and focus on critical information, putting them in a better position to sell (Ahearne et al., 2005). Businesses today face considerably more difficult and distinct problems. As a result, companies are using cutting-edge technologies like big data analytics (Court, 2015) and artificial intelligence (Victor, 2018) to boost salespeople's productivity and grow their companies. Although scholars agree that these new technologies are important, they do not fully understand how such technology affects salespersons' performance (Arli et al. 2018).
This research study will address the following research objectives:

RO1: To measure effect of ABA on sales performance via CRM technology as mediator in B2B context
RO2: To measure effect use of AI on sales performance via CRM technology as mediator in B2B context

2. Literature Review

Salespeople represent the most valuable asset for B2B company success (Darrat et al., 2017; Hartmann et al., 2017; Rodriguez et al., 2022a) and, therefore, the relevance of studying salespeople is beyond doubt. Instead of just closing deals, salespeople in the business-to-business (B2B) sector must exhibit selling behaviours that foster enduring relationships with clients by successfully meeting their demands.

Today, the role of a salesperson has become even more critical (Abeysekera and Wickramasinghe, 2013); it has evolved from implementing the selling function to become a core value creator for customers and sales organisations (Zhang and Glynn, 2013). In addition, sales organisations require their salespeople to deal with increasingly complex sales situations,

persuade buyers within increasingly competitive environments, build trust and achieve overall organisational sales goals (Ahearne and Rapp, 2010; Franklin and Marshall, 2018).

Salespeople require the processing of much information on the characteristics of the customer and the selling situation (Román and Iacobucci, 2010). Selling to businesses (B2B) is highly complex, often lengthy, and involves multiple decision-making processes and participants (Verbeke et al., 2011), which is not the case when selling to individual customers so it is important for sales people to understand technology so that it can help in improving their performance. Therefore, improving the success of B2B salespeople remains a major issue for sales researchers and practitioners (Frino & Desiderio, 2013; Singh & Koshy, 2010; Zallocco, Pullins, & Mallin, 2009).

Marketing and sales academics and practitioners are looking for meaningful and actionable research outcomes that can provide insights on how to improve their success (Singh & Koshy, 2010), particularly in the context of B2B sales (Steward, Narus, Roehm, & Ritz, 2019). In order to increase sales effectiveness, managers must understand how sales technology helps salespeople perform tasks and improves relationships with buyers (Hunter and Perreault 2007). The importance of technology has grown with the strategic emphasis B2B firms now place on building buyer–seller partnerships (Cannon and Perreault 1999). To comply with rapidly changing customer expectations, salespeople are expected to know more and learn faster (Jones et al. 2005). Technology is crucial to overcoming these obstacles and enhancing the efficacy and efficiency of their sales staff. Thereby, managers generally believe the assumption that supplying information technology to their salespeople, will contribute to enhanced productivity, customer communication and relationships (Moncrief et al. 1991).

Salespeople can spend less time on non-selling and support activities (such administrative duties) thanks to technology. Additionally, using technology can help salespeople make "better" calls during a specific time frame. and as a result, enhance their performance. For example, targeting and planning software can easily track customer account history, enabling salespeople to better identify those who might be good candidates for cross-selling and up-selling efforts and those who may no longer be viable sources of revenue (Ahearne et al., 2005).

In order for technology to improve performance, employees must accept and employ the technology (Venkatesh et al. 2003). Due to technological advancements, both customers and business managers today demand a salesman to be reachable day or night. Without an understanding of the ST-performance relationship, sales managers may increase ST costs but decrease potential returns (Hunter and Perrault, 2007). Rapid advancements in information technology (IT) are transforming the way relationships between companies and their customers are managed (Marshall et al., 2012). Communication should be real time and fast. Moreover, recent advances in information technology, as well as an increasing competitive market environment have restructured the B2B sales function (Herjanto & Franklin, 2019), and revamped how salespeople approach and communicate with customers (Rutherford, Marshall, & Park, 2014)

