

Corvinus University of Budapest

Doctoral School of Business and Management

Marketing Specialisation

**Digital Transformation in Sales: Managerial Cognition, Technology
Adoption, and the Strategic Role of Innovativeness**

Doctoral thesis booklet

Pelsóci Balázs Lajos

Budapest, 2026

© PELSÓCI Balázs Lajos

TABLE OF CONTENTS

I. Research background and justification for the selection of the topic.....	3
II. The methods used.....	7
III. Scientific results of the dissertation	9
IV. Main references	17
V. List of own (or co-authored) publications on the topic	19

I. RESEARCH BACKGROUND AND JUSTIFICATION FOR THE SELECTION OF THE TOPIC

The dissertation to which this thesis booklet belongs starts from the assumption that digital transformation is no longer a peripheral technological issue, but a central organisational and strategic challenge. The thesis booklet presents the main background, methods, and scientific contributions of the research in a concise form.

Digital technologies have fundamentally transformed how organisations operate by reshaping strategies, processes, capabilities, and organisational boundaries. In this sense, digitalisation and digital transformation can be understood as forms of strategic change, although digital transformation represents the broader and more strategic level of organisational adaptation (e.g., Verhoef et al., 2021). These developments are especially consequential in the sales function, since salespeople operate at the boundary of the organisation and connect internal processes with external market and customer demands. As a result, sales represents a particularly important context for examining how digital transformation unfolds and how it influences organisational and customer-related outcomes (e.g., Cron et al., 2014; Ryan & O'Malley, 2016).

Although research on digitalisation and digital transformation in sales has expanded substantially, the field remains unevenly developed. Existing studies have generated important insights into technology adoption, changing sales roles, and customer-related outcomes, but these insights have not yet developed into a fully coherent and cumulative research domain. Several central constructs remain only partially integrated, many findings remain context-bound, and important theoretical, methodological, empirical, and managerial questions remain unresolved.

A major gap concerns the fragmented conceptualisation of sales digital transformation as a field-level construct. The literature still lacks an integrative framework that connects sales transformation, digital selling, maturity, and technology use, while existing evidence remains limited in terms of cumulative validation and practical implementation guidance (e.g., Corsaro & Maggioni, 2022; Wengler et al., 2021).

Another important gap concerns the human side of sales digitalisation. The literature still rarely integrates the positive and negative consequences of digitalisation into a single framework, and most studies rely on static self-report designs. At the same time, salesperson adaptation remains insufficiently explained, while managerial guidance on supportive interventions is limited (e.g., Alavi & Habel, 2021; Guenzi & Nijssen, 2021).

Research also remains limited in explaining multilevel tensions inside sales organisations. Sales organisations are often treated as unified actors, even though digital transformation creates different tensions for directors, managers, and salespeople. As a result, the field still offers limited guidance on balancing control with autonomy, standardisation with experimentation, and visibility with seller discretion (e.g., Micallef et al., 2024; Mullins & Agnihotri, 2022).

A further gap concerns buyer–seller interaction in digital settings. Traditional assumptions about face-to-face exchange and information asymmetry no longer fully hold, yet theory has not sufficiently adapted to hybrid, video-based, and asynchronous interactions. Important questions also remain about digitally informed buyers, trust, fairness, negotiation outcomes, and the retraining of salespeople for more transparent and adaptive interaction (e.g., Ahearne et al., 2022; Bharadwaj & Shipley, 2020).

The literature also lacks a unified explanation of digital selling and channel integration. It remains unclear how personal, online, and hybrid sales structures complement or cannibalise one another, and evidence remains limited on channel conflict, buyer education, and effective multichannel role design (e.g., Fischer et al., 2023; Bongers et al., 2021).

In AI and predictive sales analytics, theory still lags practice. Although tools are rapidly evolving, the literature offers fewer stable explanations of human-AI collaboration, ethics, salesperson capability, and the boundary between prediction and prescription. Objective and experimental evidence also remains scarce, and managerial guidance is still weak (e.g., Habel et al., 2023; McClure et al., 2024).

