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Exploring Organizational Conditions and Pre-Sales Activities for Business Model Reconfiguration: A Case Study of PT XYZ

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ABSTRACT

Purpose – This study examines organizational conditions and pre-Sales activities at technology solution provider PT XYZ, focusing on how coordination and customer requirement interpretation may reveal opportunities for business model reconfiguration.
Design/methodology/approach – An exploratory qualitative single-case study was conducted using internship logbooks, observations, organizational documents, technical materials, and Business Model Canvas (BMC) outputs. The McKinsey 7S Framework assessed organizational conditions, while pre-Sales activities and BMC analysis explored potential changes in value creation, delivery, and capture.
Findings – Organizational conditions may support coordination, while pre-Sales activities translate customer requirements into technical-commercial solutions. BMC analysis identifies potential business model reconfiguration opportunities. However, these configurations remain exploratory rather than implemented or validated changes. No causal relationship or comprehensive organizational alignment was established.
Originality/value – This study proposes an integrated analytical framework connecting organizational conditions, pre-Sales activities, and BMC-based assessment. It contributes context-specific insights into business model reconfiguration opportunities among technology solution providers while distinguishing observed practices from proposed changes requiring further validation.

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1. Introduction

Technology solution providers operate in an environment where clients expect more from vendors than just standalone products. They seek solutions to operational challenges, combining different technologies and offering installation service and post-implementation support. This shifts the responsibilities of sales and technical roles from selling focus to creating value from understanding customer requirements and giving suitable solutions. In business-to-business technology sectors, solution selling requires synchronization between facing client and technical roles. The practice of solution selling involves organizational and personal aspects that help transition shift from product-oriented service to customer solutions-oriented approaches (Salonen, Terho, Böhm, Virtanen, & Rajala, 2021). For most business-to-business IT services, pre-Sales is the key to value co-creation, it analyses client requirements, constructs solution narratives, manages collaboration between internal and external partners, designs proposals that meet customer expectations (Nandy & Seetharaman, 2026).

This condition occurred in PT XYZ, a technology solution provider for product distribution, solution development, customer engagement, technology partnerships. According to intern observations, the solution development team consist of pre-Sales specialists, product management, solution architects, team leaders and supporting roles. pre-Sales activities include presenting solutions, product demonstrations, proof of concept, identifying customer requirements, designing solutions, creating proposals, etc. These activities align customer requirements, technologies, proposed solutions and support customer engagement, solution customization, value creation during the business development process (Ridder, 2017). Analysis of needs is carried out to understand end-user requirements, situational variables and current challenges. These findings are subsequently translated into system design, technical specifications, cost assessments and budgeting based on Bill of Quantities (BoQ). The methodology suggests that pre-Sales go beyond merely supporting sales operations, but also links client demands to the technological and commercial strength of the company.

The basic aspect at PT XYZ is the synchronization of organizational activities to turn consumer demands into concrete solutions and possible business model changes. Currently pre-Sales activities include requirement analysis, presentations, demos, proof of concept (PoC), Solution design, cost estimation, proposal development with Sales, Product Management, Solution Architects, technology partners. But how organizational factors support this translation is not clearly defined. So, for example, the McKinsey 7s Framework rates organizational harmony and the company Model Canvas (BMC) rates current company arrangements and potential reconfiguration paths. Merging these frameworks permits structured assessment of organizational environments and business model possibilities without assuming misalignment or established business model innovation. A company alignment is essential here as pre-Sales activities require close coordination, communication between different company departments. A Framework for assessing organizational coherence based on seven interrelated components - the 7S Framework from McKinsey - provides a practical and methodical way to assess this. The 7S Framework consists of strategy, structure, systems, shared values, skills, staff, style. This point of view demonstrates that an organization's efficacy is not measurable only through its structural components. However, organizational components must fit together for effectiveness. Accordingly, analyzing these components together allows identifying

organizational conditions supporting efficient pre-Sales coordination, interdisciplinary collaboration/solution generation, execution of business model innovation (R. H. WATERMAN, T. J. Peters, & J. R. Phillips, 1980).

Earlier work examined organizational conditions related to solution selling and skills (Salonen et al., 2021) required to administer integrated solution business models (Storbacka, 2011) . But these insights do not explicitly state how organizational alignment, pre-sales efforts and business model arrangement may be studied in tandem to identify business model reconfiguration opportunities in a technological solution provider. A close analysis of how the seven organizational facets of the McKinsey 7s Framework relate to the nine Business Model segments conceptually facilitated by pre-sales activities that convert customer demands into solution proposals is warranted. To uphold this analytical shortcoming, this investigation synthesizes these frameworks for assessing the organizational environment of PT XYZ and recognizing potential developments of the business model, but without presuming innovation has been applied or verified.

A Business Model Canvas (BMC) shows a clear business model of how an enterprise creates, distributes and secures value. The BMC defines nine interconnected elements that make up a business model: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, cost structure. BMC provide a framework on how an entity structures resources, operations, connections and client engagements to create lasting commercial worth. A business model is how a company creates, distributes and provides value. Hence the BMC is an excellent instrument for evaluating current business models and finding out opportunities for improvement and innovation. In the area of pre-Sales, the BMC can help to convert customer demands, solution specifications, collaborations, assets and suggested solutions into a diagram of prospective business model innovation (BMI) (Budi Kusumawati, Wijayanti, & Setiawati, 2022)(Fá & Zilber, 2014). BMI requires consideration of more than what a firm provides - it requires consideration of how the firm structures and operates its operations, resources, alliances and income models. Research in BMI is increasingly focus on how firms change their business model and organizational requirement to support these changes. Therefore, BMI involves alterations of value creation, dissemination, acquisition frameworks supported by organizational strengths, cross-departmental synergy, resource unification, strategy alignment to meet evolving consumer demands and market conditions (Foss & Saebi, 2017).