3. Big Data Analytics (BDA)

Big data is a collection of data in heterogeneous formats and is characterized by volume, variety, velocity, value, veracity, variability, and visualization (McAfee and Brynjolfsson, 2012; Abbasi et al., 2016; Seddon and Currie, 2017). Enterprises have developed big data analytics (BDA)

capability to acquire, store, integrate, analyze, and deploy the data and transform them into useful and valuable information so as to make correct decisions, increase productivity, generate knowledge, and upgrade innovations for improved operation performance (de Vasconcelos and Rocha, 2019).

Despite the importance of BDA for organizations to succeed, gain a competitive edge, and improve their sustainable performance, there is still a lack of research on this topic (Al-Khatib, 2022). In addition, there have been insufficient studies on how BDA tools can be used for big data analysis (Lee et al., 2020). It has become more difficult to organize, interpret, store and analyze a large amount of data (Sagiroglu & Sinanc, 2013). Therefore, as the size of data grows on a daily basis, the word 'big' become associated with 'data' (Tyagi, Priya & Rajeswari, 2015). Data that appeared to be challenging to transform into rows and columns was formerly disregarded, and data storage was limited to databases and spreadsheets.

The big data contain different forms of structure (databases developed by using SQL server and Oracle etc.), unstructured (videos, audio, different documents, images, comment, follower, likes, Tags, tweets, clicks, and chats etc.), and semi-structured data (third party data, currency conversion weather, XML, graph or text data, and e-commerce etc.) (Elgendy & Elragal, 2014). Moreover, while existing BDA research has mainly been conducted in Western and developed countries, there appears to be a lack of studies in other country contexts, particularly in developing countries and the Middle East (Wang et al., 2018; Yasmin, et al., 2020; Al-Khatib, 2022).

According to the report published by IDC, the volume of global data analysis of data would increase by a factor of 50 by 2025, reaching 5.2 zettabytes. This massive increase in data quantities, known as the "Big Data Deluge," poses a significant challenge in terms of maintaining, processing, and interpreting these massive data sets. (IDC's Data Age 2025 study, 2017). According to the same IDC analysis, the globe will generate 163 zettabytes by 2025, indicating a ten-fold growth in data volumes in less than a decade(www.seagate.com. 2017)
In a B2B perspective, Wiersema (2013) identifies big data analytics as one of the emerging areas in the domain of B2B marketing, even if B2B practitioners seem to lack the tools and the guidance to realize their potential (Lilien, 2016). Indeed, in B2B settings, where the number of customers is often smaller than in B2C markets, but with greater purchase amount and value, the adoption of the big data paradigm can enable new opportunities for providing more personalized customer experiences (Hallikainen et al., 2020). BDA as a professional tool to be used by governments and organizations worldwide (Hawash et al., 2023; Mukred et al., 2022). This helps to explore data exploration which could lead to knowledge discovery

It has been observed that applications of BDA in US pharmaceutical and healthcare organizations could reduce costs by $300 million per year and managerial complexities, and they could improve decision-making expertise and organization-customer interactions (Manyika et al., 2011). Despite this effort, however, most organisations struggle to optimize and utilise this data to its full potential (Tata Consultancy Services, 2013) and, therefore, nearly 90% of salespersons' miss sales opportunities (Young, 2018).

BDA is a vital recourse of a modern enterprise that enhances the innovative technological capability for processing information to obtain a better understanding of the data and lead to wiser decision-making (Hofmann, 2017). BDA has provided new models for precise decision-

making in a context where the human decision-making process is fraught with complexity, intuitions, and personal bias (Chunfang & Zhongliang, 2015). Shahid and Sheikh (2021), real-time data points are necessary for data-driven decision-making.

