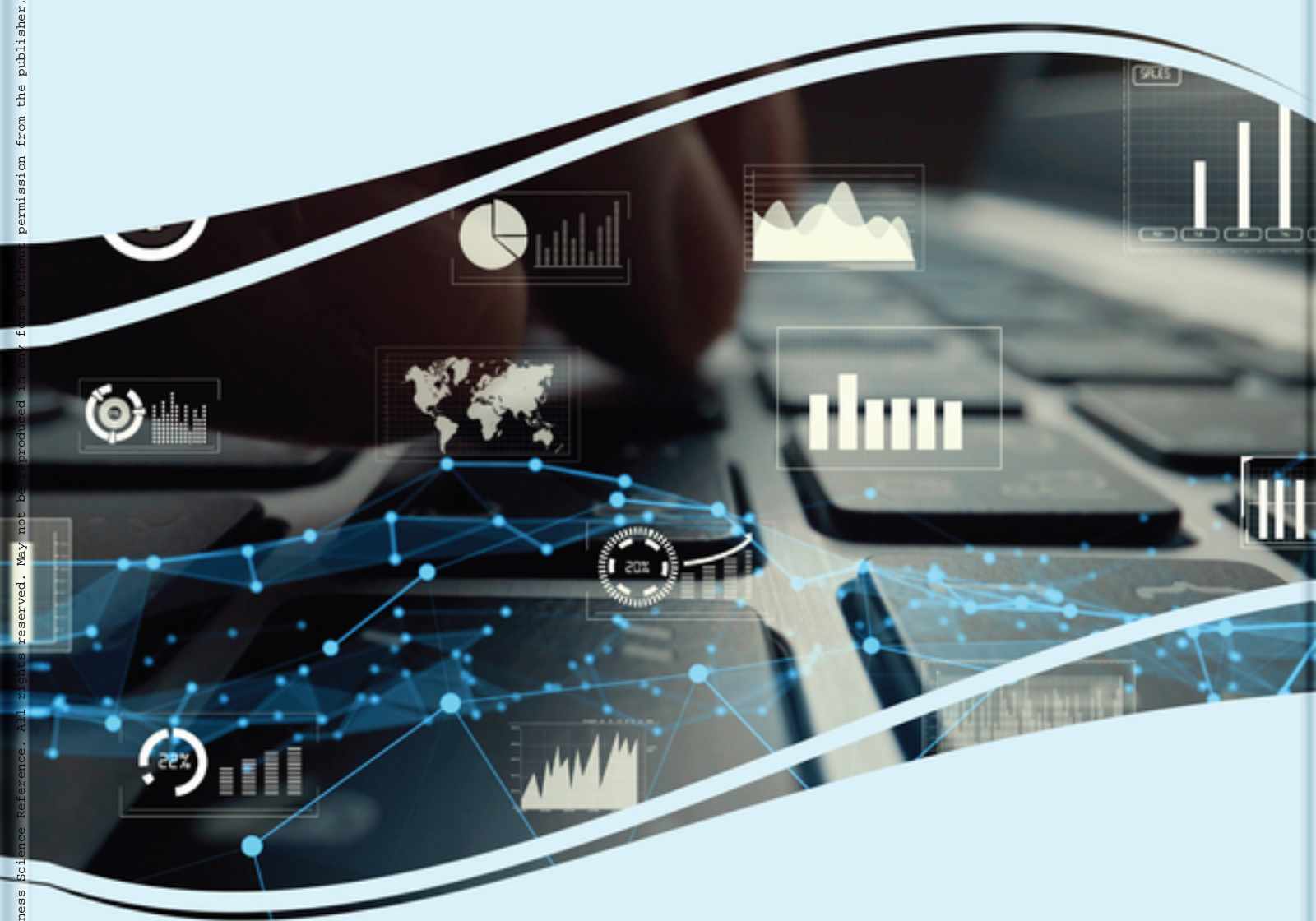


Premier Reference Source

Sales Management for Improved Organizational Competitiveness and Performance

Copyright 2022. Business Science Reference. All rights reserved. May not be reproduced in any form without permission from the publisher, except fair uses permitted under U.S. or applicable copyright law.



José Duarte Santos

IGI Global
PUBLISHER OF TIMELY KNOWLEDGE

Sales Management for Improved Organizational Competitiveness and Performance

José Duarte Santos

Accounting and Business School, Polytechnic of Porto, Portugal

A volume in the Advances in Logistics,
Operations, and Management Science (ALOMS)
Book Series



Published in the United States of America by
IGI Global
Business Science Reference (an imprint of IGI Global)
701 E. Chocolate Avenue
Hershey PA, USA 17033
Tel: 717-533-8845
Fax: 717-533-8661
E-mail: cust@igi-global.com
Web site: <http://www.igi-global.com>

Copyright © 2022 by IGI Global. All rights reserved. No part of this publication may be reproduced, stored or distributed in any form or by any means, electronic or mechanical, including photocopying, without written permission from the publisher. Product or company names used in this set are for identification purposes only. Inclusion of the names of the products or companies does not indicate a claim of ownership by IGI Global of the trademark or registered trademark.

Library of Congress Cataloging-in-Publication Data

Names: Santos, Jose Duarte, 1966- editor.
Title: Sales management for improved organizational competitiveness and performance / Jose Duarte Santos, editor.
Description: Hershey, PA : Business Science Reference, [2022] | Includes bibliographical references and index. | Summary: "This book will present knowledge and skills to allow readers with the ability to understand and apply different concepts, techniques and tools in the sales area, highlighting the influences of management, marketing and technology on sales and presenting trends in the digital transformation that is taking place in organizations"-- Provided by publisher.
Identifiers: LCCN 2022001276 (print) | LCCN 2022001277 (ebook) | ISBN 9781668434307 (hardcover) | ISBN 9781668434314 (paperback) | ISBN 9781668434321 (ebook)
Subjects: LCSH: Sales management. | Performance--Management. | Competition.
Classification: LCC HF5438.4 .S2275 2022 (print) | LCC HF5438.4 (ebook) | DDC 658.8/1--dc23/eng/20220302
LC record available at <https://lccn.loc.gov/2022001276>
LC ebook record available at <https://lccn.loc.gov/2022001277>

This book is published in the IGI Global book series Advances in Logistics, Operations, and Management Science (ALOMS) (ISSN: 2327-350X; eISSN: 2327-3518)

British Cataloguing in Publication Data

A Cataloguing in Publication record for this book is available from the British Library.

All work contributed to this book is new, previously-unpublished material. The views expressed in this book are those of the authors, but not necessarily of the publisher.

For electronic access to this publication, please contact: eresources@igi-global.com.



Advances in Logistics, Operations, and Management Science (ALOMS) Book Series

John Wang
Montclair State University, USA

ISSN:2327-350X
EISSN:2327-3518

MISSION

Operations research and management science continue to influence business processes, administration, and management information systems, particularly in covering the application methods for decision-making processes. New case studies and applications on management science, operations management, social sciences, and other behavioral sciences have been incorporated into business and organizations real-world objectives.

The **Advances in Logistics, Operations, and Management Science (ALOMS)** Book Series provides a collection of reference publications on the current trends, applications, theories, and practices in the management science field. Providing relevant and current research, this series and its individual publications would be useful for academics, researchers, scholars, and practitioners interested in improving decision making models and business functions.

COVERAGE

- Finance
- Operations Management
- Political Science
- Services management
- Computing and information technologies
- Decision analysis and decision support
- Information Management
- Organizational Behavior
- Marketing engineering
- Networks

IGI Global is currently accepting manuscripts for publication within this series. To submit a proposal for a volume in this series, please contact our Acquisition Editors at Acquisitions@igi-global.com or visit: <http://www.igi-global.com/publish/>.

The Advances in Logistics, Operations, and Management Science (ALOMS) Book Series (ISSN 2327-350X) is published by IGI Global, 701 E. Chocolate Avenue, Hershey, PA 17033-1240, USA, www.igi-global.com. This series is composed of titles available for purchase individually; each title is edited to be contextually exclusive from any other title within the series. For pricing and ordering information please visit <http://www.igi-global.com/book-series/advances-logistics-operations-management-science/37170>. Postmaster: Send all address changes to above address. Copyright © 2022 IGI Global. All rights, including translation in other languages reserved by the publisher. No part of this series may be reproduced or used in any form or by any means – graphics, electronic, or mechanical, including photocopying, recording, taping, or information and retrieval systems – without written permission from the publisher, except for non commercial, educational use, including classroom teaching purposes. The views expressed in this series are those of the authors, but not necessarily of IGI Global.

Titles in this Series

For a list of additional titles in this series, please visit: <http://www.igi-global.com/book-series/advances-logistics-operations-management-science/37170>

Moving From R&D Development to Production and Sales in Start-Up Companies Emerging Research and Opportunities

Amiram Porath (APC, Israel)

Business Science Reference • © 2022 • 300pp • H/C (ISBN: 9781799856856) • US \$215.00

Advancing Interpersonal Emotion Regulation and Social Regulation

Donta S. Harper (Argosy University, USA)

Information Science Reference • © 2022 • 384pp • H/C (ISBN: 9781668424780) • US \$215.00

Handbook of Research on Activating Middle Executives' Agency to Lead and Manage During Times of Crisis

Ann-Marie Wilmot (The University of the West Indies, Mona, Jamaica) and Canute Sylvester Thompson (The University of the West Indies, Mona, Jamaica)

Business Science Reference • © 2022 • 415pp • H/C (ISBN: 9781668443316) • US \$325.00

Business Models to Promote Technology, Culture, and Leadership in Post-COVID-19 Organizations

Joseph Robert Heinzman (Western Governors University, USA) Debbie S. Judge (Western Governors University, USA) Vincent Franklin (Western Governors University, USA) and Jim A. McCleskey (Western Governors University, USA & Houston Community College System, USA)

Business Science Reference • © 2022 • 300pp • H/C (ISBN: 9781668443583) • US \$250.00

Global Risk and Contingency Management Research in Times of Crisis

Narasimha Rao Vajjhala (University of New York Tirana, Tirana, Albania) and Kenneth David Strang (W3-Research, USA & RMIT University, Australia)

Business Science Reference • © 2022 • 356pp • H/C (ISBN: 9781668452790) • US \$270.00

Applied Guide for Event Study Research in Supply Chain Management

Lincoln C. Wood (University of Otago, New Zealand & Curtin University, Australia)

Information Science Reference • © 2022 • 261pp • H/C (ISBN: 9781799889694) • US \$215.00

Black Women's Formal and Informal Ways of Leadership

Mesha Garner (Illinois State University, USA)

Information Science Reference • © 2022 • 300pp • H/C (ISBN: 9781668438275) • US \$215.00



701 East Chocolate Avenue, Hershey, PA 17033, USA

Tel: 717-533-8845 x100 • Fax: 717-533-8661

E-Mail: cust@igi-global.com • www.igi-global.com

This book is dedicated to:

my wife, Sílvia Santos

my sons, Gabriel Santos and Dinis Santos

my father, Henrique Santos

my mother, Carolina Rocha.