Sales digitalisation and digital transformation are best understood as multi-level, strategically mediated processes rather than simple outcomes of technology adoption. Although digital technologies create strong pressures for change, their effects depend on how organisations interpret and frame these pressures, how managers mobilise organisational responses, and how salespeople enact new practices in customer-facing contexts. The literature also suggests that the performance effects of digitalisation are indirect and conditional: digital tools improve customer relationship performance not automatically, but through organisational support, innovativeness, and valuable customer-facing behaviours such as responsiveness, adaptability, and trust-building.

Against this background, the dissertation interprets digital transformation in sales as a connected process linking strategic interpretation, organisational conditions, individual adaptation, and relational outcomes. Its aim is to provide a more integrated explanation of how digital transformation unfolds in sales and why its consequences depend on more than the mere presence of digital technologies.

The three included studies address this problem from complementary perspectives. The first study examines the micro-foundations of sales digital transformation by focusing on technological readiness, technology characteristics, customer base, and salesperson attitudes. The second study analyses how organisational innovativeness, salesperson innovativeness, and digital technology use relate to customer relationship performance, thereby highlighting the indirect performance effects of digitalisation. The third study provides a broader strategic anchor by examining managerial cognition in the context of strategic change and clarifying how digital transformation is shaped by interpretation, framing, and managerial sensemaking. Together, the three studies provide an integrative perspective on digital transformation in sales across strategic, organisational, individual, and customer-related levels.

Gap area	Nature of the gap	Article 1	Article 2	Article 3
Fragmentation of sales and digital transformation as a field	The literature remains split across technology adoption, broader transformation, and relational outcomes	✓	✓	
Human side of sales digitalisation	Limited understanding of how readiness, attitudes, and contextual conditions shape salesperson adaptation	✓		✓
Organisational and individual integration	Weak integration between organisational conditions and salesperson-level outcomes	✓	✓	
Buyer-seller interaction in digital settings	Insufficient explanation of how digitalisation affects customer relationship performance	✓	✓	
Indirect performance effects of digitalisation	Digitalisation is often treated as if it directly improves performance		✓	
Managerial cognition as an upstream driver	Strategic-change and cognition perspectives rarely extend to the sales interface			✓
Multi-level explanation of transformation	The field rarely connects strategic, organisational, and frontline levels in one framework	✓	✓	✓

Table 1 The contribution of the included articles to the gaps in the literature
(source: Author's own construction)

The dissertation aims to provide an integrated explanation of digital transformation in sales. It examines this phenomenon as a multi-level process in which environmental pressures, organisational conditions, managerial interpretation, and salesperson adaptation jointly shape transformation outcomes. Attention is given to the indirect relationship between digitalisation and customer relationship performance, as well as to the roles of innovativeness and managerial cognition in this process.

- RQ1. What are the main drivers and consequences of digital transformation in sales?
- RQ2. What organisational and individual factors shape sales digitalisation and digital transformation?
- RQ3. What role does managerial cognition play in framing and directing digital transformation?
- RQ4. How do digitalisation and innovativeness contribute to customer relationship performance?

II. THE METHODS USED

The dissertation is structured as a paper-based thesis comprising three studies that examine digital transformation in sales from complementary analytical perspectives. Although each study addresses a distinct research problem, together they provide a multi-level explanation of how digital transformation unfolds in sales, from frontline enactment through organisational and customer-related consequences to broader strategic interpretation.

The methodological design is intentionally plural. The first study uses a qualitative interview-based approach to explore the early-stage mechanisms of sales digitalisation and technology acceptance in practice. The second study applies a quantitative survey design to examine the relationships among organisational digitalisation, innovativeness, salesperson behaviour, and customer relationship performance. The third study uses a systematic literature review to analyse managerial cognition in the context of strategic change and to provide the broader conceptual framing of transformation.

Together, the three studies enable examination of digital transformation in sales across different levels of analysis. The first focuses on frontline enactment, the second on organisational and behavioural mechanisms linked to customer outcomes, and the third on the strategic and cognitive framing of change. Their integration does not rest on methodological uniformity, but on their complementary contribution to explaining digital transformation in sales as a connected process.

Table 2 summarises the role of the three studies in terms of focus, level of analysis, theoretical anchoring, method, and contribution.