And in this background, big data and big data analytics can provide decision support capabilities (Power, 2014) for business performance enhancement, accurate forecasting, and fewer inventory costs (Pauleen & Wang, 2017; Shahat Osman & Elragal, 2021). Moreover, valuable insights from big data quickly lead to high profitability and an intelligent decisionmaking process (Canizo et al., 2017; Qi et al., 2016). Adopting Big Data Analytics (BDA) enables managers to gain insight into their firm, allowing them to track performance and improve decision-making processes (Lutfi et al., 2022; Maroufkhani et al., 2023)

4. Artificial Intelligence (AI)

The concept of artificial intelligence (AI) was initially introduced to the sales literature by Collins in 1984. Collins (1983) defined AI as computer technology that can think like a human, and he predicted that AI will help salespersons' day-to-day selling issues. Artificial intelligence is supposed to be the fastest-growing business opportunity in today's growing economy, projected AI contribution to global economy up to 15.7 trillion in 2030, more than the combined current output of China and India (Rao & Verweij, 2017). In the current era of industry 4.0, multinational corporations are attempting to gain a competitive edge through the use of cutting-edge technologies.

The extant literature reveals that AI can serve as a sales training tool (Honeycutt et al., 2002) and can help to maintain an interactive experience (Arli et al., 2018). Accordingly, AI may plan a salesperson's daily schedule, offer information about clients, recommend suitable sales strategies, and—above all—act as a virtual assistant that facilitates face-to-face interactions between salespeople and customers. In order to create successful sales plans and techniques, B2B organisations can use AI to convert massive amounts of data into information and, eventually, expertise.

For B2B, this has been a challenging endeavour. Moreover, scholars have recently recognized the need to further our understanding of the role of AI in B2B sales, calling for scholarly work in this area (Singh et al., 2019; Syam & Sharma, 2018). Despite AI becoming increasingly pervasive in managerial contexts, management scholars have provided little insights into AI during the past two decades (Raisch and Krakowski, 2021).

AI technologies provide manifold opportunities for business-to-business (B2B) marketers, and they will revolutionize the tasks and processes that marketers currently execute (Mero and Keranen, 2019). Literature has already stressed the benefits of AI adoption in business-to-consumer (B2C) marketing contexts (Bertacchini et al., 2017, Huang and Rust, 2020, Kushwaha et al., 2021). However, the application in the B2B area is still under-investigated (Panttano et al., 2021). A technology solution based on artificial intelligence helps people be more productive by minimising physical labour. However, artificially intelligent solutions perform better with less time (Kumar et ,2019).. AI is being used in many organizations to improve their existing CRM system

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5. Customer Relationship Management (CRM) Technology

(Khodakarami and Chan, 2014) define CRM technology as a "group of information systems that enable organizations to contact customers and collect, store, and analyze customer data to provide a comprehensive view of their customers" (Harrigan ET, 2020). CRM technologies are systems built to capitalize on a firm's ability to serve customers and build stronger relationships between sellers and buyers, leading to enhanced profitability (Garrido-Moreno et 2014; Huang et 2019).

According to TTF theory, sales technology usage improves salesperson performance by enhancing critical strategic activities and capabilities (e.g., salesperson knowledge) and, in turn, prominent sales outcomes (Agnihotri et al , 2017). In B2B market contexts, CRM technology is required for salespeople responsible for the boundary-spanning function between selling and buying (Ahearne et al , 2007). CRM technology helps salespeople collect, organize, and share information with their customers in a very effective and efficient way (Rodriguez et al 2011). CRM technology helps organizations in their regular collection and generation of customer insights, knowledge, and business intelligence (Khodakarami, Y.E. Chan 2014; Moreno et al, 2014).

CRM technology can meaningfully improve the seller-buyer communication process and, thus, the customer experience (Rodriguez et al 2012; Trainor et al 2012). CRM technology empowers salespeople to respond effectively and promptly to customers, even in irregular situations (Ahearne et al 2007; Tanner et al 2005).