Table of Contents

Preface	xvi
Chapter 1	
Identifying the Key Themes in Auditing Sales Force Management: Reviewing the Literature	1
<i>Paulo Botelho Pires, Porto Business School, Portugal</i>	
<i>Pedro Cotta Cardoso, Instituto Electrotécnico Português, Portugal</i>	
Chapter 2	
Salesforce Management Auditing: A First Draft	21
<i>Paulo Botelho Pires, Porto Business School, Portugal</i>	
<i>Pedro Cotta Cardoso, Instituto Electrotécnico Português, Portugal</i>	
Chapter 3	
SMarketing: A New Strategic Concept.....	41
<i>Albérico Travassos Rosário, GOVCOPP, IADE, Universidade Europeia, Portugal</i>	
Chapter 4	
Green Sales	62
<i>Bekir Değirmenci, Adıyaman University, Turkey</i>	
<i>Yakup Durmaz, Hasan Kalyoncu University, Turkey</i>	
Chapter 5	
Relationship Selling as a Strategic Weapon for Sustainable Performance	78
<i>Edna Mngusughun Denga, American University of Nigeria, Nigeria</i>	
<i>Narasimha R. Vajjhala, American University of Nigeria, Nigeria</i>	
<i>Sandip Rakshit, American University of Nigeria, Nigeria</i>	
Chapter 6	
Sales Communication	102
<i>Leyla Akdoğan, Ministry of National Education, Turkey</i>	
<i>Yakup Durmaz, Hasan Kalyoncu University, Turkey</i>	

Chapter 7

Motivational Proposal for the Sales Force in the Post-Pandemic Scenario 122

Jorge Figueiredo, Universidade Lusíada, Portugal

António Cardoso, Universidade Fernando Pessoa, Portugal

Isabel Oliveira, Universidade Lusíada, Portugal

Elizabeth Oliveira, Universidade Lusíada, Portugal

Chapter 8

Unpacking the Behavioral Dimensions of Promotions and Sales Performance: Do Real-Life Promotions Drive More Sales? 135

Rafael Barreiros Porto, University of Brasilia, Brazil

Mônica Cruz Walter, University of Brasilia, Brazil

Chapter 9

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud? An Indian Perspective 160

Sandip Mukhopadhyay, Institute of Management Technology, Ghaziabad, India

Chapter 10

Evaluating the Benefits of Omnichannel Retail: A Systematic Literature Review Focused on Consumers..... 176

Beatrice Failli Forzoni, King Juan Carlos University, Spain

Ana Reyes-Menendez, King Juan Carlos University, Spain

Beatriz Rodríguez Herráez, King Juan Carlos University, Spain

Chapter 11

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship 204

Ana Lima, CEOS, ISCAP, Polytechnic of Porto, Portugal

José Duarte Santos, CEOS, ISCAP, Polytechnic of Porto, Portugal

Israel Anjos, ISCAP, Polytechnic of Porto, Portugal

Chapter 12

The Role in Interpersonal Competency on Online vs. Offline Shopping: A Study Conducted in China 227

Youssef Elhaoussine, Beijing Normal University-Hong Kong Baptist University United

International College, China

Chapter 13

Determinants of Women's Online Buying Behavior: An Extension of the TAM Model 247

Shakti Chaturvedi, REVA Business School, Bangalore, India

R. Vara Prasad, SSGS Aided Degree College, Guntakal, India

Madhan Kumar, NSB Academy, Bangalore, India

Chapter 14	
The Effect of Social Media Marketing on Luxury Brand Purchase Intention	269
<i>Wenyi Leong, Anglia Ruskin University, UK</i>	
<i>Omkar Dastane, UCSI Graduate Business School, UCSI University, Malaysia</i>	
<i>Herman Fassou Haba, Université du Québec à Trois-Rivières, Canada</i>	
Chapter 15	
Film-Induced Tourism and Selling Storytelling in Destination Marketing: The Legend of the Rooster of Barcelos (Portugal).....	290
<i>Jéssica Simões Vieira, Polytechnic Institute of Cávado and Ave, Portugal</i>	
<i>Carlos Alberto Correia Araújo, Escola Superior de Media, Artes e Design (ESMAD), Portugal</i>	
<i>Bruno Barbosa Sousa, Polytechnic Institute of Cávado and Ave, Portugal & CiTUR, Portugal</i>	
Chapter 16	
Communicating Images: A Discussion on the Positioning Strategy of Volvo Cars and the Model SS (Super Safe) Recommendation	303
<i>H. Çağatay Karabıyık, Independent Researcher, Turkey</i>	
Compilation of References	320
About the Contributors	365
Index	370

Detailed Table of Contents

Preface	xvi
----------------------	-----

Chapter 1

Identifying the Key Themes in Auditing Sales Force Management: Reviewing the Literature	1
---	---

Paulo Botelho Pires, Porto Business School, Portugal

Pedro Cotta Cardoso, Instituto Electrotécnico Português, Portugal

So far, academic research and subsequent publication of the results on how to audit salesforce is almost non-existent. As a result, the objective of this study is to identify the main themes associated with the management of the salesforce, using a literature review of the main academic journals and reference books. A historical review of auditing, its origins, and evolution was performed, followed by an identification of the main themes. The main themes identified were recruitment and selection of salespeople; training and education of salespeople; motivation of salespeople; and leadership, compensation, performance, and territorial allocation of salespeople.

Chapter 2

Salesforce Management Auditing: A First Draft	21
---	----

Paulo Botelho Pires, Porto Business School, Portugal

Pedro Cotta Cardoso, Instituto Electrotécnico Português, Portugal

Salespeople play a key role as they are the link between companies and their clients. This means that sales managers must be increasingly concerned about managing their teams to maximize their results. Therefore, to ensure best practices and promote their performance, companies should periodically audit the management of their sales team. The main objective of the present study is to identify the most relevant activities for sales managers and build an audit procedure to evaluate their performance and identify potential gaps that need to be rectified to promote their success and companies. Seven themes were identified as being the most relevant to the activities of sales managers. From this information, a qualitative method through face-to-face interviews with sales managers was used, which allowed the construction of an audit procedure that evaluates the performance of salespeople and can be applied by any company.

Chapter 3

SMarketing: A New Strategic Concept.....	41
<i>Albérico Travassos Rosário, GOVCOPP, IADE, Universidade Europeia, Portugal</i>	

The concept of sales management can be defined as a business activity that is focused on the implementation of sales and management techniques in the sales operations of a company. A new concept has been discussed in sales marketing (SMarketing). An SMarketing strategy intends to align marketing and sales with the objective of obtaining better efficiency and effectiveness in results, through communication. SMarketing can be defined as the possible combinations between commercials and marketing professionals. The concept can be materialized as follows: marketing messages stimulate target customers who are in turn visited by the sales force and/or when the sales force regains contact with potential consumers, impacting them. Research on the subject is scarce and this study intends to carry out a systematic review of bibliometric literature (LRSB) of scientific and/or academic documents indexed in Scopus, in order to further clarify the knowledge and understand the practical implications as well as the lines of future research.

Chapter 4

Green Sales	62
<i>Bekir Değirmenci, Adıyaman University, Turkey</i>	
<i>Yakup Durmaz, Hasan Kalyoncu University, Turkey</i>	

In today's global world, issues such as environmental protection, environmental production, and environmental sales have begun to be paid attention to by consumers. Natural threats due to global warming in recent years and negative natural events such as earthquakes, flood disasters, extreme temperatures, and storms directly threaten human existence. Due to the threat of the COVID-19 pandemic in the years 2020-2021, significant changes have occurred in people's purchasing behaviors. For example, consumers have tended to buy natural products rather than artificial product preferences due to mass production. At the same time the individuals forming the society and environmental organizations and laws are of the opinion that one of the most important factors threatening the environment is production enterprises. For this reason, businesses have started to act more sensitively about environmentalism in their production and sales activities in order not to attract the reaction of society and environmental organizations.

Chapter 5

Relationship Selling as a Strategic Weapon for Sustainable Performance	78
<i>Edna Mngusughun Denga, American University of Nigeria, Nigeria</i>	
<i>Narasimha R. Vajjhala, American University of Nigeria, Nigeria</i>	
<i>Sandip Rakshit, American University of Nigeria, Nigeria</i>	

Relationship selling is a strategy of attracting suitable consumers and then establishing, sustaining, and strengthening relationships with them to achieve long-term satisfaction through mutually beneficial partnerships. For a firm to remain competitive over time, it must ensure its strategies are difficult for competitors to duplicate. Thus, relationship selling is leveraged as a tool for achieving sustainable competitive advantage. In today's competitive environment, customer relationships are expected; hence, the establishment and development of relationship metrics is not an anomaly within successful sales organizations. With product quality becoming a universal standard and no longer a major source of competitive advantage, firms are striving to escape the quagmire of the "commodity mentality" that has pervaded the market today. To differentiate themselves, a number of these companies are resorting

to relationship selling. This chapter focuses on understanding relationship selling, its components, and processes, as well as how it contributes to sustainable competitive advantage.

Chapter 6

Sales Communication 102

Leyla Akdoğan, Ministry of National Education, Turkey

Yakup Durmaz, Hasan Kalyoncu University, Turkey

The development of technology and communications has brought about important changes in the field of marketing as well as in other fields. The fast access to information and presence of an infinite number of products have increased the expectations of customers in terms of quality service. Therefore, selling a product to a customer moves away from a narrow understanding and requires a more complex effort. In such a competitive environment, businesses would want to survive by maximizing their profits. For this reason, in addition to other activities, it is also important for businesses to establish a long-term, quality, and effective communication with customers that will benefit both sides. Sales is a two-way process. The better a salesperson communicates with a customer, the more the sale will be. A successful communication is made by using verbal and non-verbal communication instruments in harmony. This chapter examines the concept of sales, the sales process, the characteristics of sales representatives, the concept of communication, and sales communication.

