

Arquitectura de Negocios Urdaneta: Un modelo Especializado para la Gestión Comercial Estratégica en Entornos Industriales de América Latina

Urdaneta Business Architecture: A Specialized Model for Strategic Commercial Management in Industrial Environments across Latin America

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Resumen

Introducción: La gestión comercial en entornos industriales enfrenta desafíos asociados a la alta competitividad, la digitalización y la necesidad de construir relaciones de largo plazo con los clientes. En este contexto, la Arquitectura de Negocios Urdaneta se presenta como un modelo integral que articula procesos comerciales en fases secuenciales, fortaleciendo la sostenibilidad y la productividad empresarial.

Objetivo: Analizar la implementación de la Arquitectura de Negocios Urdaneta en cinco empresas latinoamericanas, con el fin de identificar su impacto en la identificación de mercados, segmentación, diseño de propuestas de valor, ejecución consultiva de ventas y seguimiento postventa.

Metodología: Se realizó una revisión sistemática de literatura publicada entre 2020 y 2025 en la base de datos Scopus, complementada con cinco informes corporativos y entrevistas a gerentes comerciales. La información se organizó en torno a las cinco fases del modelo, permitiendo un análisis transversal de resultados.

Resultados: La aplicación del modelo permitió a las empresas reducir la dispersión comercial mediante la focalización en sectores estratégicos, alcanzar segmentaciones de clientes superiores al 70% en tres casos, y mejorar la tasa de conversión de propuestas en contratos en un rango de 15% a 25%. Asimismo, dos compañías consolidaron un cambio cultural hacia la venta consultiva, logrando aumentos del 20% en retención de clientes clave. El seguimiento postventa mostró avances heterogéneos, con dos empresas alcanzando niveles de satisfacción superiores al 85%.

Conclusiones: La Arquitectura de Negocios Urdaneta demostró ser un marco eficaz para evolucionar de prácticas generalistas hacia procesos consultivos, focalizados y orientados al valor, contribuyendo al crecimiento de ventas, la fidelización de clientes y la sostenibilidad comercial en mercados industriales.

Palabras clave

Arquitectura de negocios, ventas industriales, especialización sectorial, CRM, inteligencia comercial, gestión estratégica.

Abstract

Introduction: Commercial management in industrial environments faces challenges related to high competitiveness, digitalization, and the need to build long-term customer relationships. In this context, the Urdaneta Business Architecture emerges as a comprehensive model that structures commercial processes into sequential phases, thereby strengthening business sustainability and productivity.

Objective: To analyze the implementation of the Urdaneta Business Architecture in five Latin American companies, with the purpose of identifying its impact on market identification, segmentation, value proposition design, consultative sales execution, and post-sales follow-up.

Methodology: A systematic literature review was conducted on publications from 2020 to 2025 available in the Scopus database, complemented by five corporate reports and interviews with commercial managers. The information was organized according to the five phases of the model, allowing for a transversal analysis of results.

Results: The application of the model enabled the companies to reduce commercial dispersion by focusing on strategic sectors, achieve customer segmentation rates above 70% in three cases, and improve the proposal-to-contract conversion rate within a range of 15% to 25%. Likewise, two companies consolidated a cultural shift toward consultative selling, attaining a 20% increase in key customer retention. Post-sales monitoring showed heterogeneous progress, with two firms reaching satisfaction levels above 85%.

Conclusions: The Urdaneta Business Architecture proved to be an effective framework for evolving from generalist practices toward consultative, focused, and value-oriented processes, contributing to sales growth, customer loyalty, and commercial sustainability in industrial markets.

Keywords

Business Architecture, Industrial Sales, Sectoral Specialization, Customer Relationship Management (CRM), Business Intelligence, Strategic Management.



INTRODUCTION

In today's business landscape characterized by high competitiveness, dynamic environments, and economic uncertainty research in business and organizational management has sought to understand the factors that determine organizational sustainability, productivity, and growth. From multiple perspectives including marketing, finance, innovation, human talent management, logistics, and digital transformation recent studies in Latin America and other regions provide both empirical and conceptual evidence that helps bridge gaps in the literature and strengthen strategic decision-making within firms.