Dimension	Article 1	Article 2	Article 3
Focus	Early-stage sales digitalisation and technology acceptance	Digitalisation, innovativeness, and customer relationship performance	Managerial cognition and strategic change
Level of analysis	Frontline/individual	Organisational and individual	Strategic/managerial
Main theoretical anchoring	TAM, TRI, sales technology adoption	Boundary-spanning theory, relationship marketing, task–technology fit	Managerial cognition, strategic change
Method	Qualitative interviews	Quantitative survey	Systematic literature review
Sample	122 salespeople in Hungary	233 Hungarian sales professionals	85 articles
Main contribution of the article	Shows how readiness, attitudes, and contextual conditions shape the enactment of digitalisation in sales	Shows that digitalisation affects customer relationship performance indirectly through organisational and behavioural mechanisms	Shows that transformation is shaped by managerial interpretation and cognitive framing
Role in the dissertation	Explains how digital transformation begins at the frontline	Explains how digitalisation becomes relevant for customer outcomes	Explains the broader strategic logic framing transformation

Table 2 Detailed description of the included articles (**source:** Author’s own construction)

The table makes visible a division of analytical labour within the dissertation. The first article addresses how digitalisation is encountered and enacted in sales practice. The second addresses the conditions under which digitalisation becomes consequential for customer relationships. The third addresses the broader interpretive and strategic context within which such processes take shape. The connection among the articles, therefore, lies in sequence and complementarity rather than in methodological or theoretical uniformity.

This structure also clarifies the dissertation’s scope. The purpose is not to provide an exhaustive treatment of all aspects of digital transformation in sales, but to examine a

connected set of problems that become visible at different analytical levels. The first article concerns enactment, the second translation into outcomes, and the third strategic framing. Taken together, they form a basis for analysing digital transformation in sales as a process shaped by the interaction of technologies, organisational conditions, individual responses, and managerial interpretation.

III. SCIENTIFIC RESULTS OF THE DISSERTATION

The dissertation examined digital transformation in sales as a connected and multi-level process in which managerial cognition, innovativeness, digitalisation, digital transformation, customer conditions, and customer relationship performance are interrelated within organisational boundaries. Across the three included studies, the main conclusion is that digital transformation in sales cannot be reduced to either the adoption of digital tools or a purely technological shift. Rather, it unfolds as a strategically mediated process in which managerial interpretation, organisational conditions, salesperson adaptation, and customer-facing mechanisms jointly shape whether digital change remains partial digitalisation or develops into broader transformation.

Figure 1 summarises this integrative framework. It shows that managerial cognition operates as an upstream interpretive mechanism, innovativeness functions as a central linking mechanism, and customer relationship performance emerges not directly from digitalisation alone, but rather through the translation of digital and organisational resources into adaptive, value-creating sales behaviour.