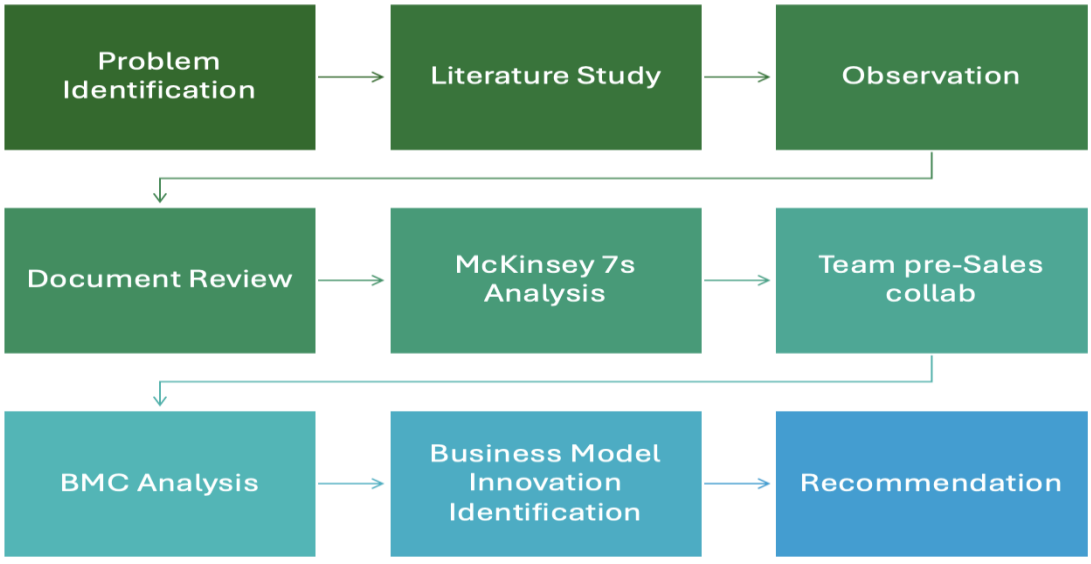
The internship at PT XYZ included a Business Model Innovation (BMI) workshop & Business Model Canvas (BMC) creation in collaboration with the Solution Development team. The BMC defined nine components of a business model: customers, segmentation, value propositions, channels, customer relationships, key resources, key activities, key partnerships, cost structure and revenue streams. Such an endeavor provides an empirical basis to explore the association of organizational alignment with business model innovation. In this light, this investigation addresses the subsequent research inquiry: In what ways can organizational alignment through pre-Sales competencies support business model innovation opportunities at PT XYZ? This study investigates organizational factors enabling efficient pre-Sales operations, defines the current business model structure and suggests actionable steps to improve the business model (Marolt, Lenart, Maletič, Borštnar, & Pucihar, 2016). Thus, the analysis attempts to determine:

How do the observed organizational conditions relate to pre-Sales Capability and how can customer knowledge relate to pre-Sales help identify possible business model reconfiguration possibilities at PT YYZ? This research aims to (1) assess associations between the seven McKinsey 7s factors in pre-Sales context, (2) examine pre-Sales as competence to translate customer specifications into technical and business solutions and 3) exploit the BMC to identify reconfiguration opportunities. Analysis does not claim established or verified BMI.

2. Literature Review & Hypothesis Development

This study uses a qualitative descriptive method with a single-case study approach. The case is PT XYZ's business alteration from product focus business to solution development service provider. PT XYZ's currently undergoing business alteration particularly within solution development and pre-Sales activities. The qualitative approach was selected because the study seeks to understand organizational processes, roles, coordination, and business model configuration in their real organizational context rather than statistically test relationships among variables. Research procedure starts with problem definitions which define organizational and business model challenges to be analyzed (Rashid, Rashid, Warraich, Sabir, & Waseem, 2019). This phase is followed by literature review to establish theoretical framework and identify key concepts in organizational alignment, pre-Sales competencies & BMI. Moreover, observations continued to understand real operations and collaboration within the firm and document analysis to obtain operational and organizational data. The gathered data is analyzed in the context of the 7S Framework from strategy to structure, systems to shared values to skills to staff to style - to assess connections within organization. The procedure starts by analyzing pre-Sales team collaboration to understand cross-functional coordination and its contribution to solution development. Then, the BMC is examined to get the current Business Model structure. These analyses are combined to identify possible opportunities for BMI. Eventually, feasible suggestions are generated to improve organizational coordination, pre-Sales competencies, business model advancement, as explained by the author in Figure 1 below.

Figure 1. Research Process



The evidence repository contains entries from internship logbooks, observations of participants, organizational and workflow details, project and technical resources, and BMC and solution-development outcomes. Activities during internship in July and August 2026 were company orientation and customer segmentation; monitoring pre-Sales workflows; scrutiny of project documents and proposals; analyze customer needs & challenges; sales - pre-Sales - technical discussions; product, solution demonstrations; Single Line Diagram (SLD) and BoQ documents reviewed; Creating a Value Proposition Canvas (VPC) for a Smart Classroom solution; Discussions of Business Model Canvas (BMC); proposal creation; mentor assessment; and a final presentation and reflection. These endeavors are presented as evidence relevant to this case and not as exhaustive documentation of every engagement by PT XYZ.

Evidence unit definitions were an internship engagement documented, an organizational or process record, a project or technical document, or any BMC, VPC, solution-development output directly related to the research objectives. When they defined organizational responsibilities, pre-Sales procedures, customer requirement conversion, technical-commercial solution creation or one or more components of the BMC were integrated, materials were integrated. The assessment did not use a numerical saturation benchmark because research was limited to internship activities and documentation; thus, the data does not claim to be representative of all organizational operations. This study did not include systematic semi-structured interviews. The results thus become provisional internal case assessments which require external extended validation.

The analysis of data occurred in 4 stages. First, existing activity records and documents were sorted by date, organizational function and relation to research topics. The second instance used seven McKinsey 7s elements and five Pre-Sales Capability dimensions for descriptive coding of the material: Client awareness, technical solution structuring, cross-departmental integration, commercial translation, value communication. Thirdly, the current BMC was scrutinized to determine which components are exemplified in the available resources and which alterations were left as proposals. Fourth, coded observations were contrasted across sources for functional alignment, reinforcement, relationships among organizational factors. If the evidence was insufficient to warrant a credible evaluation of alignment or business outcomes, the manuscript does not make that assertion.