One of the most prominent thematic areas relates to digital transformation and its impact on business strategy. Research conducted in Colombia has revealed how the digitalization of financial processes influences value creation, demonstrating that the adoption of digital technologies not only enhances efficiency but also transforms organizational dynamics by improving companies' ability to adapt to changing environments [1]. In the same vein, other studies emphasize the role of Industry 4.0 and technological innovation in the industrial sector, showing that the incorporation of new technological tools enhances competitiveness and ensures stronger positioning in the global market [2].

Similarly, business strategy has been analyzed from multiple perspectives. In Ecuador, studies aimed at understanding strategic planning in small and medium-sized enterprises highlight the need to adapt strategy formulation and implementation methodologies to the specific characteristics of each organization, particularly in contexts with resource constraints [3]. Complementary research conducted in Colombia explores the relationship between corporate governance and financial performance, finding that board structure, transparency, and management practices significantly influence corporate profitability [4]. These findings reinforce the importance of linking sound governance practices to the economic and social outcomes of organizations.

In the field of marketing and brand management, notable contributions focus on value perception, consumer loyalty, and customer experience management. For instance, in Ecuador's textile sector, market orientation, innovation, and differentiation have been identified as key variables for improving business competitiveness, particularly in the face of globalization challenges [5]. Likewise, in the realm of digital marketing, studies on social media strategies demonstrate that valuable content, customer interaction, and message personalization are factors that directly influence brand loyalty and positioning [6].

Another key aspect is business innovation. In the Peruvian manufacturing sector, evidence shows that innovation strategies have a positive impact on firms' productivity and competitiveness, underscoring the relevance of research and development processes as fundamental pillars for continuous improvement [7]. This perspective is complemented by studies in Colombia that analyze innovation in small and medium-sized manufacturing enterprises, concluding that technological absorptive capacity and organizational learning are critical elements that strengthen business performance [8].

Human resource management also occupies a central role in recent literature. Research conducted in Mexico has demonstrated that employee training and development directly contribute to organizational efficiency, positioning human capital as a strategic asset for business success [9]. Similarly, in the Colombian context, studies have found that talent management practices such as motivation, leadership, and performance evaluation positively influence labor productivity, confirming that people management remains one of the most impactful drivers of organizational performance [10].

Beyond human talent, the focus on consumer experience has gained increasing relevance in increasingly digitalized and multichannel environments. In this regard, studies involving retail consumers in Peru indicate that the integration of prices, products, services, promotions, and information across multiple channels significantly influences the omnichannel customer experience affecting affective, cognitive, and sensory dimensions alike [11]. These findings suggest that companies must ensure coherence and interaction consistency across all customer touchpoints.

With respect to human resource management under the influence of digitalization, research conducted in the banking sector of Lima reveals that digitalization acts as a moderate variable between people management and organizational productivity, except for performance

evaluation processes. Thus, it is emphasized that technology does not replace the strategic role of human talent; rather, it enhances it if management dimensions are properly aligned with digital capabilities [12].

In a complementary manner, studies conducted in Ecuador employing fuzzy logic techniques (such as the analysis of forgotten effects) identified hidden variables that help explain management issues such as liquidity. In this case, financial planning was identified as the critical factor influencing the competitiveness of small and medium-sized enterprises, guiding managers toward more effective strategic decision-making [13]. At the regional level, another study involving micro and small enterprises in Mexico, Colombia, Peru, and Ecuador, based on a regression analysis of more than 48,000 surveys, found that activity management is the process with the greatest impact on perceived productivity within these organizations [14].

Finally, in the field of corporate finance, applied research in the Peruvian cement sector highlights the close relationship between liquidity management and profitability, emphasizing indicators such as working capital, inventory and accounts receivable turnover, and the efficient use of cash as key determinants of financial performance in contexts of crisis and post-pandemic recovery [15].

LITERATURE REVIEW

Commercial management in industrial environments has been a recurring topic in academic literature over the past decades, particularly within the context of digital transformation and the personalization of B2B relationships. This section reviews the theoretical foundations underpinning the Urdaneta Business Architecture, organized into three main dimensions: consultative sales, CRM technologies, and sectoral specialization. In addition, it identifies the specific gaps within the Latin American context that justify the relevance of the model.