Chapter 7

Motivational Proposal for the Sales Force in the Post-Pandemic Scenario 122

Jorge Figueiredo, Universidade Lusíada, Portugal

António Cardoso, Universidade Fernando Pessoa, Portugal

Isabel Oliveira, Universidade Lusíada, Portugal

Elizabeth Oliveira, Universidade Lusíada, Portugal

For the present work, the authors intend to demonstrate how the dramatic expression activity, based on modern theatre, may work as a lever in the commercial technician's relationship with their customers. This work uses the case study to understand the phenomenon of motivation in commercial technicians working in the automotive sector. From the behavioral analysis, a proximity relationship is observed between dramatic expression and direct sales marketing. A strengthening of co-presence is observed, where there is evidence of greater emotional interaction and motivation in the negotiation process. These modalities of communion show a greater motivation which provides a relationship experienced and shared by the members, an openness to improvisation, in an atmosphere of trust and with recourse to experiences. This new sales concept aims to free the sales technician from monotony and lack of confidence and direct him towards direct and experiential contact with the customer, providing memorable experiences.

Chapter 8

Unpacking the Behavioral Dimensions of Promotions and Sales Performance: Do Real-Life Promotions Drive More Sales? 135

Rafael Barreiros Porto, University of Brasilia, Brazil

Mônica Cruz Walter, University of Brasilia, Brazil

Monetary and non-monetary promotions can be effective in different sales performance metrics but may not last after the post-promotional period. Breaking down promotions into their typologies, dimensions, and performance metrics can clear up the cloudiness of promotional effectiveness. The study investigates the dynamic effect (immediate and short-term) of the behavioral dimensions of promotions (presence, duration, simultaneity, and removal) on sales performance metrics (revenue, number of transactions, and average billing size). The authors conducted longitudinal research at a retailer. The results show that non-monetary and monetary promotions generate immediate and short-term positive effects on revenue and the number of transactions with a positive balance after their ending. Nevertheless, the monetary one harms the average billing size after the promotional period, and the mixed one has opposite effects to the results above. The operant behavioral economics framework helps explain the results by proposing mutually reinforced relationships between consumers and companies.

Chapter 9

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud? An Indian Perspective 160

Sandip Mukhopadhyay, Institute of Management Technology, Ghaziabad, India

Cloud computing offers a paradigm shift in the development and usage of computing resources. While cloud computing has become the default mode of IT service delivery in internet companies, established companies face multiple challenges and uncertainties in adopting a cloud-based IT delivery model. Multiple studies have explored the above problem from the users' point of view. This research tries to address the same problem from cloud service providers' point of view. The qualitative study uses the theoretical framework of value-based selling and involves semi-structured in-depth interviews with eight senior managers with varying experience with cloud service providers, supported by secondary research such as scholarly publications and media reports. The study identified multiple strategies for acquiring more enterprise customers and ensuring higher cloud consumption by large enterprise customers. The research enhances the understanding of the adoption of cloud and other disruptive services and integrates the perspectives of buyers and sellers.

Chapter 10

Evaluating the Benefits of Omnichannel Retail: A Systematic Literature Review Focused on Consumers..... 176

Beatrice Failli Forzoni, King Juan Carlos University, Spain

Ana Reyes-Menendez, King Juan Carlos University, Spain

Beatriz Rodríguez Herráez, King Juan Carlos University, Spain

With the evolution of the retail industry, the concept of omnichannel has emerged as a new strategy that merges the online and the offline world. The purpose of this research is to evaluate the benefits of an omnichannel retail strategy through a systematic literature review focused on consumer-related concepts. This chapter follows an exploratory methodology to collect and analyze available literature on omnichannel retail, which also focuses on consumers. The results have been reviewed through a scientometric analysis and an in-depth, qualitative analysis to highlight the main research areas and find

underexplored topics. With this chapter, the authors are bringing a significant scientific contribution by identifying and filling a research gap. In fact, the present systematic literature review highlights the consumer perspective and highlights new research areas that other authors are encouraged to explore to further enrich the omnichannel literature.

Chapter 11

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship 204

Ana Lima, CEOS, ISCAP, Polytechnic of Porto, Portugal

José Duarte Santos, CEOS, ISCAP, Polytechnic of Porto, Portugal

Israel Anjos, ISCAP, Polytechnic of Porto, Portugal

With the market increasingly competitive, the search for new sources of revenue becomes increasingly challenging, especially when promoting new products, services, and providing experiences that are perceived as having high value. As the integration between online and physical channels becomes necessary, an approach that is continuously evolving, called omnichannel retail, emerges. The strategies that configure the omnichannel imply a great challenge for companies. It consists of providing different alternatives to consumers so that all points of contact are integrated and, at the same time, make sense for both companies and consumers. This contribution portrays this complex and holistic way in which the fashion industry continually reinvents itself, given the perception of consumers. Meeting this challenge by unifying the operations of physical and virtual stores, omnichannel strategy aims to add more value to the experience of consumers and, at the same time, establish a competitive edge in the market.

Chapter 12

The Role in Interpersonal Competency on Online vs. Offline Shopping: A Study Conducted in China 227

Youssef Elhaoussine, Beijing Normal University-Hong Kong Baptist University United International College, China

This research investigates the role of interpersonal competency on online versus offline behavior. Three experiments were conducted, comparing the intention of two groups of participants with high and low levels of interpersonal competencies. The author measured the preferences of online versus offline sources of information, the preferences of online versus offline shopping platforms, and the preferences between highly trusted versus less trusted online platforms, all on bipolar scales specially designed for this research. The results shows that participants with a lower level of interpersonal competencies will indeed prefer online sources of information and retail platforms, and they will also favor more trusted shopping platforms. Based on those results, several marketing implications were drawn.

Chapter 13

Determinants of Women's Online Buying Behavior: An Extension of the TAM Model 247

Shakti Chaturvedi, REVA Business School, Bangalore, India

R. Vara Prasad, SSGS Aided Degree College, Guntakal, India

Madhan Kumar, NSB Academy, Bangalore, India

Online retailing has been continuously increasing in India, and easy access to the internet has completely overhauled the status of online shopping in the country. Based on the technology acceptance model, this chapter attempts to outline the factors influencing the buying decisions of women consumers in the Tirupathi district in Andhra Pradesh. The study throws light on various factors, namely technology,

security, social media, convenience, buying intentions, which influence women purchasing decisions. The chapter uses convenience sampling to select 390 sample units and uses Karl Pearson correlation, linear regression, multiple regression, and SEM for the analysis. The results showed that technological factors, convenience, and security significantly affected buying intentions of online women consumers. In turn, buying choices significantly positively impacted buying decisions. However, social media has a poor effect on their buying intentions. The study has several theoretical and practical implications for future marketing researchers.

Chapter 14

The Effect of Social Media Marketing on Luxury Brand Purchase Intention 269

Wenyi Leong, Anglia Ruskin University, UK

Omkar Dastane, UCSI Graduate Business School, UCSI University, Malaysia

Herman Fassou Haba, Université du Québec à Trois-Rivières, Canada

This research-based chapter investigates the impact of social media marketing on consumers' online purchase intention in the context of luxury brands. Against the theory of planned behavior, theory of reasoned action, and social exchange theory, a conceptual framework was constructed with social media marketing as an independent variable, luxury perception as mediator, and online purchase intention as the dependent variable. This study employed an explanatory research and quantitative method. Empirical data was collected using self-administered online questionnaire and data was collected from sample of 211 Malaysian online shoppers of luxury brands using snowball sampling. The collected data was subjected to normality and reliability assessment followed by confirmatory factor analysis (CFA), validity assessment, and structural equation modelling (SEM) using AMOS 24. Findings suggests that social media marketing positively influences online purchase intention, and luxury brand perception mediates this relationship.

Chapter 15

Film-Induced Tourism and Selling Storytelling in Destination Marketing: The Legend of the Rooster of Barcelos (Portugal)..... 290

Jéssica Simões Vieira, Polytechnic Institute of Cávado and Ave, Portugal

Carlos Alberto Correia Araújo, Escola Superior de Media, Artes e Design (ESMAD), Portugal

Bruno Barbosa Sousa, Polytechnic Institute of Cávado and Ave, Portugal & CiTUR, Portugal

Film-induced tourism is a kind of business that profits from attracting visitors inspired by beautiful sceneries of locations exposed in movie or drama and stories linked to the locations, through merchandising of filming sets or locations as a tour program. This chapter presents the case study “A Lenda do Galo de Barcelos” as an example of a film and photographic record enhancing the tourist destination in northern Portugal (i.e., Barcelos). The film recovers the history, culture, photography, and images of one of the most important legends of Portuguese territory and representative of the popular culture of Barcelos. Film tourism is a useful tool for promoting and selling tourist destinations. It is also an important differentiating factor in the marketing of territories at the level of marketing of places. In an interdisciplinary perspective, this chapter presents inputs from tourism (film-induced tourism), marketing (tourism and territorial marketing), and local development.

Chapter 16

Communicating Images: A Discussion on the Positioning Strategy of Volvo Cars and the Model SS (Super Safe) Recommendation	303
--	-----

H. Çağatay Karabiyik, Independent Researcher, Turkey

In the postmodern world, marketing has become a phenomenon that cannot be reduced to the sales management and customer relations because brands are individuals of the society. As a result, brands need to create an image and a holistic structure. The aim of this study, which is based on this reality, is to criticize the marketing strategy of Volvo Cars in accordance with practice, then to develop a model that is compatible with the brand's image and develop a marketing mix for it. In this study, the current marketing policy of Volvo Cars and especially the R Design and Polestar models were examined in comparison with the top models of its competing brands. As a result of these examinations, it was determined that Volvo Cars' R Design and Polestar models are not compatible with the image and positioning strategy of the brand. As a solution, the SS (Super Safe) model was proposed as the top model for Volvo Cars' S90 and XC90 models, and a marketing mix was developed for this model.