Differentiation of source material, descriptive observation, analytical coding and interpretation-maintained continuity of evidence. For example, documented need-analysis initiatives were classified as customer sensing. Sales, Pre-Sales, Product Management, technical roles synergy was called cross-functional integration; And that the BMC formulated with the Solution Development team was perceived as an illustration of the present model and as basis for discussion of possible reconfiguration. Such an approach explains the analytical stages but cannot replace external stakeholder triangulation or longitudinal outcome data.

2.1 Researcher Positionality and Reflexivity

The researcher participated in the Lecturer Internship as an embedded participant-observer, carrying out observational and guided learning, collaborative solution development, VPC/BMC design, proposal preparation and presentation. That role allowed contextual access to the observed process but created a risk of overlap between participation and interpretation. The methodological resources include internship logbook entries and available organizational, project and technical documents; the study does not claim a separate systematic field-note corpus, formal negative-case protocol or independent multi-coder validation was carried out. Preventing overinterpretation, the study separates descriptive data from analytical insights, evaluates key observations with documented findings and declares assertions about alignment, customer value and BMI as first assertions without independent verification.

Table 1. Evidence Sources (Period of July-August 2026)

Source Type	Function	Information Observed	Analytic	Role in Analysis
Internship logbook and participant observation	Solution Development / pre-Sales	Company orientation, customer segmentation, workflow observation, requirement analysis, coordination, presentation, and solution-development activities	Customer sensing; cross-functional integration; value communication	Provides contextual evidence of observed pre-Sales activities and organizational roles
Workflow and organizational information	Solution Development and related functions	Role responsibilities and process steps linking need analysis, design, estimation, and proposal preparation	Systems; Structure; commercial translation	Shows how responsibilities and workflow are arranged in the observed process
Project and technical materials	Solution, project activities	Technical specifications and project-related materials, including SLD and BoQ-related documentation where available	Technical-solution configuration; commercial translation	Shows how customer requirements may be translated into technical and commercial solution components
Product/solution showcase and coordination activities	pre-Sales, Sales, technical roles, principals/customer-related activities	Presentations, demonstrations/PoC, and discussions related to	Value communication; cross-functional integration	Provides examples of communication and coordination

		requirements and solution options		activities; does not establish customer satisfaction or sales outcomes
VPC and BMC development outputs	Solution Development team	Problem–solution fit discussion for Smart Classroom and mapping of current business model components	BMC mapping; potential reconfiguration	Supports descriptive mapping and identification of candidate opportunities, not proof of implemented BMI

The evidence categories used in qualitative analysis are summarized in Table 1 with an overview of their contributions analytically and their limitations. The contents were evaluated on organizational settings, pre-Sales functions and prospecting of potential business model adjustment chances. Every source type was analyzed based on what information it could endorse. Material consistency was assessed when different categories of evidence dealt with the same topic. But many source categories were not sufficient to prove triangulation unless the associated claim was confirmed by those sources. Inventory is designed to advance analytical traceability rather than to illustrate organization coverage. Interpretations should thus be guided by documented resources and by limitations of participant-observer perspective.

3. Methodology

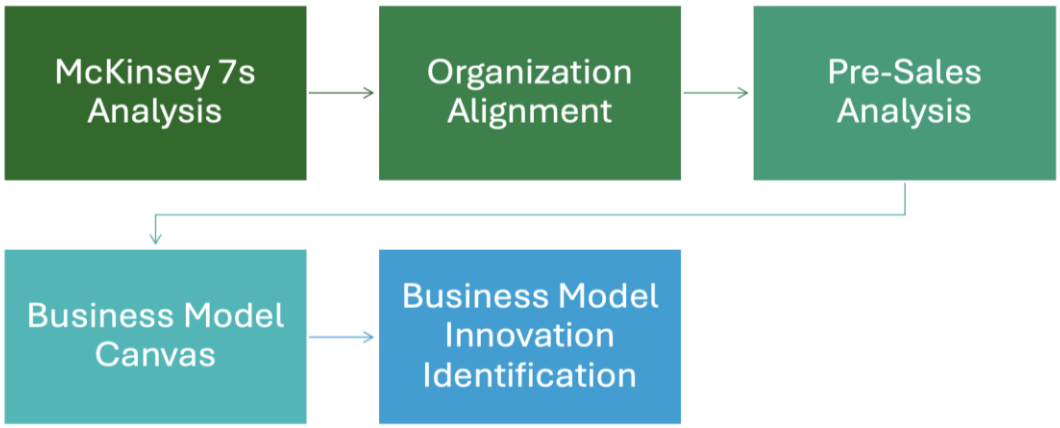
This analysis employs a conceptual structure to delineate relationships among organizational settings, pre-Sales skills and potential Business Model Innovation pathways. Organizational dynamics are explored through seven interconnected factors in the McKinsey 7S Framework. Strategy, structure, systems, shared values, skills, staff and style. These aspects provide an analytical framework for discerning how internal organizational settings may facilitate coordination and collaborative efforts among functions. In this sense pre-Sales can be considered an operational capacity converting customer specifications, business criteria, technical prerequisites into corresponding technological solutions. It then uses the business model Canvas (BMC) to outline and evaluate the current Business Model in nine components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, cost structure. Synthesizing these viewpoints allows an examination of the relation between organizational settings and pre-Sales activities in relation to possible business model reconfiguration possibilities.

This research investigates whether pre-Sales initiatives could help identifying Business Model Innovation opportunities through customer-centric solution creation. To identify customer difficulties early on during the first engagement phases, pre-Sales can translate customer needs into technical and commercial setups to promote cohesion of solutions involving relevant

organizational departments and external collaborators. Such endeavors may also identify opportunities to rethink service provisions and revenue frameworks in response to client demands and company capabilities. The BMC provides a systematic way of evaluating whether such recommendations might affect value generation, value delivery, value capture in the present business model. Thus, the framework links organizational circumstances, pre-Sales efforts & BMC-centric evaluation in an analytic route to discern possible business model restructuring prospects. Yet these prospects must not be confused with executed, confirmed breakthroughs. So, the paradigm permits exploratory study instead of causal linkage determination or confirmation that suggested modifications have led to quantifiable organizational or economic results.