In a survey of sales managers, Rodriguez and Honeycutt found evidence that CRM technology increases sales effectiveness and allows salespeople to collaborate with customers to drive better performance (Rodriguez et al 2011). Ahearne et al. propose that CRM technology positively affects service behaviours and the adaptability of salespeople (Ahearne et al 2008) .

Through sales technology, salespeople can have access to more relevant information, which, in turn, improves the speed and accuracy of their responses to customers (Ahearne et al 2008). Salespeople's use of CRM technology to assist their various job duties is measured by the CRM technology measurement scale, which was adapted from Sundaram et al. in 2007. "My use of CRM technology has been incorporated into my regular work schedule" is an example item from this scale. The social CRM factor in the model measured how social media and CRM technologies interacted.

6. Perceived Sales performance (PSP)

Behrman and Perreault (1982) attempted to gauge industrial workers' sales success by looking at how they express themselves. Barling and Beattie (1983) revealed that if salespersons believe that their skills are enough to succeed, then their performance is affected positively. In their study, Zallocco et al. (2009) examined B2B salespersons and stated that although closing sales is the most essential task, meeting customer expectations and building long relationships with customers is also important.

CRM can be a tool for this aim, and in turn, this study tries to enrich the previous findings by adding a CRM perspective to sales performance. Walker et al. (1977) defined sales performance as "behavior that has been evaluated in terms of its contribution to the goals of the organization. Since the dawn of the new millennium, sales performance has become an important area of

research exploration in the business-to-business (B2B) and sales fields (Javalgi, Hall & Cavusgil 2014; Mai & Liao 2022; Zallocco, Bolman Pullins & Mallin 2009).
Business-to-business selling is a complex process and the sales performance of B2B sellers drives their future profitability in a competitive and constantly evolving environment (Rangarajan et al. 2022). Successful salespeople are vital to the future survival of B2B sellers and directly influence their ability to grow sales potential through positive relational engagement (Bowen et al. 2021; Wang et al. 2019). Yet, sellers are critical partners in a B2B relationship and it becomes increasingly important to also explore their perspective in the B2B relationship-building process (Kauffman & Pointer 2022).

7. Hypothesis Development and Figure/Model

This study aims to examine the theoretical relationship between BDA and business performance, where BDA adoption is viewed as an intangible resource and a firm capability, by drawing on the RBV theory (Research-based valuation). Obtaining new knowledge or skills leads a firm to have a better technological capability, in particular, BDAC, and as a result, better performance (Galetsi, Katsaliaki, & Kumar, 2020). RBV has been a leading notion for the last two decades, with many research concluding that different IT outcomes can add value to business performance (S. F. Wamba 2017, M. Shahbaz 2019; P. Mikalef 2020; D. Teece and G. Pisano, 1994). Teece and Pisano (1994) introduced dynamic capacities theory to address the RBV's drawbacks. According to RBV, an organization's internal assets are its greatest competitive advantage (Barney, 1991).Therefore, the organization should be able to address the essential success aspects in their industry with the use of these tools. The Resource-Based View emphasizes selecting and using existing factors to acquire a competitive edge and boost organizational performance, while the Dynamic Capabilities Theory emphasizes generating capabilities through existing resources and factors that may react according to the dynamic environment (P. Mikalef, 2019).
This study investigates relationships
H1: ABA has positive on effectiveness of CRM technology OR positive/significant impact/influence on PSP towards CRM
H2: AI implementation has positive influence on CRM Technology
H3: Effectiveness of CRM technology has positive influence on PSP

8. Research Methodology

8.1 Instrument and data collection
In this research, we collected data using a survey approach. A tool (questionnaire) was created for this aim, comprising measurement items and the demographic details of possible responders from every B2B business. The constructs utilized in this study were taken from previously published works and adjusted for use in the context of ABA, AI, CRM, and PSP.