Compilation of References	320
--	-----

About the Contributors	365
-------------------------------------	-----

Index	370
--------------------	-----

Preface

Thinking about a company without sales is like thinking about a body without life. It is mainly through sales that the enterprise tends to achieve revenues that allow its operation and its growth. Sales are transversal to various economic sectors and are the engine of organizations regardless of their size.

For enterprises to be able to maximize sales, there is a need to have integrated vision at the various levels of management – strategic, tactical, operational – but also to tune the commercial area with the other functional areas existing in the organization.

Sales has been evolving over time. This evolution has manifested itself in several ways: in the players, in the resources of organizations, in the means and forms of interaction with customers, in the role of the salesperson, in the use of technology.

With the development of marketing, especially of the digital component, the alignment between sales and marketing assumes increasing importance to expand the possibilities of conversion, along the sales funnel, along the customer journey, always seeking customer satisfaction.

The evolution of technology has also been promoting changes in the sales process, which provides new opportunities for enterprises, but also challenges with implications at various levels, including processes and human resources. The digital transformation of organizations also goes through the sales area.

The book *Sales Management for Improved Organizational Competitiveness and Performance* highlights the influences of management, marketing, and technology on sales and presents trends in sales, namely the digital transformation that is taking place in organizations. This book also considers innovative concepts, techniques, and tools in the sales area. Covering a wide range of topics such as digital transformation, sales communication, and social media marketing, this reference work is ideal for managers, marketers, researchers, scholars, practitioners, academicians, instructors, and students.

This monograph is composed of sixteen chapters. In defining its structure, we chose to start by presenting the chapters that deal with sales from a more comprehensive perspective, and then apply a granularity.

Sales force audit is undoubtedly very pertinent for sales force improvement. The objective of Chapter 1, “Identifying the Key Themes in Auditing Sales Force Management: Reviewing the Literature,” is to identify the main themes associated with the management of the salesforce, using a literature review of the main academic journals and reference books. A historical review of auditing, its origins, and evolution was performed, followed by an identification of the main themes. The main themes identified were recruitment and selection of salespeople, training and education of salespeople, motivation of salespeople, leadership, compensation, performance, and territorial allocation of salespeople.

The second chapter, “Salesforce Management Auditing: A First Draft,” complements the previous one, identifying the most relevant activities for sales managers and build an audit procedure to evaluate their performance and identify potential gaps that need to be rectified to promote their success and

Preface

companies. Seven themes were identified as being the most relevant to the activities of sales managers. A qualitative study through face-to-face interviews with sales managers is presented, which allowed the construction of an audit procedure that evaluates the performance of salespeople and can be applied by any company.

A company cannot consist of a set of departmental and/or functional “islands”. One of the difficulties of contemporary companies is to interconnect and streamline the processes that run through marketing and sales. The concept SMarketing strategy intends to align marketing and sales with the objective of obtaining better efficiency and effectiveness in results, through communication. SMarketing can be defined as the possible combinations between commercials and marketing professionals, the concept can be materialized as follows: marketing messages stimulate target customers who are in turn visited by the sales force and/or when the sales force regains contact with potential consumers, impacting them. Research on the subject is scarce and the study present in Chapter 3, “SMarketing: A New Strategic Concept,” intends to carry out a systematic review of bibliometric literature of scientific and/or academic documents indexed in Scopus, to further clarify the knowledge and understand the practical implications as well suggest future research lines.

The fourth chapter, “Green Sales,” addresses issues such as environmental protection, environmental production, and environmental sales. Natural threats due to global warming in recent years and negative natural events such as earthquakes, flood disasters, extreme temperatures and storms directly threaten human existence. Due to the threat of the covid-19 epidemic in the years 2020-2021, significant changes have occurred in people’s purchasing behaviors. For example, consumers have tended to buy natural products rather than artificial product preferences due to mass production. At the same time, not only the individuals forming the society, but also environmental organizations and laws are of the opinion that one of the most important factors threatening the environment is production enterprises. For this reason, businesses have started to act more sensitively about environmentalism in their production and sales activities in order not to attract the reaction of society and environmental organizations.

Relationship selling is a strategy of attracting suitable consumers and then establishing, sustaining, and strengthening relationships with them to achieve long-term satisfaction through mutually beneficial partnerships. For a firm to remain competitive over time, it must ensure its strategies are difficult for competitors to duplicate. Thus, relationship selling is leveraged as a tool for achieving sustainable competitive advantage. In today’s competitive environment, customer relationships are expected, hence the establishment and development of relationship metrics is not an anomaly within successful sales organizations. With product quality becoming a universal standard and no longer a major source of competitive advantage, firms are striving to escape the quagmire of the “commodity mentality” that has pervaded the market today. To differentiate themselves, a number of these companies are resorting to relationship selling. Chapter 5, “Relationship Selling as a Strategic Weapon for Sustainable Performance,” focuses on understanding relationship selling, its components, and processes, as well as how it contributes to sustainable competitive advantage.

The chapter “Sales Communication” examines the concept of sales, the sales process, the characteristics of sales representatives, the concept of communication and sales communication. The fast access to information and presence of an infinite number of products have increased the expectations of customers in terms of quality service. Therefore, selling a product to a customer moves away from a narrow understanding and requires a more complex effort. The sales process is facilitated when the company establish a long-term, quality, and effective communication with customers. In the specific

case of salespeople, communication with customers is also important, and a successful communication is made by using verbal and non-verbal communication instruments in harmony.

In 2022, the pandemic effect is still evident in the daily life of companies, in sales and in the behavior of buyers. If before the pandemic, there were already different speeds in the economies of the countries, the consequences are also different and the way of reacting, also conditioned by the sector of activity, manifests itself in a non-uniform way. In the chapter “Motivational Proposal for the Sales Force in the Post-Pandemic Scenario,” the authors use the case study to understand the phenomenon of motivation in commercial technicians working in the automotive sector. They demonstrate how the dramatic expression activity, based on modern theatre, may work as a lever in the commercial technician’s relationship with their customers. From the behavioral analysis, a proximity relationship is observed between dramatic expression and direct sales marketing. A strengthening of co-presence is observed, where there is evidence of greater emotional interaction and motivation in the negotiation process. These modalities of communion show a greater motivation which provides a relationship experienced and shared by the members, an openness to improvisation, in an atmosphere of trust and with recourse to experiences. This new sales concept aims to free the sales technician from monotony and lack of confidence and direct him towards direct and experiential contact with the customer, providing memorable experiences.

The next chapter also focuses on the behavioral area, but from the client’s perspective and is called “Unpacking the Behavioral Dimensions of Promotions and Sales Performance: Do Real-Life Promotions Drive More Sales?” This chapter investigates the dynamic effect (immediate and short-term) of the behavioral dimensions of promotions (presence, duration, simultaneity, and removal) on sales performance metrics (revenue, number of transactions, and average billing size). Monetary and non-monetary promotions can be effective in different sales performance metrics but may not last after the post-promotional period. Breaking down promotions into their typologies, dimensions, and performance metrics can clear up the cloudiness of promotional effectiveness. The authors conducted longitudinal research at a retailer and the results show that non-monetary and monetary promotions generate immediate and short-term positive effects on revenue and the number of transactions with a positive balance after their ending. Nevertheless, the monetary one harms the average billing size after the promotional period, and the mixed one has opposite effects to the results above. Operant Behavioral Economics’ framework helps explain the results by proposing mutually reinforced relationships between consumers and companies.

Cloud computing offers a paradigm shift in the development and usage of computing resources. While cloud computing has become the default mode of IT service delivery in internet companies, established companies face multiple challenges and uncertainties in adopting a cloud-based IT delivery model. Multiple studies have explored the above problem from the users’ point of view, our research tries to address the same problem from cloud service providers’ point of view. Chapter 9, “Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud? An Indian Perspective,” present a qualitative study, which uses the theoretical framework of value-based selling and involves semi-structured in-depth interviews with eight senior managers with varying experience with cloud service providers, supported by secondary research such as scholarly publications and media reports. The study identified multiple strategies for acquiring more enterprise customers and ensuring higher cloud consumption by large enterprise customers. The research enhances our understanding of the adoption of cloud and other disruptive services and integrates the perspectives of buyers and sellers.

The next two chapters deal with a pertinent and very current topic for the commercial area: omnichannel. Thus, Chapter 10, which is entitled “Evaluating the Benefits of Omnichannel Retail: A Systematic Literature Review Focused on Consumers,” evaluates the benefits of an omnichannel retail strategy

Preface

through a systematic literature review focused on consumer-related concepts. This chapter follows an exploratory methodology, to collect and analyze available literature on omnichannel retail, which also focuses on consumers. The results have been reviewed through a scientometric analysis and an in-depth, qualitative analysis, to highlight the main research areas and find underexplored topics. With this chapter, the authors are bringing a significant scientific contribution, by identifying and filling a research gap. In fact, the present systematic literature review highlights the consumer perspective and highlights new research areas that other authors are encouraged to explore to further enrich the omnichannel literature.

Chapter 11, “Omni-Channel Challenges and Opportunities for Profitable Customer Relationship,” focuses on the fashion industry and seeks to analyze the challenge that this sector faces when unifying the operations of physical and virtual stores - customer service/support centers, communication/marketing, logistics management, among others, to add even more value to the consumer experience and, at the same time, establish a competitive differential in the market

“The Role in Interpersonal Competency on Online vs. Offline Shopping: A Study Conducted in China” is the name of chapter twelve which investigates the role of interpersonal competency on online versus offline behavior. Three experiments were conducted, comparing the intention of two groups of participants with high and low level of interpersonal competencies. The author measured the preferences of online versus offline sources of information, the preferences of online versus offline shopping platforms, and the preferences between highly trusted versus less trusted online platforms, all on bipolar scales specially designed for this research. The results shows that participants with lower level of interpersonal competencies will indeed prefer online sources of information and retail platforms, and they will also favor more trusted shopping platforms. Based on those results, several marketing implications were drawn.