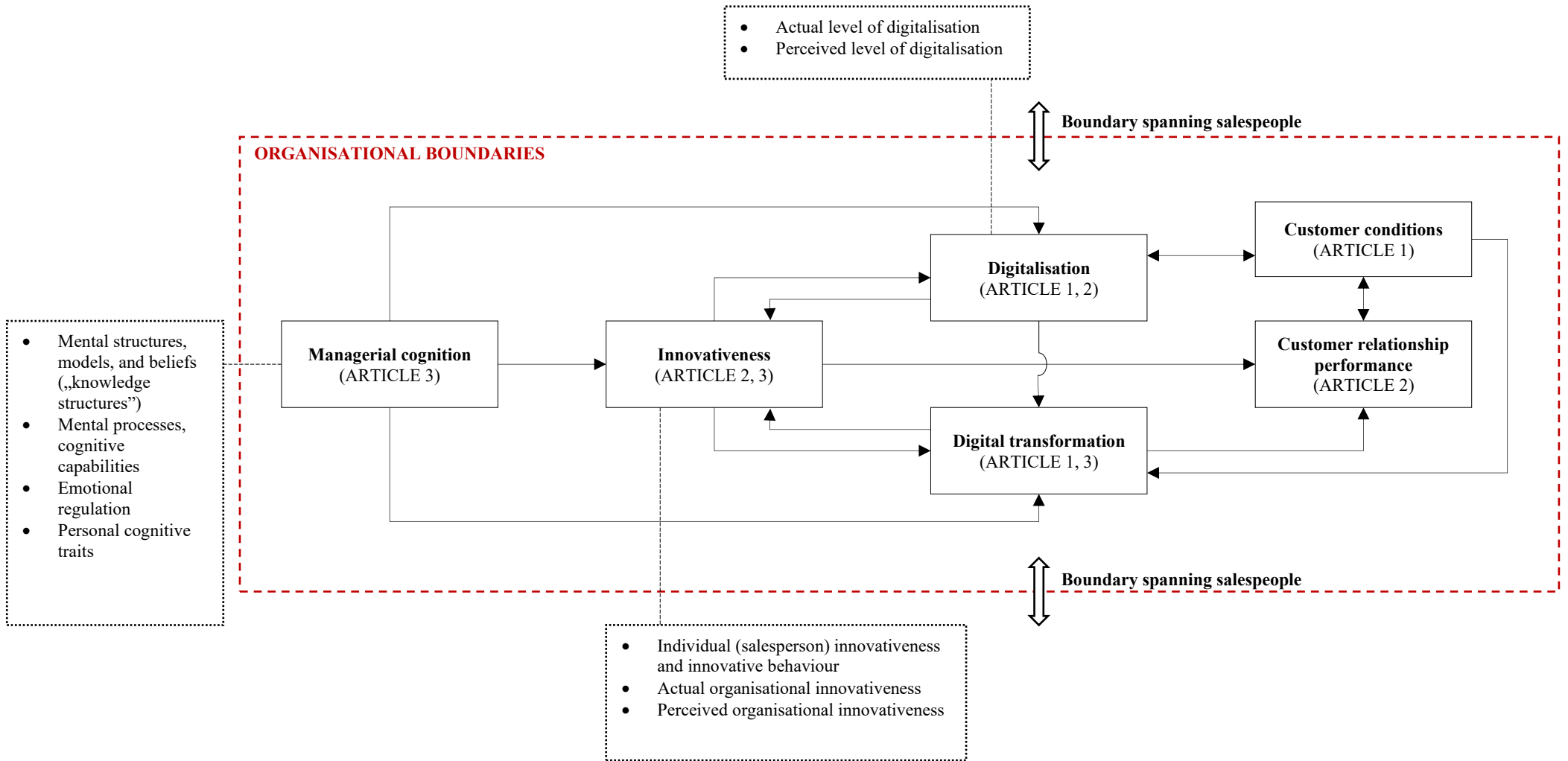


Figure 1 Concluding integrative model of the dissertation (source: Author's own construction)

In line with this broader argument, the dissertation's central conclusions may be condensed into five thesis statements. These statements do not merely summarise the three articles, but articulate the dissertation's overall contribution to the field.

Thesis statement 1: *Managerial cognition is an upstream driver of digital transformation in sales because it shapes how digital change is interpreted, prioritised, and translated into organisational action.*

This conclusion follows from the dissertation's positioning of managerial cognition as the interpretive mechanism through which other antecedents become strategically meaningful. The general introduction argues that managerial cognition is not simply one antecedent among others, but the mechanism through which other antecedents are activated, and that digital transformation in sales should therefore be analysed as a process linking strategic interpretation, organisational conditions, individual adaptation, and relational outcomes. The third article provides the conceptual basis for this argument by situating digital transformation within the broader literature on managerial cognition and strategic change, thereby showing that transformation depends not only on technologies and behaviours, but also on how managers assign meaning to change and mobilise organisational responses. Read in relation to the dissertation's research questions, this thesis statement provides the main answer to the question of how managerial cognition influences the adoption and efficacy of digital sales technologies: it does so not merely through approval or support, but by cognitively framing the significance, direction, and organisational relevance of digital change.

The first major conclusion of the dissertation, therefore, concerns the constitutive role of managerial cognition. The literature synthesis developed in the dissertation shows that digital transformation in sales is not simply triggered by environmental pressures or technological opportunities. Such pressures become consequential only when managers interpret and frame them in ways that mobilise organisational change. In this sense, the dissertation extends the digitalisation of sales literature by explicitly placing strategic interpretation at the centre of the explanatory framework. This is important because prior research in sales has often foregrounded digital tools, adoption conditions, or customer change, whereas the present dissertation shows that the meaning managers assign to digital change is itself decisive for the direction, coherence, and organisational significance of transformation. Digital transformation in sales is thus not only implemented; it is also cognitively framed.

