Despite the growing importance and potential of sales force automation (SFA), failure rates for SFA implementations have been reported to be as high as 55–80%. Given the growth of SFA programs, the potential effectiveness and efficiency SFA can bring to the sales force, and the magnitude of SFA failures, it is surprising that relatively few studies have addressed this important and timely topic. Many of the early studies have focused on the adoption and diffusion/infusion of SFA programs from an information technology perspective. The results of these studies have been inconclusive in explaining SFA implementation failures. The purpose of this study is to add to our understanding of SFA failures by investigating a broader set of implementation factors than those typically included in acceptance of technology studies. We conducted in-depth personal interviews with executives from three global organizations who were responsible for SFA initiatives in their firm. Results from the in-depth analyses yield recommendations and a
proposed model to assist managers in the implementation of their SFA as well as getting their salespeople to "buy-in" to the SFA, and ultimately reduce SFA failures.

**Keywords**
Sales force automation; SFA adoption; SFA failures; SFA outcomes

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