Still on the online, the following chapter, “Determinants of Women Online Buying Behavior: An Extension of the TAM Model,” based on the Technology Acceptance Model, attempts to outline the factors influencing the buying decisions of women consumers. The study throws light on various factors, namely technology, security, social media, convenience, buying intentions which influence women purchasing decisions. The paper uses convenience sampling to select 390 sample units and uses Pearson correlation, linear regression, multiple regression, and SEM for the analysis. The results showed that technological factors, convenience, and security significantly affected buying intentions of online women consumers. In turn, buying choices significantly positively impacted buying decisions. However, social media was having a poor effect on their buying intentions. The study has several theoretical and practical implications for future marketing researchers.

Chapter 14, “The Effect of Social Media Marketing on Luxury Brand Purchase Intention,” investigates impact of social media marketing on consumers online purchase intention in the context of luxury brands. Against the theory of planned behavior, theory of reasoned action and social exchange theory, a conceptual framework was constructed with social media marketing as independent variable, luxury perception as mediator and online purchase intention as dependent variables. This study employed an explanatory research and quantitative method. Empirical data was collected using self-administered online questionnaire and data was collected from sample of 211 Malaysian online shoppers of luxury brands using snowball sampling. The collected data was subjected to normality and reliability assessment followed by confirmatory factor analysis, validity assessment and structural equation modelling using AMOS 24.

Marketing communication contributes to the sale of products, services, ideas, and tourist destinations, among other elements. There are several examples of successful cases. Chapter fifteen presents the case

study “A Lenda do Galo de Barcelos” as an example of a film and photographic record enhancing the tourist destination in northern Portugal (i.e., Barcelos). The film recovers the history, culture, photography, and images of one of the most important legends of Portuguese territory and representative of the popular culture of Barcelos. Film tourism is a useful tool for promoting and selling tourist destinations. It is also an important differentiating factor in the marketing of territories at the level of marketing of places. In an interdisciplinary perspective, this chapter, “Film-Induced Tourism and Selling Storytelling in Destination Marketing: The Legend of the Rooster of Barcelos (Portugal),” presents inputs from tourism, marketing, and local development.

In the postmodern world, marketing has become a phenomenon that cannot be reduced to the sales management and customer relations. Because brands are individuals of the society. As a result, brands need to create an image and a holistic structure. The aim of last chapter, “Communicating Images: A Discussion on the Positioning Strategy of Volvo Cars and the Model SS (Super Safe) Recommendation,” which is based on this reality, is to criticize the marketing strategy of Volvo Cars in accordance with practice, then to develop a model that is compatible with the brand’s image and develop a marketing mix for it. In this study, the current marketing policy of Volvo Cars and especially the R Design and Polestar models were examined in comparison with the top models of its competing brands.

José Duarte Santos

Accounting and Business School, Polytechnic of Porto, Portugal

Chapter 1

Identifying the Key Themes in Auditing Sales Force Management: Reviewing the Literature

Paulo Botelho Pires

 <https://orcid.org/0000-0003-3786-6783>

Porto Business School, Portugal

Pedro Cotta Cardoso

Instituto Electrotécnico Português, Portugal

ABSTRACT

So far, academic research and subsequent publication of the results on how to audit salesforce is almost non-existent. As a result, the objective of this study is to identify the main themes associated with the management of the salesforce, using a literature review of the main academic journals and reference books. A historical review of auditing, its origins, and evolution was performed, followed by an identification of the main themes. The main themes identified were recruitment and selection of salespeople; training and education of salespeople; motivation of salespeople; and leadership, compensation, performance, and territorial allocation of salespeople.

INTRODUCTION

Historical Review of Audit

The term audit derives from the Latin “audire” which means to listen. Over the years, the term auditing has been used with various meanings, all of them related to control, validation, inspection, and review. Although there are different beliefs about the origin of auditing, several authors consider that the concept of auditing, as it is known today, occurred with the industrial revolution. Santi (1988) considers

DOI: 10.4018/978-1-6684-3430-7.ch001

that with the industrial revolution the introduction of registers gave rise to auditing. With the growth of the economic activity of companies, the need for new investments from outside the organization arose. These investors were not inside the organizations and therefore felt the need to evaluate the profitability and security of their investments requiring that audits of these companies were performed. Over the years one has witnessed a general increase in world economic activity, globalization, and consequently competition between companies. This fact forces organizations to have more and more concerns about their management and how they use their resources. Thus, the economic development caused a change in the audit guidelines. Investors became more concerned with the future profits of their investments and auditors were forced to change their way of acting, focusing more on confirming and controlling the risks that affect organizations, and meeting investors' expectations (Almeida, 2004). With this paradigm shift, organizations began to conduct audits to obtain the necessary information to support their decision-making and evaluate their performance, consequently giving a new meaning to audits. Arens (2012) considers auditing as an act of gathering and analyzing collected information, to verify the congruence between the information and the criteria previously established. Over the years, in addition to financial audits, several types of audits have been developed, such as environmental, management systems, and operational audits, among others.

Knowing that marketing teams and sales teams usually work closely together in organizations, it was decided to describe this type of audit that could be considered like sales team audits. As explained by Honeycutt Jr (1996), marketing audits are considered operational audits, thus differing from financial audits and compliance audits. Operational audits aim to examine the effectiveness and efficiency of the activities carried out by the organizations' managers. One of the first definitions, which remains to this day, for marketing audits came from Kotler et al. (1977), who described it as a comprehensive, systematic, independent, and periodic examination of an organization's marketing objectives, strategies, and activities of an organization, to identify areas or activities that are underperforming and to recommend actions to improve the organizations marketing performance. Unlike financial audits, which consist of analyses of accounts and accounting procedures that demonstrate the financial performance of the organization, marketing audits are a fundamental management control tool for organizations and contribute to planning and strategy definition. They not only focus on analyzing how the marketing department plays its role in pricing and advertising tasks but also on identifying where marketing resources are not being well applied and suggesting alternatives where those resources can be applied more efficiently (Brownlie, 1996). The marketing audit may have a central intelligence function, responsible for gathering, synthesizing, analyzing, interpreting, and making recommendations on the main strategic marketing decisions. To this end, it should be used the various existing sources of information that in conjunction with the marketing audit procedures allow to establish a complete matrix with the recommendations and results obtained (Vaña & Černá, 2012). It should also be noted that marketing audits should evaluate 6 main components concerning the organization's marketing (Kotler and Keller, 2012): 1) market environment audit; 2) marketing strategy audit; 3) organizational marketing audit; 4) marketing system audit; 5) marketing productivity audit; 6) marketing functions audit. The marketing audit process is thus divided into two categories. An external audit, which focuses on aspects that the organization can hardly control (market environment audit), and an internal audit, which focuses on all issues that are under the full control of the organization (marketing strategy audit, organizational marketing audit, marketing system audit, marketing productivity audit, and marketing function audit) (McDonald, 2015). Both audits can be conducted by internal or external auditors, and it is up to the organization to choose. It is, however, important to ensure that the audit is independent, periodic, complex, and systematic (Kotler

Identifying the Key Themes in Auditing Sales Force Management

et al., 1977). All organizations should perform marketing audits to improve their performance and the value perceived by their customers. However, this is still a new and underused activity for many organizations. In addition to the problems and barriers to its implementation, the fact that some organizations use only some of the components and in a non-systematic way contributes to the lack of clarity regarding its broad usefulness. However, this situation is evolving positively and these audits are increasingly used (Pimenta da Gama, 2011).

LITERATURE REVIEW

Sales Auditing

The literature review begins with an overview of publications that focus specifically on sales auditing.

According to Lendrevie et al. (1996), a sales force is a group of people who have as their main mission to sell the products and services through direct contact with potential customers, distributors, or prescribers. The activity of the sales force and consequently their management has been undergoing major changes in recent years. With technological development, globalization, and new trends in company management, it is essential that salespeople understand these changes and prepare for them considering that the sustainability of organizations relies directly on the sales they make. As an example of change, salespeople act more and more as builders of relationships with customers and less and less as simple order takers (Storbacka et al., 2009). The sales force plays a linking role between companies and their customers, a factor that gives them relevant importance for the success of organizations (Johnston & Marshall, 2021). They are one of the most critical and expensive marketing resources of organizations (Zoltners et al., 2008). Having a skilled sales force is one of the most important elements to their success. As such, it is natural to realize that the correct management of sales force is one of the essential tasks of sales force managers (Churchill, Ford, & Walker, 1985). According to Jobber et al. (2019), the main responsibility of sales force managers is to ensure that the team efficiently performs its functions to maximize its effectiveness, optimize its costs, to achieve the goals set by the organization. To make this possible, it is the responsibility of sales force managers to pay attention to the following points that are decisive for the success of their teams (Zoltners et al., 2009): 1) define the goals of the sales force; 2) make forecasts; 3) organize sales force teams in terms of size, structure, and territorial allocation; 4) perform selection and recruitment tasks; 5) promote training sessions; 6) motivate sales force; 7) evaluate and control their performance. It is therefore crucial that organizations pay close attention to how the task of managing sales force is performed, identifying the positive aspects, but mainly paying special attention to the less positive aspects and how they can be improved. Given the high costs associated with the activity of a sales force, the increase in its productivity should be closely and frequently monitored (Wilson, 2002). To this end, auditing the sales force management should be implemented in a structured and regular manner for achieving the organization's objectives and improving its performance.

Like marketing audits, sales force management audits are a type of audit that has been somewhat forgotten by researchers and organizations. The first study and so far, one of the few to address this topic comprehensively is the study developed by Dubinsky and Hansen (1981), where the first definition of sales audit is presented, as being a diagnostic tool, comprehensive and of systematic use, which is intended to assess the adequacy of the sales management process of an organization and suggest the necessary changes to improve its performance. It is further stated that these audits should be performed

periodically and by all companies, regardless of whether they are aligned with their objectives. According to Hutchison (2006), the main purpose of these audits is to identify and document the existing sales force management process, detect obstacles that interfere with the proper use of this process, measure its efficiency, and continuously reassess the process to detect possible improvements. These audits, besides being an excellent assessment tool, are important for organizations to convey strategic priorities and identify opportunities and weaknesses (Berry et al., 1991). Organizations that implement these practices tend to become more responsive to their customers' needs and more able to provide them with added value, thus becoming more customer-oriented (Payne, 1988). Wilson (2002) states that auditing the management of the sales force is vitally important. Also, like Dubinsky and Hansen (1981), he suggests that the same audits should focus on aspects such as recruitment and selection, education and training, territorial and training, territory allocation, compensation, motivation, leadership, and performance, and a few others. It should be noted, however, that Dubinsky and Hansen (1981) indicate as the main themes of the sales force management audit: environment, planning system, organization assessment, and functions. All the previous themes are related to the management of the sales force and these topics partially encompass the ones mentioned by Wilson (2002) but are more comprehensive.