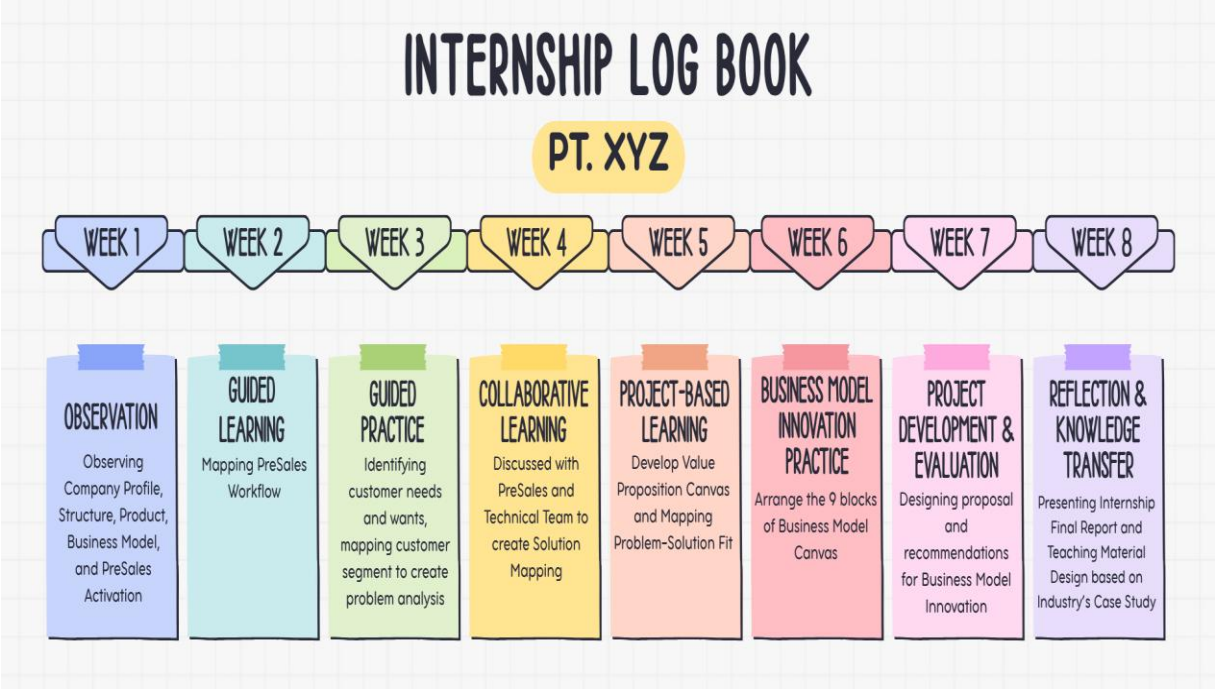
The model is thus illustrated:

Figure 2. Research Framework



3.1. Internship at PT XYZ

Figure 3. Internship Logbook



The first week spent at PT. XYZ is dedicated to observing the company's orientation, business profile, business structure, product portfolios, understanding customers' segmentation, role observation and pre-Sales workflow. After these observations, the internship program moved to guided learning by keeping track of the pre-Sales process, studying projects' documents and proposals, following internal discussion, identifying the connection between sales, pre-Sales, technical engineer, and customers. Moreover, week three spent with guided practice by studying customer gathering requirements, identifying needs, problems and customers' pain points, mapping the characteristic of customer segments. The fourth week spent with collaborative learning by developing value proposition, analyzing the solution for customers and creating Value Proposition Canvas (VPC) to map the correct problem-solution fit. Thus, Business Model Canvas (BMC) was started to be assembled by the fifth week, based on case studies found on presales process, as well as analyzing the connection between customers, value, activity, resources, cost and revenues. After the Business Model Canvas (BMC) was assembled, proposal and recommendations for Business Model Innovation opportunities started to be compiled and reviewed by mentor. Last, the internship program was presented during the last week, as well as reflection and knowledge transfer. Receiving evaluation from mentor and developing the final integration between internship results to Entrepreneurship.

3.2. McKinsey 7s Framework PT XYZ

A structured methodology for examining organizational alignment through scrutiny of seven mutually dependent factors is provided in the McKinsey 7s Framework. Strategy, Structure, Systems, Shared Values, Skills, Staff, Style. The framework assesses organizational success through formal structure as well as through coherence of strategy, processes, personnel, competences, leadership and shared values. Strategy is the organizational framework for achieving objectives and competitive edge whereas Structure is the assignment of organizational functions and responsibilities. The operational procedures that support organizational activities and decisions are called systems. Skills refer to the abilities and experience required to carry out organizational plans whereas Staff refers to the availability and sufficiency of human resources. Style reflects the way of leadership and management while Shared Values represent the core Values that guide organizational actions and changes. Its framework demonstrates how these parts relate, so a change in one might trigger revisions in the others. Hence, there is an alignment when two or more elements of this framework are affecting one another. Thus, the McKinsey 7s Framework can be used as a diagnostic tool to identify alignment discrepancies & enable orchestrated organizational change (Purnomo, Kurniawan, Basuki, Dipa Pratama, & Paramadita, 2023).