CONSULTATIVE SELLING IN INDUSTRIAL MARKETS

Commercial management in industrial markets has evolved from transactional approaches to relational and value-oriented frameworks, in which consultative selling emerges as a central practice for capturing value in contexts characterized by high technical complexity and long purchasing cycles. Consultative selling entails that the sales force act as a strategic advisor, combining technical product knowledge, a deep understanding of client processes, and the ability to co-create solutions that enhance the product's use value for the buyer [16][17]. This shift requires a reconfiguration of competencies, processes, and performance metrics within selling organizations.

From a theoretical perspective, recent studies have shown that value-based or consultative selling practices demand not only interpersonal skills (such as active listening and relationship management) but also analytical capabilities that enable sales professionals to substantiate their proposals with quantitative evidence of the economic and operational benefits for the client [18]. In industrial environments, where investments are substantial and the buyer's perceived risk is high, the salesperson's ability to translate technical advantages into measurable improvements in customer performance becomes a determining factor in the acceptance of complex solutions.

Digitalization is transforming the very nature of consultative selling. Recent studies argue that the integration of digital tools and advanced analytics facilitates the discovery of latent needs, the design of modular offerings, and the estimation of use value, thereby increasing the effectiveness of the consultative approach [19]. Moreover, emerging evidence on the integration of AI-based agents and tools suggests that certain sales roles (such as prospecting, scoring, and repetitive information tasks) can be automated, compelling human sales professionals to focus on activities of greater cognitive and relational complexity, which are the defining features of consultative selling [20].

However, the practical implementation of consultative selling faces both organizational and contextual challenges. Empirical studies reveal tensions in the allocation of functions between suppliers and channels (e.g., distributors), the need to reconfigure commercial incentives, and the importance of unlearning traditional practices to enable sales forces to

adopt consultative and digital approaches [21][17]. Additionally, evidence indicates that the effectiveness of hybrid sales structures (inside sales + field sales) depends on both the complexity of the offering and the relational history with the client. In complex sales and among high-value customers, human presence and consultative capabilities remain critical [19].

Within the Latin American context, additional barriers hinder the diffusion of consultative selling, including limited technical training for sales personnel, lower investment in commercial support systems, and heterogeneity in buyer sophistication (varying by industry and firm size). Nevertheless, studies indicate that when local companies combine the development of consultative capabilities with digital tools (along with adjustments in incentives and channel governance) they can enhance their competitiveness against global competitors by delivering solutions that are better adapted to local market conditions [16].

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND DIGITALIZATION

Digitalization and Customer Relationship Management (CRM) currently constitute a strategic axis for the competitiveness of industrial firms operating in B2B markets. The concept of CRM has evolved from operational systems designed merely to record interactions into analytical and intelligent platforms that integrate automation, big data, and artificial intelligence (AI) capabilities to generate actionable insights and personalize commercial offerings [22]. In this sense, modern CRM functions as an ecosystem that encompasses processes, data, and analytical capabilities, enabling the implementation of consultative selling strategies grounded in robust informational foundations.

Recent empirical studies demonstrate that the adoption of AI-enhanced CRM systems exerts positive effects on organizational performance and competitive advantage, if firms possess the necessary technological readiness and organizational capacity for integration [23][24]. These enabling conditions include data infrastructure, information governance, analytical competencies among sales personnel, and strategic alignment between IT and sales functions. In the absence of these elements, technological investments risk producing information silos and underutilization of advanced functionalities [25].

One of the most significant contributions of AI-powered CRM is predictive personalization. Platforms incorporating machine learning models enable firms to anticipate customer needs, dynamically segment markets, and prioritize high-value opportunities, thereby reducing prospecting costs and improving conversion rates [26]. In industrial contexts, this translates into the ability to deliver modular solutions and response times aligned with clients' critical operational windows, enhancing perceived value and increasing the likelihood of success in complex project negotiations.

Nevertheless, the transition toward a fully digitalized CRM presents significant technical and organizational challenges. The literature highlights a persistent gap between adoption and exploitation: while many firms implement CRM systems, few achieve a level of maturity in data analytics and governance that enables them to translate information into high-impact commercial decisions [25]. Moreover, data quality, integration with legacy systems (ERP, SCM), and cultural resistance to the intensive use of analytics constitute common obstacles particularly among medium-sized enterprises and SMEs in emerging markets.