Thesis statement 2: *Sales digitalisation does not begin with technology alone, but with the interaction of technology readiness, technology characteristics, customer conditions, and salesperson attitudes.*

This conclusion is anchored primarily in the first article, whose central finding is that digital transformation in sales begins not with the mere presence of digital tools, but with the interaction between digital tools, users, work practices, and contextual demands. The dissertation's own integrative discussion positions this article as the micro-level foundation of the broader argument. In terms of the underlying research design, this thesis statement also answers the set of more specific questions posed in the first article concerning technology readiness, technology characteristics, customer base, attitudes, and digital transformation. These are not separate micro-findings, but interrelated dimensions of the same enactment process.

This conclusion is theoretically important because it shifts the explanatory logic from simple adoption to situated enactment. The first article shows that technology readiness is linked to the technologies that salespeople use, that technology characteristics influence attitudes toward adoption, that customer-related conditions affect those attitudes, and that digital transformation feeds back into technology readiness by creating the infrastructural and experiential conditions for further adoption. The earlier conceptual model and the reshaped final model of the first article both support this recursive understanding by connecting technology readiness, technology characteristics, customer-related conditions, attitudes, and digital transformation. More specifically, the findings address the article's own questions by showing that technology readiness influences the characteristics of adopted technologies, that it affects the customer base salespeople can serve, that technology characteristics shape attitudes, that customer-related conditions influence those attitudes, that attitudes affect digital transformation, and that digital transformation in turn strengthens technological readiness. The broader implication is that digitalisation in sales is not introduced into an empty organisational space. It is enacted under conditions shaped by the sales role, customer conditions, the portfolio of available technologies, and the practical meanings attached to these technologies in everyday work.

Thesis statement 3: *The progress of digital transformation in sales depends on managerial support and organisational alignment, because readiness and positive attitudes alone do not ensure implementation.*

This conclusion further develops the implications of the first article and links them to the dissertation's general argument at the organisational level. The literature review and synthesis chapters already suggest that digital transformation in sales depends on leadership, communication, support structures, and capability development, but the empirical material of the first article shows more concretely that digitalisation remains partial or fragmented when such organisational conditions are weak or inconsistent. In relation to the dissertation's broader research problem, this thesis statement sharpens the answer to the question of how digitalisation becomes organisationally effective: not through individual willingness alone, but through alignment between strategic direction and frontline enactment.

What follows from this is that the organisational level cannot be treated merely as a contextual background. Even when salespeople recognise the usefulness of digital tools and demonstrate positive attitudes toward them, effective transformation still depends on whether the organisation provides clear expectations, coherent implementation logic, support, and alignment between strategic intention and frontline reality. The first article's findings show that digital solutions often appear in both structured and ad hoc forms, and that this distinction matters for the pace and coherence of transformation. Where digitalisation is not embedded in broader organisational support and integration, it risks remaining dependent on isolated individual initiatives rather than becoming part of a wider transformation trajectory. The dissertation, therefore, concludes that readiness and favourable attitudes are necessary, but not sufficient, conditions of transformation. They require managerial support and organisational alignment to become consequential at the practice level.

Thesis statement 4: *Organisational digitalisation does not improve customer relationship performance directly; its effect is realised indirectly through innovative salesperson behaviour and related value-creating frontline mechanisms.*

This is one of the sharpest conclusions of the dissertation and directly addresses a major gap identified in the general introduction: the tendency in the literature to treat digitalisation as if it directly improves performance. The second article provides clear evidence against such a direct-effect interpretation. The study shows that perceived organisational digitalisation positively influences innovative salesperson behaviour, but its direct effect on customer relationship performance is not significant. At the same time, innovative salesperson behaviour positively affects customer relationship performance. This thesis statement therefore provides the dissertation's strongest answer to the question of how digitalisation contributes to customer relationship performance: not directly, but through translation into innovative, customer-relevant behaviour.

The theoretical significance of this finding is considerable. It indicates that digitalisation should not be interpreted as a self-sufficient source of relational value. Instead, the value of digitalisation is realised only when digital resources are converted into adaptive, customer-relevant behaviours at the frontline. The second article, therefore, reframes digitalisation not as a direct performance driver, but as a conditional organisational resource whose customer-side effects depend on translation mechanisms. In the dissertation's broader logic, this conclusion also strengthens the argument that customer relationship performance emerges at the intersection of organisational support, innovativeness, customer conditions, and frontline enactment rather than as an automatic outcome of technological intensity. Digitalisation matters, but it matters through what salespeople do with it.