Figure 4. McKinsey 7s Framework



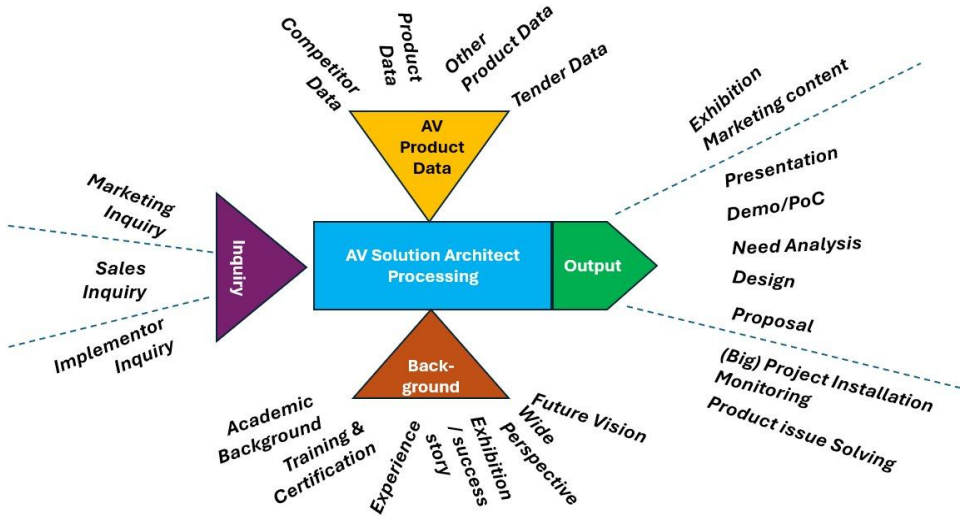
PT XYZ application of 7S Framework demonstrates that seven organizational components enable technological solutions and customer-centric business operations. The Strategy component describes a technological solution and a customer-centric business approach that lay the foundation for a better alignment of organizational efforts with market and customer needs. This framework demonstrates cooperation among sales, solution development, pre-Sales, product management, solution architect roles. Systems may include requirements assessment, solution architecture, proof of concept (PoC), cost calculation, financial planning, proposal processes for methodical solution creation, development. Shared values place customer focus, teamwork & problem solving as core corporate values. Competencies include technical expertise, product familiarity, presentation skills, proof of concept and solution design skills required to create solutions. It consists of pre-Sales specialists, solution architects, product management, sales and other auxiliary roles that require additional skills. Ultimately style is about coordination, communication, leadership, dissemination of knowledge, skills that promote collaboration, organizational implementation. The following seven elements demonstrate how alignment of PT XYZ depends on the combination of strategic direction, organizational responsibilities, operational systems, human skills, collaborative practices.

3.3. Pre-Sales Capability

Pre-Sales is an important function that aligns customer requirements with internal competencies to design and deliver suitable solutions. The reference suggests that sales proficiency should be considered early in the life cycle of new product development, since early engagement may enable a more efficient and economical sales process while minimizing possible delays across organizational functions. As such, pre-Sales is a structured competency that translates customer needs into actions like requirement assessment, solution showcasing,

demonstration or PoC, design and proposal formulation. They involve sales, technical, product and organizational assets working together to ensure solutions meet client demands and internal competences. Thus, a methodical pre-Sales procedure can therefore increase organizational coherence and readiness before introducing product to market. As a procedure it can be summed up as customer requirements, pre-Sales competence, internal cohesion, solution creation, sales readiness, the conversion of customer demands into market-ready technological solution (Annunen, Mustonen, Harkonen, & Haapasalo, 2021). Pre-Sales is a strategic asset that links customer needs to internal organizational capability. Pre-Sales prepare organization to create effective solution development, delivery via needs assessment, presentations, demonstrations / proofs of concept, solution design and proposal formulation. The model is thus illustrated:

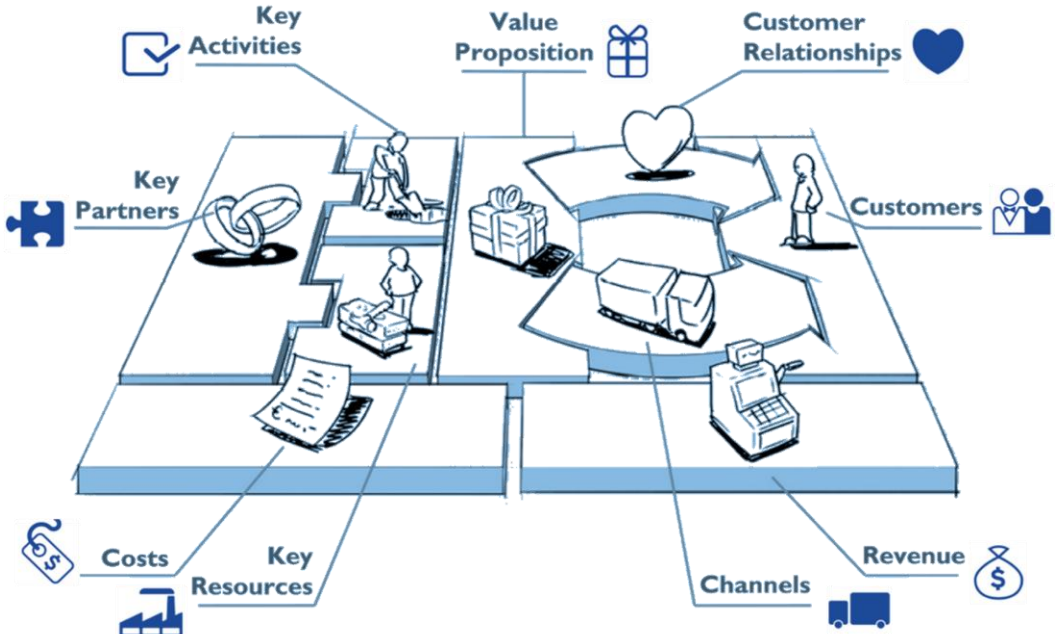
Figure 5. workflow pre-Sales PT XYZ



3.4. Business Model Canvas (BMC)

In this analysis the BMC is used to recognize and describe the current arrangement of the organization's Business Model. The assessment includes linked factors within nine building blocks: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams Key Resources, Key Activities Key Partnerships and Cost Structure (Budi Kusumawati et al., 2022). Each building block reveals how the company finds its audience, adds value, builds relationships, generates revenue, manages resources/activities, builds partnerships and regulates expenses. Analyzing all these factors together, the BMC provides an illustration of the present business model and key value creation, delivery and capture mechanisms of the organization. In this investigation the BMC is used more as a descriptive and analytic illustration of prevailing business model than as a statistical evaluation instrument. Thus, this investigation purposed towards understanding links and structure of business models components from organizational knowledge. This strategy identifies potential weaknesses, opportunities and growth sectors for Business Model Innovation (Sari & Mahfudz, 2024).