In the Latin American context, evidence suggests a pronounced heterogeneity in CRM adoption and utilization. Regional studies and institutional reports indicate that although the penetration of CRM tools has increased, digital literacy, the availability of analytical talent, and budgetary constraints continue to limit their full impact [24][25]. Therefore, the mere acquisition of technology does not guarantee results; a comprehensive approach that integrates training, process redesign, performance indicators, and robust data governance models is essential for achieving meaningful outcomes.

SECTORIAL SPECIALIZATION

Sectorial specialization, defined as the extent to which firms concentrate their competencies, offerings, and processes within industrial niches characterized by specific technical, regulatory, or cultural requirements, has become a key source of competitive advantage in B2B industrial

markets [27]. Sectoral specialization enables suppliers to develop core products that align closely with their primary capabilities and generate stronger export flows, as evidenced by empirical data from Colombia, Ecuador, and Peru [27].

Furthermore, research examining both geographic and sectoral specialization indicates that regions or administrative divisions achieving strong industrial agglomerations tend to exhibit higher levels of interorganizational cooperation and innovation [28]. For instance, in Spain's electricity sector, regional specialization has been associated with increased competitive pressure and collaboration among firms, reinforcing innovation-oriented practices.

Another relevant study [29] analyzes how Brazil has structured its value-added export profile across varying degrees of sectoral specialization. The findings reveal that value-added chains with higher concentration in specific sectors and trade destinations tend to enhance Brazil's international trade position, suggesting that sectoral specialization plays a pivotal role in strengthening firms' global competitiveness.

Estos estudios coinciden en señalar que los beneficios de la especialización sectorial dependen de varios factores imprescindibles: primero, que la empresa identifique correctamente sus competencias centrales ("product coreness"); segundo, que opere en sectores regulados o con barreras de entrada técnica, donde la especialización aporta legitimidad; tercero, que exista infraestructura institucional, redes productivas/clústeres o cooperación entre actores del sector; y cuarto, que se combine con capacidades digitales que permitan responder a cambios rápidos en demanda o estándares normativos.

En América Latina, la evidencia sugiere que, aunque hay países o regiones con muestras de especialización sectorial exitosa, la mayoría de las empresas enfrentan limitaciones de escala, financiamiento, infraestructura técnica y adaptación normativa, lo que impide explotar completamente los beneficios de la especialización. De esta manera, la Arquitectura de Negocios Urdaneta puede servir como marco para integrar esa especialización sectorial (delimitando competencias centrales, perfiles productivos centrales) junto con CRM y prácticas de venta consultiva, para promover una gestión comercial más adaptada, legítima y sostenible en entornos industriales.

METHODOLOGY

A systematic literature review was conducted focusing on scholarly articles related to consultative selling, Customer Relationship Management (CRM) technologies, sectoral specialization, and commercial management in B2B markets, with particular emphasis on the Latin American context. Considering the relevance and timeliness of these topics, the search was limited to publications from 2020 to 2025.

The documentary search was carried out in the Scopus database using the following query string: TITLE-ABS-KEY ("integrated model" OR "framework" OR "optimization" OR "strategic commercial management" OR "sales strategy" OR "business management" OR "consultative selling" OR "solution selling" OR "Customer Relationship Management" OR CRM OR "industrial sector" OR "manufacturing industry") AND (LIMIT-TO (AFFILCOUNTRY , "Colombia") OR LIMIT-TO (AFFILCOUNTRY , "Brazil") OR LIMIT-TO (AFFILCOUNTRY , "Peru") OR LIMIT-TO (AFFILCOUNTRY , "Ecuador") OR LIMIT-TO (AFFILCOUNTRY , "Mexico") OR LIMIT-TO (AFFILCOUNTRY , "Chile") OR LIMIT-TO (AFFILCOUNTRY , "Venezuela") OR LIMIT-TO (AFFILCOUNTRY , "Argentina")) AND (LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2023) OR LIMIT-TO (PUBYEAR , 2024) OR LIMIT-TO (PUBYEAR , 2025)) AND (LIMIT-TO (EXACTKEYWORD , "Business, Management And Accounting") OR LIMIT-TO (EXACTKEYWORD , "Management") OR LIMIT-TO (EXACTKEYWORD , "Strategic Planning") OR LIMIT-TO (EXACTKEYWORD , "Customer Relationship Management") OR LIMIT-TO (EXACTKEYWORD , "Sales") OR LIMIT-TO (EXACTKEYWORD , "Industrial Sector")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (OA , "all")).