The items for ABA adapted from (Chakravorthy 2013), AI (Ypousafzai 2007), CRM (Sundaram 2002), PSP (Behrman 1982; Hunter Perreault 2006). We pretested the questionnaire with 30 B2B sales professionals before data collection, and then we amended it for content validity and reliability based on our knowledge. Two questions that were frequently discovered to have interpretation problems were rephrased to make it simpler to place them within the framework of the study. Data was gathered after survey responses were gathered using an online questionnaire. 393 sales professionals from B2B companies around India were surveyed using convenience sampling. Additionally, more replies from sales professionals who

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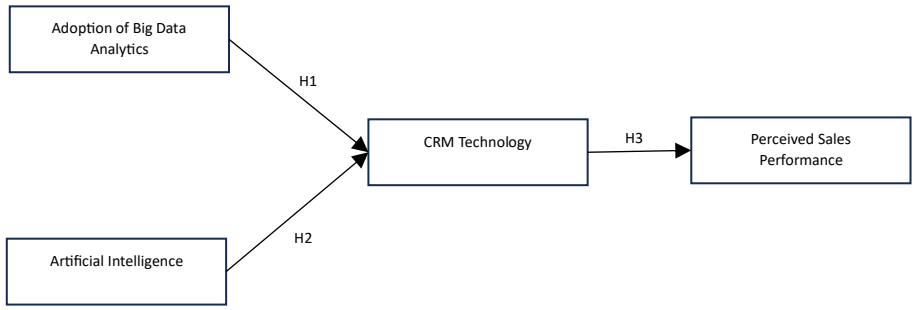
understood the fundamentals of CRM and its significance in enhancing sales performance were gathered using snowballing.

Convenience sampling is the most common sampling strategy used in situations where sample are to be chosen from the available population in the close proximity to the researcher (Suri, 2011). Using a convenience sampling technique, the authors contacted each respondent separately before reaching out using the original seed samples.

This method gave us a clear knowledge of our outreach process by allowing us to monitor the number of sales professionals who were contacted through referrals from the original seed sample. Ninety days were allotted for conducting the survey. A 5-point Likert scale was used to rate the questions that were given to each respondent. The data was collected based upon the minimum requirement of sample size for PLS-SEM suggested as 10 times the number of relationships (Christian M. Ringle, 2012).

Figure 1. Hypothesized model



Source: Conceptualized by author

A fully functional three-month trial of WarpPLS 7.0 was used for the test. Since PLS-SEM has become more popular in management research over the past ten years, numerous software programs have emerged to assist researchers in performing PLS-SEM using the range of available possibilities. The main advantage of PLS-SEM is that it can be used in place of CB-SEM since PLS route modelling helps prevent issues with limited sample sizes. Additionally, PLS-SEM is capable of estimating extremely complex models and managing a huge number of latent variables. Also, the assumptions about the distribution of the variable and error terms in PLS-SEM are less stringent and finally, PLS-SEM can tackle reflective as well as formative measurement models (Henseler, Ringle and Sinkovics, 2009). Over 79 percent of those surveyed were in the 20–40 age range. Millennials make up 47% of India's working-age population and 34% of the country's total population (Deshmukh, 2020). One percent of responders were female, and the remaining 99 percent were male. Although the respondents' ages ranged from under 20 to 60 and beyond, the majority of them—55% of all respondents—were in the 31–40 age bracket. With 52% of respondents holding a post-graduate degree and 28% having graduated, the sample's educational attainment was on the higher end of the spectrum.