The next stage in the literature review is to study the books on sales force management and sales itself. For this purpose, we identified the books most used in higher education courses, which were published in reference publishers, and which are of academic scope.

- Johnston, M. W., & Marshall, G. W. (2021). *Sales force management: leadership, innovation, technology* (Thirteenth edition. ed.). Routledge. (Johnston & Marshall, 2021)
- Ingram, T. N., LaForge, R. W., Avila, R. A., Charles H. Schwepker, J., & Williams, M. R. (2020). *Sales management: analysis and decision making* (10th ed.). Routledge. (Ingram et al., 2020)
- Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). *Selling and sales management* (Eleventh edition. ed.). Pearson. (Jobber et al., 2019)
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2009). *Building a winning sales force: powerful strategies for driving high performance*. AMACOM. (Zoltners et al., 2009)
- Spiro, R. L., Stanton, W. J., & Rich, G. A. (2008). *Management of a sales force* (12th ed.). McGraw-Hill/Irwin. (Spiro et al., 2008)
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2006). *The complete guide to sales force incentive compensation: how to design and implement plans that work*. (Zoltners et al., 2006)
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2004). *Sales force design for strategic advantage*. Palgrave Macmillan. (Zoltners et al., 2004)
- Honeycutt, E. D., Ford, J. B., & Simintiras, A. (2003). *Sales management: a global perspective*. Routledge. (Honeycutt et al., 2003)
- Noonan, C. J. (1998). *Sales management*. Butterworth-Heinemann. (Noonan, 1998)

Sales Management

The themes that were identified when analyzing the books are like those described in the publications on auditing sales force management:

- The first theme is associated with the recruitment aspects of salespeople, assuming the designations: sales force recruitment and selection; profiling and recruiting salespeople; selecting and

Identifying the Key Themes in Auditing Sales Force Management

hiring salespeople; recruitment and selection in the sales force; acquiring sales talent; recruitment and selection. Given the previous sentences, the first theme is called recruitment and selection.

- The second theme is related to training and training activities and the expressions used to describe it are: sales training, objectives, techniques, and evaluation; developing effective training programs; developing, delivering, and reinforcing a sales training program; basic sales training; continual development of the sales force: sales training; training.
- The third theme is associated with salespeople's motivation and their techniques, and the following phrases were found: motivating the sales force; motivating through rewards and incentives motivation and reward system management; motivation and training. Because of the previous list of sentences, this theme is called motivation.
- The fourth theme is associated with the sales manager and how he leads the sales force. Among others, the phrases found were: the right sales manager; leadership of a sales force; sales leadership, management, and supervision. The designation adopted for this theme is leadership.
- The fifth theme is linked to compensation and everything related to incentives, and the following phrases were obtained: sales force incentives; salesperson compensation and incentives; sales force compensation; compensation. This subject takes the simple designation of compensation.
- The sixth theme is broader and encompasses the aspects associated with salespeople's performance. The phrases found were: setting fair and realistic goals; evaluating a salesperson's performance; sales management by objectives; evaluating the effectiveness of the organization salesforce evaluation; salesperson performance: behavior, role perceptions, and satisfaction performance monitoring. Because of the previous sentences the designation adopted was performance.
- The seventh theme is related to the management of sales territories and the phrases obtained are: designing sales territories; sales territories. It was called sales territories.

Having identified the major themes underlying sales force management through literature review in previously listed reference books and peer-reviewed academic articles, one moves on to a more detailed study of each theme.

RECRUITMENT AND SELECTION

The selection and recruitment of the sales force consist of identifying the salespeople with the best profile for the available position (Churchill, Ford, & Walker, 1985; Johnston & Marshall, 2021). Given the consequences that mistakes in the selection and recruitment process can have on the organization's performance, many sales force managers consider this to be one of their most important tasks. Depending on the size of the organization, the sales force manager may have the support of internal or external recruitment specialists, but it is his or her responsibility to intervene and monitor all stages (Johnston & Marshall, 2016).

According to Opatha (2010), the recruitment process aims to identify and raise a sufficient amount of qualified people according to the organization's needs and selection aims to identify the right person for the available position (Gamage, 2014). While recruitment is the process of identifying and soliciting potential candidates from within or outside the organization to be evaluated, selection begins when candidates with the ideal profiles are identified (Ekwoaba et al., 2015). For any organization, the task of recruiting and selecting salespeople is a very complex one. Defining the ideal profile of the desired

salesperson may seem simple, however, finding the one who comes closest to that profile is subjective and has a high margin of error. Furthermore, recruiting the salesperson with the ideal profile for the organization's needs has a decisive impact on the performance of the sales force, the sales manager, and consequently the entire organization (Franke & Park, 2006; Raub & Streit, 2006).

The structuring of the selection and recruitment process is a task that allows maximizing the chances of success in choosing the right salespeople, minimizing the possibility of error and respective losses for the organization. Several authors, such as Ingram et al. (2015) and Jobber and Lancaster (2009) identified the following steps as being fundamental to this process: 1) job description and candidate profile definition; 2) identification of the recruitment channels used and the origin of the candidates; 3) elaboration of the interview script; 4) conducting the interviews; 5) conducting psycho technical tests and role-play.

Regarding the ideal salesperson profile, characteristics that enhance the achievement of high-performance levels should be taken into consideration, such as previous experience as a salesperson, educational level, taste and willingness to travel, interpersonal skills, communication skills, problem-solving, relationship management, self-motivation, and proactivity (Ingram et al., 2015). However, to be able to identify these characteristics, it is first necessary to detail the position to be filled to identify which characteristics the salesperson should have (Johnston & Marshall, 2016), taking into account that the characteristics that best favor the performance of a salesperson vary from company to company, from industry to industry, according to the product, the tasks that the salesperson is expected to perform and according to the size of the performance expected for each of them (Walker et al., 1977). However, a salesperson's performance can be considered as the result of a combination of factors such as aptitude, skills, motivation, job particularities, personal characteristics, and organizational and environmental factors (Churchill, Ford, Hartley, et al., 1985). Among the characteristics that a high-performing salesperson must possess, there are some that sales force managers have no control over. Aspects such as past experiences, lifestyle, physical and demographic characteristics, personality traits, abilities, and skills, are intrinsic variables of each salesperson and managers cannot change them through training and coaching. Thus, it is essential to analyze all of these aspects, considering that they all have a direct influence on the salesperson's performance (Johnston & Marshall, 2016).

Once the position has been described and the salesperson profile has been defined, it is necessary to identify the recruitment sources to be used. Among the wide variety of options, we can highlight the use of references from current employees, university recruitment, publication of ads in newspapers, employment websites or on the company's website, social media ads, or the use of recruitment companies. Generally speaking, companies use more than one of these methods in their recruitment processes. However, the choice of methods to be used will depend on the position to be filled, the financial resources available, and the internal recruitment tools available. The best method would be to use all of them to identify which ones are the best match, bearing in mind that each one of them has its advantages and limitations, depending on certain situations and realities of the organization. Because each organization has its own experience and reality in terms of recruitment, an analysis should be made of the different recruitment processes that have been carried out to understand which ones worked best. Once identified, the organization should privilege them over others with worse results (Sinha & Thaly, 2013).

As a result of the recruitment process, the candidates who, in the first phase, best match the desired profile will be identified. The next phase after recruitment is the selection phase, where the sales force manager must select the candidate who best matches the desired profile. Several authors consider that more than one selection method should be used simultaneously to obtain the best results and make the

Identifying the Key Themes in Auditing Sales Force Management

best decisions when choosing the ideal seller (Cron et al., 2005; Dubinsky et al., 1999). Among the most used selection methods, the following can be highlighted:

- **Application forms:** The preparation of an organization's application form is a task that will facilitate the analysis and comparison of the candidates' profiles in the first phase. Its first objective is to gather the candidates' main information, such as experience, education, interests, physical aptitude, etc. Secondly, these forms will help the sales force managers to prepare the interviews with the candidates. Sometimes the data provided by candidates on these forms, raise questions or interests that should be explored in interviews.
- **Interviews:** Interviews, which can be structured or unstructured, allow managers of the sales force to evaluate the communication skills, reasoning, sociability empathy, and ambition of candidates to understand whether the candidate possesses the desired characteristics for the position to be filled. In addition, interviews are an excellent tool to complement and evaluate information that has been provided in the application form. In structured interviews, candidates are subject to the same questions and respective sequence, thus facilitating their analysis and comparison with other candidates. Unstructured interviews, on the other hand, are preferably used when you want the interviewee to speak freely about certain topics. Some studies suggest that structured interviews are more effective in predicting the success of a candidate compared to unstructured interviews.
- **Psychometric tests:** One of the most widely used tools to detect personality traits and mental abilities of candidates are psychometric tests. These tests can be designed to measure the intelligence, aptitudes, and personality traits of candidates for a sales position.
- **Reference Validation:** Before making the job offer to the selected candidate, the sales force manager, or the recruiting manager, should try to validate the references provided by the candidate in the application form. This task can help verify a person's true identity and validate his or her employment history. Based on the results obtained by applying the various methods to help select the ideal candidate, the sales force manager should make his or her decision regarding the ideal candidate. If it is not possible to find a candidate who meets all the requirements that were identified as important for the position, it will be necessary to evaluate the strengths and weaknesses of each one, what may or may not be tolerable, what may or may not be improved with training, and make his decision. Currently, there is a great deal of competition among companies that want to attract qualified new candidates for available sales positions. In addition, organizations must be prepared to lose some of their most qualified salespeople to opportunities that may arise. For these reasons, given the high costs that the organization may incur as a result of poor recruitment, these tasks are increasingly an important one for the sales force manager.

Overall, there seems to be some evidence that indicates that the auditing of the recruitment and selection should have at least three items. The first one is the mandatory description of the role and activities to be performed in a detailed manner. The second one is the identification of the ideal profile of the salesperson to be selected for the position to be filled and the third one is the use of application forms, interviews, psychometric tests, and reference validation as selection methods.