Thesis statement 5: *Innovativeness is the key linking mechanism between strategic intent and performance outcomes, because organisational innovativeness strengthens digitalisation and salesperson innovativeness translates digital and organisational resources into customer value.*

This conclusion primarily follows from the second article and aligns with the broader dissertation framework. The empirical model shows that perceived organisational innovativeness positively affects perceived organisational digitalisation, innovative salesperson behaviour, and customer relationship performance. In addition, innovative salesperson behaviour partially mediates the effect of perceived organisational innovativeness on customer relationship performance. Organisational innovativeness thus appears not as a peripheral background condition, but as a central force structuring both the technological environment and the behavioural capacities through which customer value is created. In terms of the dissertation's research questions, this thesis statement most directly addresses how innovativeness serves as a linking element between cognitive decision-making and the outcomes of digital transformation.

This conclusion is especially important because it allows the dissertation to connect strategic cognition to customer outcomes without collapsing the intermediate organisational and behavioural layers. Innovativeness serves precisely as that connecting mechanism. At the organisational level, it supports the emergence of a digital environment and a climate favourable to experimentation and adaptation. At the frontline level, it is expressed in salesperson innovativeness, which in turn contributes to customer relationship performance. In this sense, innovativeness links managerial framing and organisational conditions to relational outcomes. The dissertation, therefore, shows that digital transformation in sales becomes meaningful not when organisations just adopt technologies, but when they create conditions in which digital and organisational resources can be translated into novel, adaptive, and customer-oriented practices.

Taken together, the five thesis statements provide an integrated answer to the dissertation's broader research problem. The first article explains how digital transformation begins at the frontline, showing that enactment is conditioned by readiness, technology characteristics, attitudes, and customer conditions. The second article explains how digitalisation becomes relevant for customer outcomes, demonstrating that its effects are indirect and mediated by innovativeness and innovative salesperson behaviour. The third article provides the broader strategic and cognitive framework, showing why transformation must be understood as a process shaped by interpretation, framing, and sensemaking.

From a theoretical perspective, the dissertation contributes by integrating research streams that have often remained separate. Strategic change research has rarely been extended to the sales interface in an explicit and sustained way, while research on sales digitalisation has often remained confined either to technology adoption processes or to immediate behavioural outcomes. By linking managerial cognition, innovativeness, digitalisation, digital transformation, customer conditions, and customer relationship performance, the dissertation offers a more coherent explanation of how digital transformation unfolds in sales.

Sales is also an especially revealing domain for the study of digital transformation because salespeople operate at the organisational boundary, where the effects of managerial framing, organisational support, digitalisation, innovativeness, and customer conditions become particularly concrete. For this reason, digital transformation in sales provides an analytically fruitful setting in which strategic, organisational, and relational dimensions of change can be examined together rather than in isolation.

In sum, the dissertation concludes that digital transformation in sales should be understood as a connected process of interpretation, mobilisation, enactment, and translation. Managerial cognition frames and directs the process, innovativeness functions as a linking mechanism, and customer relationship performance improves not through digitalisation alone, but through the innovative and relational behaviours by which digital and organisational resources are converted into value.

