

Beyond Technology: The Strategic Role of Corporate Culture on the Adoption of AI Technology in Industrial Solution Selling

Ann-Kathrin Kieler

Carl von Ossietzky Universität Oldenburg

Sascha Alavi

Carl von Ossietzky University Oldenburg

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Abstract

This study investigates the influence of corporate culture on artificial intelligence (AI) adoption in industrial solution selling, addressing a critical gap in the literature on digital transformation in B2B contexts. Data from a survey of 192 experienced B2B sales managers were analysed to test the relationships between four cultural dimensions, market-driven, adhocracy-driven, hierarchy-driven, and clan-driven and AI technology adoption, with a focus on moderating effects. Results reveal that hierarchy-driven culture exerts the strongest positive effect on AI adoption, challenging the prevailing assumption that rather adhocracy-oriented cultures drive digital change. Crucially, two moderators, Top Management Team advocacy and Data and IT infrastructure, significantly strengthen the hierarchy culture-adoption relationship. The findings underscore that structured, process-oriented organizations can be powerful catalysts for AI technology integration when supported by leadership, infrastructure, and skilled personnel. The study offers actionable recommendations for B2B leaders, emphasizing the strategic value of hierarchy.

Track: Business-To-Business Marketing & Supply Chain Management