TRAINING

When talking about recruitment and selection processes for salespeople and in particular the profile they should possess, it is often questioned whether good salespeople are born with these characteristics or whether it is possible to endow them with them. Novell et al. (2016) consider that, although there are intrinsic characteristics common to great salespeople, the education and training component is fundamental to the development and maintenance of these skills. Nowadays customers place high importance on the salesperson being honest, trustworthy, proactive in solving their problems, and above all having a deep knowledge of the products they sell. For this to be possible, the company must invest in the training of its sales force (Kotler & Keller, 2012). Moreover, aspects such as difficulties to focus on priorities, knowing how to listen, identify customers' needs, low motivation, lack of planning and poor knowledge of the company's products and services are factors that negatively influence the salespeople's performance and can be avoided through training (Ingram et al., 2015).

The process of training salespeople consists of the steps of assessing training needs, defining objectives, designing the training program, evaluating training results, and following up with salespeople. Each of these steps is interrelated and dependent on all the others, and the sales force manager must ensure that all steps are conducted effectively and that in a timely and relevant manner all salespeople receive training that will improve their skills, knowledge, and attitudes (Ford, 2003). Depending on the size, culture, or policies of the organization, this activity may be the responsibility of the training department or the sales force manager himself. However, regardless of who is responsible, the intervention of the sales force manager in the stages of needs assessment, goal setting, program design, evaluation, and follow-up is fundamental (Honeycutt et al., 1994). At the stage of training needs assessment, there are three aspects that the sales force manager should consider. First, he must identify the team members who should attend the training program. Second, he must clearly define the main scope of the training to be prepared. Lastly, you must define the structure of that training program (Johnston & Marshall, 2016).

Although the objectives of sales training may vary from organization to organization, generally speaking, the main objectives are to increase salespeople's performance, improve morale, reduce the likelihood of abandonment, enhance customer relationship skills, and improve salespeople's selling, time, and territory management skills (Jantan et al., 2004; Román et al., 2002). Given the importance and benefits that sales training can have for organizations, goal setting should involve the participation of the sales force manager, the trainer, and experienced salespeople. Each of them has their own experience and perspective on what the objectives of the training should be, and their input is positive. The top management of the organization should also be involved in goal setting to ensure that the training meets the goals of the organization itself (Honeycutt et al., 1993). Once training objectives have been identified, it is easier to develop a training program to meet them. The more specific and measurable the objectives are, the more successful the training program will be (Churchill, Ford, & Walker, 1985). According to Noonan (2010), both new salespeople and those who have been with the organization for some time should be the target of training, and these actions should be properly planned and address topics such as: 1) The company, its products, and markets where it operates; 2) Attitudes that affect the salespeople's performance; 3) Habits and attributes that contribute to improving the performance of the sales force; 4) Technical sales skills; 5) Sales psychology.

The organization will have to decide whether to develop its training program or use specialized training providers but must ensure that the training program reflects the long-term goals of the organization and meets the objectives set earlier. Depending on the needs assessment and the objectives, the organization

Identifying the Key Themes in Auditing Sales Force Management

can choose from a variety of training methods. Among the most commonly used are on-the-job training, individual coaching, classroom training, and seminars (Johnston & Marshall, 2016). Depending on the training method desired and the objectives set, the organization can choose between using external or internal trainers. The advantages of internal trainers are that they are very knowledgeable about the organization's procedures, policies, and products, making it easier for them to communicate the training message. On the other hand, external trainers may be experts in the field of sales training and bring new ideas and methods that could benefit the organization (Ingram et al., 2015). After the training is done, it is important to evaluate its effectiveness. This evaluation will aim to analyze the impact that the training had on the trainees and the organization and to understand if the proposed objectives were achieved. If the results have not been what was expected, it becomes necessary to understand, through evaluation, where the programs can be improved. For the results of training to last, sales force managers need to follow up with their salespeople over time. The sales training process is a continuous process, and salespeople must be continuously monitored to maintain the skills, knowledge, and attitudes expected by the organization. To this end, sometime after the training, sales force managers must monitor their salespeople in the field to reinforce the importance of the concepts and practices covered in the training. The importance of the evaluation of the training and the follow-up of the salespeople is such that it can be considered that without them, the training process is not complete (Ingram et al., 2015).

Finally, it is important to mention that regardless of the methodology used, the experience, the number of years of service of the salespeople, and the topics to be addressed, these training should be held with regularity, responding to possible new product launches, changes in the market of operation, the emergence of new technologies or other issues that may interfere with the good performance of the sales force (Johnston & Marshall, 2016).

Given all that has been mentioned so far, one may suppose that in the audit of the training component three activities should be evaluated. The first activity that should be evaluated is training new and current salespeople on topics such as the company its products and markets, habits, attributes, and attitudes that influence salesperson performance, technical and sales psychology skills. The evaluation of the effectiveness of training should also be included in the audit process. Last, one should also be monitoring the activity and knowledge validation of salespeople.

MOTIVATION

One of the most classic definitions of salesperson motivation came from (Walker et al., 1977) who consider motivation to be the amount of work a salesperson is willing to put into each of the activities or tasks associated with his or her job. In many cases, sales force members are the only people in the organization who have any contact with their customers. Consequently, they end up representing an image of the organization to the outside world. Thus, organizations that can keep their teams motivated have a greater chance of conveying a better image and maintaining a better relationship with their customers, creating lasting relationships (Ozimec & Lišanin, 2011). According to Johnston and Marshall (2016), one of the most influential aspects of salespeople's performance is their motivation. On the other hand, organizations that fail to keep their salespeople motivated to run the risk that they end up spending too much time on the wrong tasks, which can consequently negatively affect the team's productivity and performance. For this reason, one of the most important functions of sales force managers is to manage the motivation of their teams to maximize their performance. Considering the importance of salespeople's

motivation in their performance and consequently, in the organizations' results, several motivational theories have emerged over the years.

One of the main and most studied is the Expectancy Theory which was proposed by Vroom (1964). This theory argues that an individual's motivation is influenced by expectancy, instrumentality, and valence variables and has a framework to guide many of the decisions sales force managers must make when designing their salesperson motivation programs (Johnston & Marshall, 2016). Expectancy refers to an individual's belief that performing a certain amount of work, will translate into performance. Instrumentality to the belief that certain performance will give rise to a reward (monetary or otherwise). And valence to the belief that a given reward will lead to personal fulfillment (importance that is attributed to the reward by those who receive it), and it can be said that valence represents the attractiveness of the reward (Khusainova et al., 2018). In other words, to keep their teams motivated and ensure high-performance levels, sales force managers should set achievable work goals and enticing rewards so that salespeople feel that with the effort they will be able to reach performance levels that will bring them the rewards they seek for personal fulfillment. However, to make this strategy operational, sales force managers must consider factors that influence salespeople's perception of variables, expectation, instrumentality, and valence. These can include the personal characteristics of each salesperson, their ambitions, environmental and market reality contingencies, and the organization's policies and procedures (Johnston & Marshall, 2016). In addition to Vroom's expectations theory (1964), other theoretical ones have been the subject of several studies in the area of commercial management. Ingram et al. (2015) find that almost every action and decision made by sales force managers can influence or affect the motivation of their sales force. The salespeople they hire, the policies and goals they set, the training they promote, and the way they communicate and lead are among the most important factors. In addition, they must also consider that environmental factors beyond their control can influence the motivation of their teams.

The results obtained from the preliminary literature review reveal that auditing the motivation theme requires the evaluation of the following activities: start with the identification of methods or techniques for managing salespeople's motivation; using the expectations and personal needs of each salesperson as a motivational tool; lastly, one should monitor salespeople's performance to detect motivational changes.

LEADERSHIP

Ingram et al. (2015) define sales leadership as a set of activities performed by people in organizations, usually top managers, to influence others to achieve common goals for the benefit of the sales force and the organization. Unlike people management, leadership is an emotional process in which people are positively influenced to go in a certain direction voluntarily (Larsen et al., 2000). Sales force managers, given their hierarchical position, exert a high degree of influence on their salespeople. Depending on the type of relationship they foster, the leadership style they adopt, or their behaviors toward salespeople, their actions positively or negatively influence the satisfaction, motivation, effectiveness, and performance levels of their salespeople (Yammarino, 1997). To maximize the gains, they can make from the influence they exert on their salespeople, sales force managers must know and how to apply the different leadership styles that exist. The two most classic styles are the transactional leadership style and transformational leadership style (Ingram et al., 2015). In transactional leadership, the sales force manager behaves like a boss who sets goals and rewards proportional to the level of performance without caring about the motivations or problems of his sales force. In transformational leadership, the sales force manager be-

Identifying the Key Themes in Auditing Sales Force Management

has like a leader and develops his strategy taking into account the characteristics and motivations of his team members, and uses his influence to inspire and motivate his teams to achieve high levels of performance (Dubinsky et al., 1995).

There are, however, other leadership styles such as coercive, authoritarian, affective, democratic, stimulative, and coaching styles. Each one of them has its characteristics and their suitability varies according to the situation. The biggest mistake a sales force manager can make is to adopt a leadership style that suits him/her instead of making this choice according to the situation in which he/she is involved. Several studies show that sales force managers who have the emotional intelligence skills that allow them to choose the most appropriate leadership style and can use four or more leadership styles, using each one according to the situation in which they find themselves, are those who can achieve the best levels of performance and promote the best organizational climate (Goleman, 2000). To develop this ability, sales force managers should use coaching sessions on emotional intelligence in the areas of self-control, self-criticism, motivation, empathy, and interpersonal relationships (Jobber & Lancaster, 2009).

It is irrefutable from the literature presented above that there are activities that require a consistent evaluation and should be included in the sales force management audit. Two stand out and they are: assessment of the sales force manager's knowledge of different leadership styles; use of different leadership styles depending on the situation.

COMPENSATION

The performance of sales force is not only affected by factors intrinsic to salespeople, such as their skills and abilities, but also by the compensation system used by the organization. Salespeople's compensation has a direct impact on their motivation and consequently on their performance. As such, managers of the sales force must spend a significant amount of time designing compensation systems for their salespeople that promote their motivation to achieve better results (Churchill, Ford, & Walker, 1985). According to Gobe et al. (2010), compensation consists of payment to an individual in exchange for a certain task or services provided by that individual for a person or organization.