To refine the sample, the following criteria were applied:

Irrelevant content: Documents that did not provide information pertinent to the topic or research questions.

Accessibility issues: Documents whose full text was unavailable or inaccessible through subscription or open access.

Limited scope: Short abstracts or conference proceedings.

A total of 77 documents were retrieved in the initial search. However, 40 documents were excluded for lacking relevant information, and 8 additional articles were discarded due to the unavailability of their full text. Consequently, a final sample of 29 documents was selected for analysis.

In addition, five corporate reports published between 2020 and 2024 documenting the implementation of the Urdaneta Business Architecture model were incorporated, providing empirical evidence of its impact on commercial management.

The collected information was organized into three analytical dimensions:

1. **External processes:** Generation and qualification of business opportunities.
2. **Internal processes:** Data management, lead tracking, and performance analysis.
3. **Training and specialization:** Development of the sales force in sector-specific knowledge and consultative skills.

The documentary analysis was further enriched through semi-structured interviews conducted with commercial managers from five companies. Their insights were triangulated with the literature to enhance the validity and reliability of the findings.

RESULTS

The Urdaneta Business Architecture structures commercial activities into five clearly defined phases:

Target Market Identification

Analysis of priority industries based on market data and the specific needs of each client.

Advanced Segmentation

Utilization of CRM tools to classify customers according to sectoral variables and purchasing behavior patterns.

Value Proposition Design

Development of customized solutions that address the unique requirements of each industry.

Consultative Sales Execution

Application of consultative techniques to build trust-based relationships with clients.

Post-Sales Follow-Up

Continuous monitoring to ensure customer satisfaction and foster long-term loyalty.

Based on the reports analyzed from the five companies that adopted this methodology, the following results were obtained:

Target Market Identification

In this first phase, all companies demonstrated progress in the systematic identification of markets, though with varying levels of sophistication. Prior to implementing the model, most organizations conducted reactive opportunity analyses, relying mainly on previous contacts or open tenders. With the introduction of the methodology, companies began to prioritize strategic sectors based on variables such as demand, technological maturity, and consumption history.

- Two of the companies successfully established clear sectoral maps, enabling them to concentrate over 60% of their sales force on three priority industries representing a significant improvement over their previous, dispersed approach that covered more than ten sectors without defined criteria.
- The remaining three companies showed more gradual yet positive progress: they identified three to five key segments, though they still faced challenges in integrating market data.

Overall, the implementation of this phase led to a reduction in commercial dispersion and a better alignment between sectoral supply and demand.

Advanced Segmentation

The introduction of CRM systems resulted in a substantial transformation in customer management. Previously, records were maintained manually or in fragmented formats, making it difficult to identify purchasing patterns.

- Three companies achieved a segmentation level that allowed them to classify at least 70% of their clients according to variables such as industry, company size, and purchase frequency. This facilitated the allocation of differentiated resources to high-value customers.
- The remaining two companies made progress by developing initial customer categories, segmenting approximately 40% of their client base, although they still faced limitations in the analytical utilization of data.

The overall impact was the consolidation of a clearer view of the customer portfolio, which reduced the duplication of commercial efforts and enhanced the ability to target key accounts effectively.

Value Proposition Design

The redesign of value propositions emerged as one of the most impactful and cross-cutting phases. Most companies transitioned from offering generic products or services to delivering tailored solutions adapted to the specific needs of each industry.

- In the three companies, this phase resulted in a 15% to 25% increase in the conversion rate of proposals into contracts, particularly in highly regulated sectors such as energy and transportation.
- The other two companies reported more qualitative improvements, including an enhanced perception of legitimacy and trust among strategic clients, although they still faced challenges in quantifying the benefits.

Overall, the design of customized value propositions enabled all organizations to strengthen their market positioning against more generalist competitors.

Consultative Sales Execution

The adoption of consultative selling techniques represented a significant cultural shift within the organizations.

- In two companies, the transformation was comprehensive: sales teams evolved from a transactional to an advisory approach, resulting in a 20% increase in key client retention and a 15% expansion of portfolios among existing customers.
- In the other three companies, progress was more partial sales representatives and continued to rely on traditional practices when dealing with low-complexity segments.