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Table-1: Demographic Data

		Age Group (yrs)				
Gender	20-30	31-40	41-50	51-60	61-above	Total
Female	12	10	6	2	2	32
Male	84	208	78	9	2	361
Total	96	218	84	11	4	393

Source: Data collected by the author

Table-2: B2B Sales experience

Yrs of Experience in B2B Sales	1-5 yrs	6-10 yrs	11-15 yrs	16 & more	Total
No of Respondents	110	153	120	10	393

9. Result and Analysis

9.1 Measurement Model Assessment

First, the outer model is examined to ensure construct validity and reliability. The internal consistency of the model is assessed using the Cronbach's alpha values, which lie between 0.676 and 0.927, all above the minimum recommended value of 0.6 (Meyers et al., 2006). The values of composite reliability of more than 0.95 are considered problematic since, they indicate redundancy in the items used (Diamantopoulos et al., 2012). All variable lies under this value.

Indicator loadings are analysed to evaluate the reflective measurement model; loadings greater than 0.708 are advised because the construct can account for at least 50% of the variance in indicators. Additionally, the study uses composite reliability to evaluate internal consistency reliability (Jöreskog, 1971). With the exception of UP, which is 0.730, reliability ratings between 0.70 and 0.90 are considered "satisfying to good."

Composite reliability scores above 0.95 are desired because they show redundant factors (Diamantopoulos et al., 2012). The Cronbach's alpha and composite reliability (CR) results for each construct are shown in Table 3. Convergent validity is measured using the average variance extracted (AVE) for all items in the constructs. Additionally, according to Fornell and Larcker (1981), AVE values are higher than 0.50. If the concept can account for at least half of the variance in the items, then an AVE of 0.50 or greater is acceptable.

Table 3: Measurement Model

Construct	Factors	Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)	VIF
	ABA 1	0.628	0.825	0.857	0.604	1.167

Adoption of Big data analytics (ABA)	ABA_2	0.832				2.027
	ABA_3	0.895				4.742
	ABA_4	0.893				4.706
	ABA_5	0.672				1.404
Adoption of AI (AI)	AI_1	0.643	0.647	0.692	0.482	1.319
	AI_2	0.681				1.244
	AI_3	0.831				1.398
	AI_4	0.697				1.276
Customer Relationship Management Technology (CT)	CT_1	0.597	0.810	0.841	0.531	1.245
	CT_2	0.564				1.301
	CT_3	0.811				2.027
	CT_4	0.881				4.839
	CT_5	0.872				4.713
	CT_6	0.653				1.406
Perceived Sales Performance (PSP)	PSP_1	0.814	0.729	0.737	0.648	1.432
	PSP_2	0.833				1.501
	PSP_3	0.767				1.395

9.2 Discriminant Validity

Table 4: Fornell-Larcker Criterion

	ABA	AI	CT	PSP
ABA	0.777			
AI	0.899	0.694		
CT	0.986	0.934	0.728	
PSP	0.506	0.579	0.562	0.805

9.3 Structural Model Assessment

The assessment of the structural model helps the researchers in describing the relationship between the latent constructs (Hair et al., 2017). The structural model with newly added constructs can be viewed in Figure 2 with all the path co-efficient, p-values and R2 values. The structural model can be evaluated using few primary measures which includes the coefficient of determination (R2), the Q2, and the analysis of the path coefficients. Table 5 shows the hypothesis testing results. The R2 value for Behavioural intention is 0.62 and for Use Behaviour is 0.623. Thus, the constructs in the structural model is able to predict 62% of variance in behavioural intention and 62% variance in the use behaviour towards cloud-based services in India.