Figure 6. Business Model Canvas



4. Results and Discussion

4.1. Organizational Structure and pre-Sales

Organizational evidence reveals that the Solution Development function comprises the Head of Solution Development, Team Leader, pre-Sales Specialists, Product Management, Solution Architects, Coordinators, and personnel responsible for workflow coordination and database support. The availability of these jobs demonstrates that the technological solutions developed are fundamentally multidisciplinary and require close cooperation of several organizational divisions performing different functions and skills. In the pre-Sales department, client needs are collected, analyzed and communicated to internal teams through gathering and reporting on customer needs. Pre-Sales then work with technical/product-oriented departments to deliver solutions that meet client requirements and organizational capabilities. It includes system architecture, product availability verification, pricing analysis, cost assessment, budgeting preparation and technical, commercial documentation compilation. These tasks require good information sharing, roles coordination and alignment among functions. So, the organizational framework allows an organized process to turn customer needs into technical and commercial solutions while coordinating resources, expertise and business aspects during solution development and pre-Sales phases.

This result fits with solution-selling literature, which suggests that a transition from product-based selling to solution-centric practices requires strong organizational conditions and cross-functional alignment. Instead of prioritizing products, solution selling integrates customer specifications, technical knowledge, product awareness, pricing and service components into integrated solutions. Thus, organizational responsibilities, processes, communication frameworks and teamwork in pre-Sales, technical, product, commercial sectors are crucial. This alignment enables businesses to meet complex consumer wants and create integrated solutions that add customer value (Salonen et al., 2021). Pre-Sales is a strategic coordination function that

connects internal and external parties, combines customer demands with technical/commercial knowledge and translates these into coherent solution narratives, proposals and value propositions in line with customer requirements and organizational strengths (Nandy & Seetharaman, 2026).

4.2. McKinsey 7s Analysis

The McKinsey 7s framework suggests that organizational compatibility at PT XYZ impacts pre-Sales competencies and customer-centric solution creation. The Strategy places emphasis on customer and solution focus for pre-Sales to provide client-specific solutions. This Framework together with dedicated Solution Development roles allows cross departmental collaboration between pre-Sales, Solution Architects, Product Management and others. The Systems component demonstrates an organized process for needs assessment - proposal creation enabling uniformity and collaboration during solution development. Collective principles of consumer orientation & teamwork underpin client-centric solutions & cooperative methodologies. This Skills component comprises technical, product, presentation and design Skills that help pre-Sales staff understand requirements and help in solution creation. The personnel structure including pre-Sales, Architects, Product Management & Sales provides synergistic knowledge supporting whole solution development procedure. Ultimately Style is about collaboration and knowledge transfer. The following seven components show that organizational alignment at PT XYZ supports pre-Sales activities by harmonizing strategic direction, organizational roles, operational frameworks, shared values, competencies, staffing and managerial practices to provide customized technology solutions to customers (Purnomo et al., 2023).

Figure 7. Analytical Application of the McKinsey 7s Framework to pre-Sales Activities at PT XYZ



Figure 7 is an evaluative use of the McKinsey 7s Framework for pre-Sales functions in PT XYZ: The strategy defines the orientation towards developing customer-focused solutions and the

structure defines functional roles and possible coordination interfaces between Sales, pre-Sales, Solution Development, Product Management. Those systems articulate workflow structures for requirement study, solution design, proof of concept, estimation, proposal development. Shared Values stand for client-centricity, cooperative efforts and a solutions-driven mindset. Abilities represent the technical and product knowhow required to understand client demands and provide appropriate solutions. The employees represent the position-oriented skills of pre-Sales professionals, solution architects, product management teams, support roles. Style suggests that effective communication, coordination, leadership and knowledge sharing across functions are necessary. The linked factors illustrate how organizational contexts might affect pre-Sales operations, interdisciplinary collaboration. Such mapping is intended to provide an analytical interpretation of the case information rather than to support thorough organizational alignment or causal relationships relevant to business model reconfiguration.

It examines how the seven components relate. Structure defines duties, systems perform operations and skills, and staff provide the competencies to carry out the process. Strategic planning and collective values guide customer-focused initiatives, organizational style influences coordination among functions. This supports the underlying principle of the McKinsey 7s Framework that organizational efficacy depends on the interaction of organizational components rather than just structure (Imane et al., 2026).

The connections themselves are not interpreted as evidence of total organizational alignment. The existing observations provided no systematic framework for assessing uniformity across the seven components of the organization or for identifying underlying tensions. None of the evidence considered herein showed a material discrepancy; However, this should not be taken as proof that no discrepancies exist. It is most tenable to infer that selected organizational components have functional relationships within the analyzed pre-Sales process but that overarching alignment is not uniform and of sufficient degree.

Table 2. Evidence-Based of Organizational Relationship

7S Relationship	Evidence	Assessment	Interpretation and Boundary
Strategy and Systems	Customer/solution orientation alongside need analysis, design, PoC, estimation, and proposal activities	Functional fit in the observed process	Supports translating customer requirements into a structured solution process; outcomes not assessed
Structure, Skills, and Staff	Coordination among Sales, pre-Sales, Product Management, Solution Architects, and supporting roles	Interdependence / reinforcement	Differentiated roles provide access to relevant expertise; coordination quality was not independently measured
Shared Values and Style	Teamwork, customer orientation, communication, and knowledge-sharing activities described in the internship materials	Potential reinforcement; evidence is observational	May support collaboration, but broader cultural consistency was not validated