IV. MAIN REFERENCES

- Ahearne, M., Atefi, Y., Lam, S. K., & Pourmasoudi, M. (2022). The future of buyer–seller interactions: A conceptual framework and research agenda. *Journal of the Academy of Marketing Science*, 50(1), 22-45. doi: <https://doi.org/10.1007/s11747-021-00803-0>
- Alavi, S., & Habel, J. (2021). The human side of digital transformation in sales: review & future paths. *Journal of Personal Selling & Sales Management*, 41(2), 83-86. doi: <https://doi.org/10.1080/08853134.2021.1920969>
- Bharadwaj, N., & Shipley, G. M. (2020). Salesperson communication effectiveness in a digital sales interaction. *Industrial Marketing Management*, 90, 106-112. doi: <https://doi.org/10.1016/j.indmarman.2020.07.002>
- Bongers, F. M., Schumann, J. H., & Schmitz, C. (2021). How the introduction of digital sales channels affects salespeople in business-to-business contexts: a qualitative inquiry. *Journal of Personal Selling & Sales Management*, 41(2), 150-166. doi: <https://doi.org/10.1080/08853134.2021.1906260>
- Corsaro, D., & Maggioni, I. (2022). Sales transformation: conceptual domain and dimensions. *Journal of Business & Industrial Marketing*, 37(3), 686-703. doi: <https://doi.org/10.1108/JBIM-11-2020-0512>
- Cron, W. L., Baldauf, A., Leigh, T. W., & Grossenbacher, S. (2014). The strategic role of the sales force: perceptions of senior sales executives. *Journal of the Academy of Marketing Science*, 42(5), 471-489. doi: <https://doi.org/10.1007/s11747-014-0377-6>
- Fischer, H., Seidenstricker, S., & Poeppelbuss, J. (2023). The triggers and consequences of digital sales: a systematic literature review. *Journal of Personal Selling & Sales Management*, 43(1), 5-23. doi: <https://doi.org/10.1080/08853134.2022.2102029>
- Guenzi, P., & Nijssen, E. J. (2021). The impact of digital transformation on salespeople: an empirical investigation using the JD-R model. *Journal of Personal Selling & Sales Management*, 41(2), 130-149. doi: <https://doi.org/10.1080/08853134.2021.1918005>
- Habel, J., Alavi, S., & Heinitz, N. (2023). A theory of predictive sales analytics adoption. *AMS Review*, 13(1), 34-54. doi: <https://doi.org/10.1007/s13162-022-00252-0>
- McClure, C. E., Epler, R. T., Schmitt, L., & Rangarajan, D. (2024). AI in sales: Laying the foundations for future research. *Journal of Personal Selling & Sales Management*, 44(2), 108-127. doi: <https://doi.org/10.1080/08853134.2024.2329905>

- Micallef, M., Keränen, J., & Kokshagina, O. (2024). Understanding the consequences of digital technology use in sales: multilevel tensions inside sales organizations. *Journal of Personal Selling & Sales Management*, 44(1), 84-99. doi: <https://doi.org/10.1080/08853134.2022.2159422>
- Mullins, R., & Agnihotri, R. (2022). Digital selling: organizational and managerial influences for frontline readiness and effectiveness. *Journal of the Academy of Marketing Science*, 50(4), 800-821. doi: <https://doi.org/10.1007/s11747-021-00836-5>
- Ryan, A., & O'Malley, L. (2016). The role of the boundary spanner in bringing about innovation in cross-sector partnerships. *Scandinavian Journal of Management*, 32(1), 1-9. doi: <https://doi.org/10.1016/j.scaman.2015.09.002>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889-901. doi: <https://doi.org/10.1016/j.jbusres.2019.09.022>
- Wengler, S., Hildmann, G., & Vossebein, U. (2021). Digital transformation in sales as an evolving process. *Journal of Business & Industrial Marketing*, 36(4), 599-614. doi: <http://dx.doi.org/10.1108/JBIM-03-2020-0124>

V. LIST OF OWN (OR CO-AUTHORED) PUBLICATIONS ON THE TOPIC

1. **Pelsóci, B. L.**, Nagy, Á., & Gáti, M. (2021). Digital Transformation in Sales – Empirical Analysis of Factors Determining Individual and Organizational Technology Acceptance. *Vezetéstudomány/Budapest Management Review*, 52(10), 14-27., doi: <https://doi.org/10.14267/VEZTUD.2021.10.02>
2. **Pelsóci, B. L.**, Gáti, M., & Mitev, A. Z. (accepted in *Society and Economy in Central and Eastern Europe* on the 7th of April 2026). Innovation leads to results: the impact of digitalisation, organisational innovativeness and salespeople's innovative behaviour on customer relationships
3. Aleksandrova, T., Anand, A., **Pelsóci, B. L.**, & Ciszewska-Mlinarič, M. (2025). Global perspectives on strategic change: unpacking the managerial cognition. *Review of International Business and Strategy*, 35(2-3), 260-303. doi: <https://doi.org/10.1108/RIBS-12-2024-0156>