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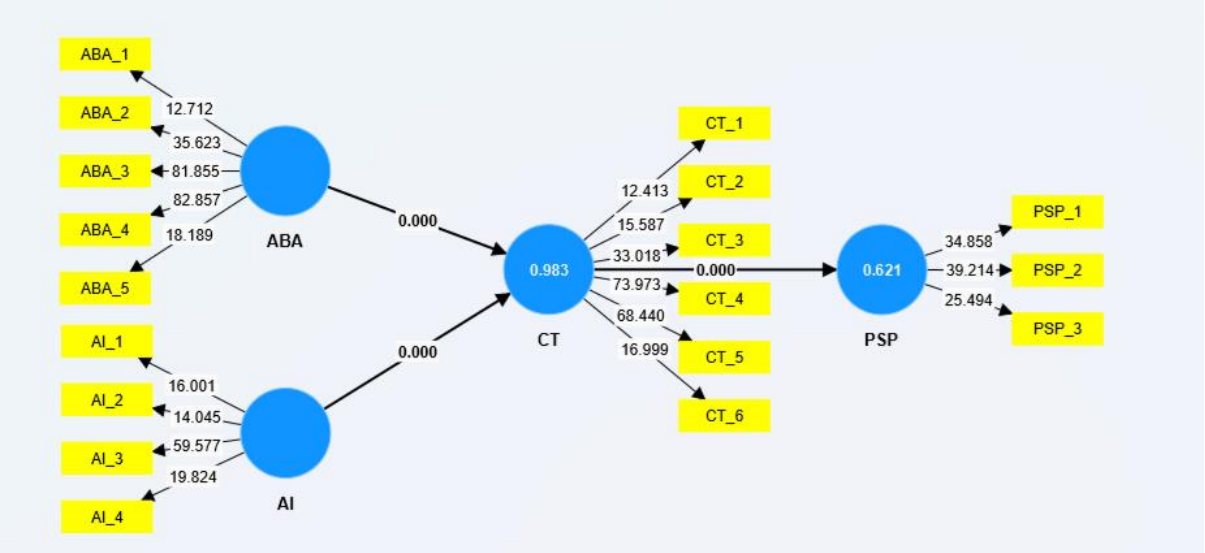

Figure 2: Structural Equation Model with path coefficients

9.4 Summary of results on Hypothesis Testing

In this phase, the relationships between latent constructs were assessed (Hair et al., 2021). Table 5 shows the results of hypothesis testing. The results support all the hypotheses (H1, H2, H3,) at $p < 0.01$ so all are significant which means ABA and AI is positive impacting PSP via CRM

Table 5 Path Analysis

Hypothesis	Relationship	Beta	Std. Dev	T-Stats	P values	Results
H1	ABA → CT	0.773	0.020	38.083	0.00	Supported
H2	AI → CT	0.237	0.021	11.140	0.00	Supported
H3	CT → PSP	0.568	0.043	13.364	0.00	Supported

10. Conclusion and Discussion

Although there is a wealth of literature on BDA's advantages, difficulties, and uptake, nothing is known about how it can affect PSP improvement. Thus, the main goal of this study was to examine how BDA and AI affect PSP through CRM. The findings are backed up by RBV and dynamic capacities theories. Thus, this study came to the conclusion that, in the context of B2B with India, BDA and AI assist sales professionals in improving their performance through CRM. This enables businesses to make data-driven decisions more quickly and effectively, which can boost productivity and income.

11. Theoretical & Academic Implications

The managers are advised to enhance CRM skills and make sure that BDA and AI offer precise data about attracting and keeping current clients, acquiring new ones, and regaining lost ones in order to boost performance. There are several takeaways from this study for managers, particularly those who are directly responsible for overseeing sales success. Since selling can be beneficial, salespeople should be motivated and properly taught to employ these tactics.

12. Limitations and Future Direction

The suggested study approach and questionnaire may be expanded and modified in each instance based on specific circumstances because it is intended to be general and applicable to any area. It is well acknowledged that other elements, like related risks and transaction costs, could have an impact on how well a company performs. To make the study model more generalisable, future researchers should try the similar models in other wealthy and developing nations.

Longitudinal studies should be conducted in future studies to take user behavioural changes into account. There may be other significant capacities, such marketing and dynamic process capabilities, and their mediating function in this research setting should also be examined. In order to support the research conclusions, future researchers should take into account additional capacities as mediators. The respondents' personal theories were used to observe the perceived sales performance in this study; the actual sales performance was not the main emphasis. As a result, we recommend that future researchers gauge real sales performance.

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