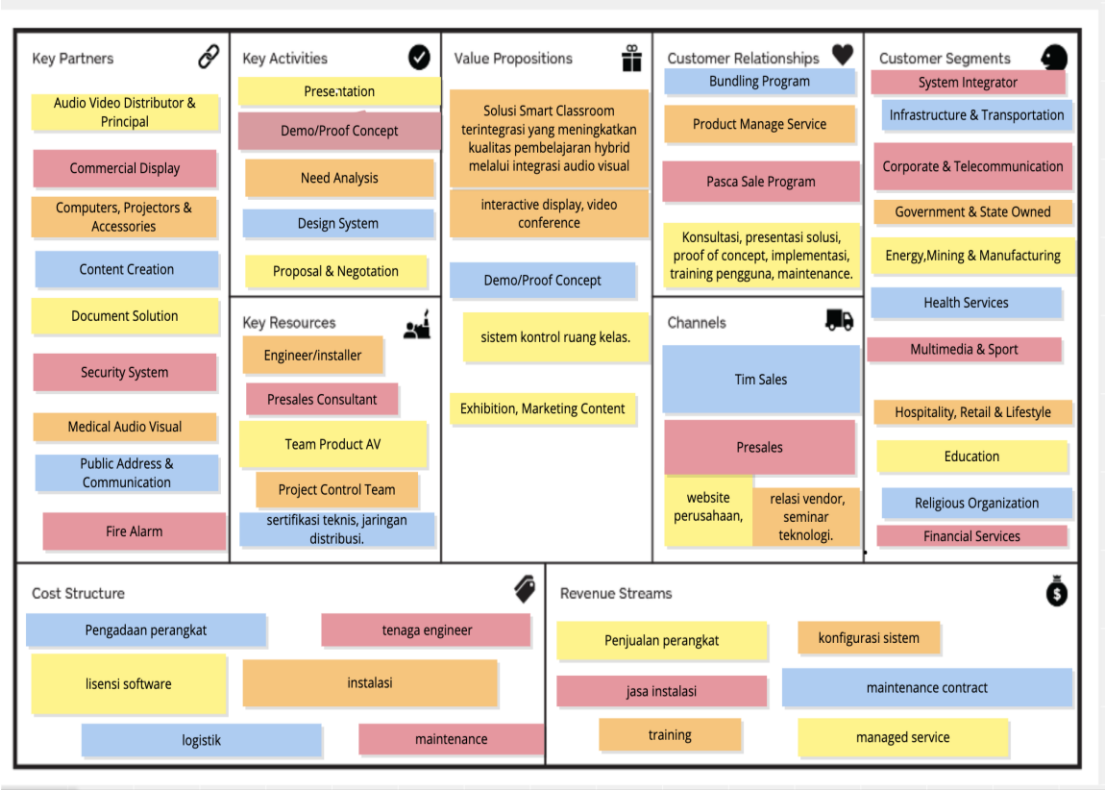
Potential tensions or misalignment	No systematic negative-case or organization-wide audit was documented	Not established / evidence boundary	The study cannot conclude that misalignment is absent; further interviews and broader records are needed

4.3. Pre-Sales as the Link between Customer Needs and Solutions

All the analyzed pre-Sales activities point to a coherent and sequential framework starting with customer requirements identification and ending with the selection of the right technical and commercial solution. It is the need analysis that represents the introductory phase where client requirements, business obstacles, operational environments, expected results are recognized and analyzed. The operation then moves on to presentation efforts which relay recommended techniques and establish a common understanding between organization and client. Demonstration or Proof of Concept (PoC) is an authenticating Demonstration that proposed solutions can meet defined criteria in real life application. The sequence moves on to solution design, where client requirements are translated into a suitable technical arrangement by assessing goods, technologies, specifications, implementation prerequisites. The proposal development process then combines technical solution with commercial elements like pricing, estimation, budgeting and associated documentation. Thus, the overarching process may be characterized as originating from consumer need through technical evaluation and formulation of solution to the formulation of a commercial proposal. This sequence defines pre-Sales as the interface between external customer information and internal technical skills, product resources and commercial operations. Thus, pre-Sales adds value by converting customer specifications into realistic, adapted and economically viable solutions. Similarly, pre-Sales can be positioned as a value co-creation mechanism in B2B IT services. The process begins with requirement interpretation, followed by solution development based on customer needs, cross-functional collaboration, value communication through presentations or demonstrations, and proposal alignment that integrates technical feasibility with commercial considerations. These interconnected activities enable customers and providers to jointly shape relevant, feasible, and value-oriented technology solutions.

4.4. Business Model Canvas (BMC) of PT XYZ

Figure 8. Business Model Canvas (BMC) PT XYZ



The business model Canvas (BMC) for PT XYZ combines products, services and client support into one Business Model for technology solutions. Principal partners include audio-video distributors, key stakeholders, display solution provider, computer / projector vendor, content creators, document solution firm, security system company, medical audio-visual provider, public address associates and fire alarm service provider. Principal activities are delivering presentations, demos/proofs of concept, needs analysis, system design and proposal negotiations. Principal Resources include engineers/installers, pre-Sales advisors, Product AV teams, Project Control teams, certifications and distribution networks. This Value Proposition describes innovative classroom solutions, blended learning with audio, visual integration, interactive displays, video conference, room control systems, demonstrations, exhibitions, marketing materials. Packaging strategies & product administration & after-sales services & advisory sessions, presentations, proofs of concept & implementation, training, maintenance create customer relationships. The categories of customers are system integrators, infrastructure & transport, corporate & telecommunications, government and organizations, energy & mining & manufacturing, health services, multimedia & sports, hospitality & retail & lifestyle, education & religious organizations and financial services. Channels include Sales, Pre-Sales, digital presence, vendor affiliations, seminars. Equipment sales, system setup, installation services, training, maintenance contracts and managed services are the Revenue Streams whereas the Cost Structure includes equipment procurement, software licenses, engineering people, installation, logistics and maintenance.

The BMC analysis reveals that PT YYZ has a combined product - service business model, which offers a broader view of value generation beyond product - product interactions. The enterprise creates value through distribution and sale of products as well as solution design, implementation, training, maintenance, managed services for various client's requirements.

With this structure, the firm can design more holistic and consumer-oriented propositions combining products, technical skills, service competencies and supporting resources. So, value establishment and retention are therefore dependent not only on specific products but on the methodical configuration of organizational functions, assets, partnerships and skills in accordance with client needs. This concludes by stressing the strategic need of integrated business models for value delivery (Fá & Zilber, 2014).