Across all cases, this phase led to improvements in trust-building and long-term relationship development, reinforcing a more robust technical-commercial discourse.

Post-Sales Follow-Up

Post-sales follow-up revealed the greatest variation in performance among the companies:

- Two companies implemented structured after-sales programs, achieving customer satisfaction levels above 85% in internal surveys and generating recurrent sales opportunities with more than 30% of their serviced clients.
- Two others maintained basic frameworks, limited to complaint management, though they acknowledged the need to evolve toward proactive after-sales models.
- One company remained in an incipient stage, lacking standardized processes, yet identified this phase as a strategic priority for its medium-term planning.

A cross-case analysis indicates that, although not all firms succeeded in consolidating this phase, there was a shared increase in awareness regarding the strategic importance of after-sales management as a source of added value.

The results demonstrate that Urdaneta Business Architecture enabled companies to evolve from fragmented and reactive approaches toward more focused, analytical, and consultative frameworks. The cross-cutting benefits were reflected in three main dimensions:

- Commercial growth: An increase of 15% to 30% in annual sales among the three companies that successfully consolidated the model.
- Improved segmentation: A reduction of up to 40% in duplicated commercial efforts and enhanced management of high-value clients.
- Strengthened customer relationships: Higher retention and loyalty rates, particularly in firms with more robust post-sale follow-up processes.

TABLE 1. COMPARATIVE ANALYSIS OF CORPORATE OUTCOMES IN THE ADOPTION OF THE URDANETA ARCHITECTURE.

| Phase | Company A | Company B | Company C | Company D | Company E | Cross-Sectional Summary |
|-----------------------------|--|---|---|--------------------------------------|---|---|
| 1. Market Identification | Defined three priority sectors | Developed a sectoral map with over 60% of the sales force focused | Identified five key industries | Initial diagnostic under development | Identified four main segments | Reduced dispersion and achieved stronger strategic focus |
| 2. Advanced Segmentation | 70% of clients classified | 65% of clients integrated into the CRM | 40% initial segmentation achieved | 55% of clients analyzed | 72% of clients organized into clusters | CRM implementation enabled a shift from basic recordkeeping to strategic analysis |
| 3. Value Proposition Design | +20% increase in contract conversion | +15% in recurring sales | More technical proposals, though not yet quantified | Improved client perception | +25% closing rate in the transport sector | Personalization enhanced legitimacy and differentiation |
| 4. Consultative Execution | +20% retention of key clients | Complete cultural transformation | Partial progress | Hybrid execution model | +15% in cross-selling | Strengthened trust and technical advisory relationships |
| 5. Post-Sales Follow-Up | Structured program (>85% satisfaction) | +30% in recurring sales | Reactive complaint handling | Early-stage implementation | Basic follow-up, currently improving | Widespread recognition of the strategic value of post-sales management |

CONCLUSIONS

The analysis conducted revealed that the Urdaneta Business Architecture constitutes a robust methodological framework designed to strengthen commercial management in industrial environments characterized by high competitiveness and increasing digitalization. Its implementation in five companies across the Latin American region demonstrated a common transition from generalist and reactive practices toward consultative, focused, and value-oriented processes.

The results indicate that by structuring commercial management into clearly defined phases, organizations achieved the following:

- Identify target markets with greater precision, thereby reducing the dispersion of efforts.
- Enhanced their segmentation processes through CRM tools, reaching customer classification levels exceeding 70% in some cases.
- Designed personalized value propositions that increased contract conversion rates by 15% to 25%.
- Consolidated a consultative sales culture, achieving up to a 20% improvement in key customer retention; and
- Advanced in structuring post-sales follow-up, attaining satisfaction levels above 85% in two companies.

Transversally, it was observed that this methodology not only contributes to sales growth but also strengthens technical legitimacy, sectoral differentiation, and the sustainability of commercial relationships. However, the study also revealed differences in the pace of adoption,

largely determined by each company's digital maturity, data management capabilities, and organizational culture.

In conclusion, the Urdaneta Business Architecture emerges as a strategic and adaptable tool that enhances business competitiveness and sustainability, providing a proven pathway to integrate digitalization, consultative selling, and sectoral specialization within industrial markets.

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