4.5. Business Model Innovation Opportunity

Today PT XYZ can be characterized as a unified mix of product sales and supporting services that creates value through product transactions together with after-sales services such as installation, training and maintenance activities. Pre-Sales research suggests that this model can be strengthened by adding customer requirement evaluation and consultation earlier during value creation. Presumably this justifies starting with product supply, then sales effort, installation effort, customer training and maintenance. An enhanced framework might start with discerning consumer demands, then advisory services, solution architecture, product and system integration, deployment, training/maintenance and managed services. That strategy may allow greater consumer participation, personalized solutions & perpetual value delivery (Andreini, Bettinelli, Foss, & Mismetti, 2022). The recommended arrangement shouldn't, however, be taken as an established modification of PT. XYZ corporate strategy. It is a potential Business Model Innovation opportunity based on case analysis that requires further confirmation by management, customers and relevant financial and project data (Iheanachor, David-West, & Umukoro, 2021).

Such a prospect is relevant to Business Model Innovation (BMI) research as it entails possible shifts in the way an organization approaches value creation, delivery and capture. For example, such modifications may involve combining activities, resources and client engagements into more rounded and sustainable value propositions (Foss & Saebi, 2017). In such a framework, pre-Sales might point to possible Business Model Innovation opportunities by detecting client issues early, creating unified solutions, collaborating with appropriate partners and exploring service-centric revenue models. Such initiatives might then guide subsequent changes in value creation, dissemination and retention; Yet the recommended reorganization is only an analytical possibility and not an executed or confirmed business model innovation.

4.6. Alignment between 7S, pre-Sales, and BMC

Table 3. Alignment 7S-pre-Sales-BMC

McKinsey 7s	pre-Sales Role	BMC Component
Strategy	Customer and solution orientation	Customer Segments; Value Proposition
Structure	Coordination among Sales, pre-Sales, Product Management, and Architect	Key Activities; Key Resources
Systems	Need analysis, design, estimation, and proposal	Key Activities; Customer Relationships
Shared Values	Customer-oriented solution development	Value Proposition; Customer Relationships

Skills	Technical and consultative capabilities	Key Resources; Key Activities
Staff	Specialized human resources	Key Resources
Style	Collaboration and communication	Customer Relationships; Key Partnerships

Table 3 shows that Selected organizational elements show functional compatibility across various interdependent components of BMC. Key Resources provide the human competencies and insights that enable solutions development and delivery. Systems shape Key Activities through processes and workflows that support consistent operational delivery. Simultaneously, strategy defines client segments and value proposition by positioning the business in relation to consumer needs and value proposition to target markets. Such correlations demonstrate how internal organizational elements organize the company model. Accordingly, the BMC may be combined with internal organizational analysis to explore how organizational skills, procedures and strategic direction affect value creation, delivery, capture rather than being used as a stand-alone business planning resource.

The pre-sales function should be further developed as a strategic solution creation asset through product understanding, technical competence, presentation skills, client requirement analysis and solution design capabilities. Such skills allow pre-sales team to discern customer demands and offer more relevant, achievable & customer-centric solutions. Customer insights gathered from Need Analysis should also be documented, monitored & translated into company wisdom. Such data may be a critical input for solution formulation, product choice, proposal crafting and or subsequent solution innovation thereby enabling consistency, knowledge to repurpose and organization agility to meet changing customer expectations, market trends. This can help the company identify recurring customer problems and opportunities for standardized solution packages (Tuli, Kohli, & Bharadwaj, 2007).

PT XYZ may examine solution packages combining items with installation, training, maintenance, and managed services. It is about adding value for consumers and creating prospects for ongoing customer relationships. If customer demands call for specialist technology or system integration, technology principals and solution partners might participate earlier in solution development. This might help the firm create bespoke solutions. This means the BMC is constantly evaluated according to customer demands, technological advances, partner evolution, project results, and pre-sales discoveries. Systematic assessments may enable management to discern changes in value propositions, target audiences, operational tasks, alliances, and income streams.

4.7. Analytical Contribution and Transferability

The case proposes a mechanism that technology solution providers outside PT XYZ may find interesting: organizational conditions may improve pre-sales capacity; pre-sales can translate customer knowledge into technical & commercial solution structures; And those structures may be assessed against BMC components to detect reconfiguration possibilities. Its system extends analysis beyond activity overview by analyzing association between organizational context, customer knowledge interpretation & business model architecture. It differentiates former solution-selling, BMI approaches by separating opportunities identification from execution,

validation processes. Since the evidence relates to a single restricted situation without systematic interviews or longitudinal outcomes this process should be interpreted as a suggestion for further analysis rather than an overarching causal hypothesis.

5. Conclusion

This analysis concerned the alignment of organization and innovation of business model through pre-Sales capabilities at PT XYZ. The scenario demonstrates that pre-sales helps align client expectations with business technical and commercial capability. Strategy, Structure, Systems Shared Values, Skill, Staff and Style create organizational conditions for pre-Sales functions - McKinsey 7s assessment demonstrates. The pre-Sales methodology includes presentation, demo, Proof of Concept, needs evaluation, solution creation and proposal writing. These operations require alignment between Sales, pre-Sales, Product Management, Solution Architects, tech partners.

The Business Model Canvas (BMC) shows that PT XYZ combines technological product sales with after-sales services as solution development with installation, training, maintenance and managed services. These findings suggest business model innovation could be advanced by making pre-sales a customer-oriented function and by integrating consulting, solution design, implementation and sustained services. The contribution of this investigation is a lucid analytical framework. Organizational alignment, solution development and business model prospects are evaluated using the McKinsey 7s, pre-Sales & BMC. The technique provides realistic groundwork for detection of changes in the business model of a technological solution provider.

Focusing on internship observation and organizational materials hinders the analysis. Future inquiries should confirm the conclusions with semi-structured interviews of Management, Sales, pre-Sales, Product management, Solution Architects, applicable customers and or many concluded projects to support the empirical data.

5.1 Ethical and Confidentiality Considerations

This investigation only considered activities and material relevant to a Lecturer Internship and excluded systematic interviews and experimental treatments. This is known as PT XYZ, and the manuscript does not reveal identifiable customer names nor reproduce confidential technical or commercial project details. Organizational/project resources are defined broadly for the case study. Creations shall confirm that application and release of internship resources comply with relevant institutional and organizational approvals and that any public data submission is free of confidential details.

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Author Contributorship

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Data Availability

This project contains the following underlying data: https://doi.org/10.5281/zenodo.22141624

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