The main methods of remuneration for salespeople that exist are fixed salary remuneration, exclusive commission remuneration, and a combination of a fixed base salary plus commissions or bonuses upon achievement of certain objectives, the latter being the method most commonly used by most organizations (Johnston & Marshall, 2016). However, it is important to note that in addition to financial remuneration, organizations must use non-financial benefits to remunerate their sales force. These types of benefits, such as travel, health insurance, career advancement opportunities, recognition, and training, have a positive impact on attracting new and better salespeople and retaining existing ones (Schlechter et al., 2015). According to Küster and Canales (2011), the way fixed salary and incentive compensation is defined influences the organization. In their study, salespeople who were paid with a greater emphasis on fixed salary showed better individual performance, while those who were paid with a greater emphasis on incentives appear to be more striving. Thus, the combination of a fixed salary that conveys security to the salesperson and incentive motivation will make the salesperson better able to achieve his or her results, making the organization more efficient. An ideal compensation system should not only meet the needs of the salesperson but also of the organization itself. Thus, from the organization's point of view, the compensation system for salespeople should be adjusted to the sales volume produced by the sales force while maintaining a proportion of the organization's profits. It should be sufficient to encourage

and motivate salespeople to perform necessary sales tasks such as increasing sales of a particular product, it should be able to attract and retain the best salespeople for the organization, and it should be flexible enough to be managed according to the organization's priorities over time. On the other hand, from the salespeople's point of view, the compensation system should convey a feeling of fairness of treatment among salespeople, with equivalent rewards for equivalent workloads, it should convey stability to salespeople and at the same time be ambitious and motivated by allowing them to achieve high rewards for superior performances (Ingram et al., 2015; Ingram et al., 2020; Zoltners et al., 2006).

Given the large impact on the motivation of the sales force and consequently, on the performance of organizations, sales force managers should pay special attention to how these rewards are calculated and distributed (Jobber & Lancaster, 2009). Salespeople are in many cases the main or only interlocutors with customers and as such building lasting relationships with customers is in their hands. When organizations succeed in creating and maintaining a motivated and skilled sales force, the likelihood of building productive and lasting relationships with customers increases, with a positive impact on the organization's profitability. It is also important for sales force managers to periodically readjust and update existing compensation systems considering factors both external and internal to the organization. On the one hand, the emergence of competing companies with more attractive compensation systems may cause changes in the motivation and performance of the organization's salespeople and lead to the departure of some of them. On the other hand, the change in the organization's objectives, the difficulty of a salesperson to achieve a certain objective, or the appearance of new products, may imply the need to review the salespeople's remuneration systems so that they achieve the expected results (Ingram et al., 2015; Ingram et al., 2020; Zoltners et al., 2006).

The three most obvious findings to emerge from the analysis identified the following activities that should be evaluated in a sales force management audit. The first one is the verification of a flexible and balanced compensation system consisting of financial and non-financial components. The second one is the use of bonuses and incentives as a motivational tool and the third carrying out periodic readjustments and updates of the compensation system.

PERFORMANCE

The concept of sales force performance has been the subject of many studies over the years, and there are several opinions about what should be taken into consideration in a performance evaluation.

Generally, we can consider the performance of a sales force as a set of behaviors that contribute to the achievement of organizational goals (Johnston & Marshall, 2021; Spiro et al., 2008; Zoltners et al., 2009). According to Shepherd and Rentz (1990) sales performance is a consequence of the combination of several variables, among them, the salespeople's sales skills, their motivation, the clear perception of the function to be performed, the territorial allocation, and the management support. Thus, it is possible to conclude that to achieve high sales performance, it is not enough for organizations to have salespeople with high sales competencies if they are not motivated or if a correct territorial allocation is not made. On the other hand, salespeople with low sales competencies can achieve high levels of performance if they are highly motivated and working in an excellent territory or with active monitoring by management (Rentz et al., 2002).

Choosing the most appropriate determinants for performance evaluation in each of the organizations is not a simple task. According to Singh and Koshy (2010), sales force performance evaluation

Identifying the Key Themes in Auditing Sales Force Management

models cannot be applied generically, given that each organization has its own sales process reality. Alternatively, performance evaluation models should be adapted to each organization, which should choose the variables considered most relevant for performance evaluation. To evaluate the performance of salespeople, sales force managers must first know what they are for, how they should conduct them, and how they can use the information obtained from these evaluations. In evaluating the performance of salespeople, both quantitative and qualitative indicators can be used. Quantitative indicators refer to aspects such as sales volume, the number of new customers gained, the profitability of sales made, or the number of visits made, while qualitative indicators refer to aspects such as salespeople's motivation, their knowledge about the organization's products, and services, personality traits, their relationship with customers or their selling skills (Jobber & Lancaster, 2009). Evaluating the performance of salespeople is an extremely valuable task for sales force managers. More important than allowing them to obtain information regarding the performance of individual salespeople in quantitative and qualitative terms, these evaluations can be used to obtain important data useful for promoting the performance of the organization in general and the salespeople in particular (Ingram et al., 2015; Levinson, 1970) Thus, in a sales force performance evaluation it is possible to: a) Understand if the current compensation system of salespeople is adjusted with their performance levels; b) Understand if the current compensation system of salespeople is adjusted with their performance levels; c) Identify salespeople who should be promoted or fired, providing evidence to support these decisions; d) To understand if any salesperson has training needs in any specific area; e) Identify criteria or characteristics that should be used to improve future recruitment processes; f) Motivate salespeople; g) Relate the performance of sellers with the organization's goals; h) Helping vendors to set goals for their careers; i) Improve salespeople's performance.

Performance appraisal plays a highly important role in improving the performance of salespeople and implicitly of the organization. As such, sales force managers must have the necessary knowledge to take advantage of the potential of this tool. Regarding the evaluation process, both the evaluator and the evaluated should participate in it, and its results should be presented, explained, and discussed to ensure that they are understood. If it is necessary to set new objectives or assign new tasks, it is essential that the appraisee is consulted and agrees with them. Finally, this evaluation should be conducted at least annually and its structure should be reviewed periodically to reflect potential organizational or market changes (Johnston & Marshall, 2016).

As mentioned in the literature review, when auditing the performance theme three activities should be evaluated. The first activity consists in evaluate the use of quantitative and qualitative metrics to measure salespeople's performance. For the second activity, the literature proposes the analysis of the results of the performance evaluation to identify areas for improvement in the performance of salespeople. The last activity consists in evaluating if the results of the assessment are presented, explained, and discussed with each salesperson.

TERRITORY ALLOCATION

The territorial assignment of salespeople, aims to assign accounts and their sales activities to particular salespeople or sales force (Zoltners & Sinha, 2005). If well designed, it can enhance better customer coverage, increase sales, promote adequate performance, and reduce the travel costs of salespeople (Hervert-Escobar & Alexandrov, 2018). Given the major implications that this activity has on the sales force performance and consequently on the organization's results, which according to Zoltners and Sinha

(2005) may increase the organization's sales by 2 to 7% without any change in resources or sales strategy, it is essential that sales force managers pay special attention to it regularly (Babakus et al., 1996).

Depending on the structure of the organization and the sales force, the territorial allocation can be done by geographical, by product, by the market, or by sales activity criteria (Ingram et al., 2015; Ingram et al., 2020), the most important thing is to ensure that each salesperson is assigned an identical territory in terms of potential and amount of work needed to achieve the expected results (Shanker et al., 1975). It is also possible to combine geographic, product, market, and sales activity criteria, creating more complex and more flexible scenarios in assigning salespeople to territories (Ingram et al., 2020; Johnston & Marshall, 2021; Zoltners et al., 2004, 2009). To get the most out of sales territories, sales force managers should adopt territory definition procedures that support the territorial assignment of salespeople (Shanker et al., 1975). In these processes, they should take into consideration such aspects as the sales potential of the territory, characteristics of the salespeople, existing types of customers or potential customers, existing distribution channels, costs to cover the territory, and required turnover (Macdonald, 1982). By ensuring fairness between sales territories, managers will be able to make a fairer evaluation of their salespeople's performance and salespeople will more easily perceive the fairness of treatment by the organization, a factor that is usually a precondition for high levels of morale and motivation of the sales force (Zoltners & Sinha, 2005).

Considering that this activity affects the morale, motivation, and implicitly the performance of the salespeople and the organization, it is essential that sales force managers pay special attention to these aspects. It is often necessary to make readjustments in sales territories and consequently in the territorial assignment of salespeople to improve their performance. Among the factors that may drive the need for these readjustments, we can highlight the launch of new products, demographic changes, changes in the size or structure of the sales force, the need to balance the effort required from salespeople, and the emergence of strategic change of competing companies and customers (Zoltners & Sinha, 1983).

The main indicator of the need to make territorial readjustments is the reduction in sales volume. However, before proceeding to a territorial readjustment based on a reduction in sales volume, the sales force manager should properly analyze the causes that may have driven this reduction, considering that it may have originated from other factors. To be able to act timely and accordingly, sales force managers should monitor their salespeople's activity regularly so that they can add other relevant information to their analysis of sales volume data. In the face of this analysis, if the manager decides to make any readjustment in the sales territories, he should properly explain the reasons to the salespeople and include them in this process by using their experience and knowledge for the process.

The above literature review found that the following activities should include in a sales force management audit. There should be clear procedures for defining territories and respective allocation of vendors; there should exist a procedure to monitor the daily activities and the identification of potential opportunities in sales territories. Lastly, a periodic review of sales territories and their allocation should be performed.

CONCLUSION

The existing literature on sales force auditing fails to identify the main themes and it suffers from a scarce and outdated bibliography. It is worth mentioning that there are very few academic articles whose title is specifically about auditing sales force management. Previous studies were also unsuccessful to

Identifying the Key Themes in Auditing Sales Force Management

consider the unique complexities faced in auditing the sales force and the contextual factors that influence sales force activities. In the bibliography, only a few articles were identified that focuses on this theme. Having previously stated that the bibliography studied is scarce and outdated, it is nevertheless necessary to point out that this bibliography consists of irrefutable and unavoidable works. This study is one of the first research to review in detail the main themes that should be part of a sales force management auditing and the results of the literature review show that seven major themes should be included: recruitment and selection, training, motivation, leadership, compensation, performance, and territory allocation. This study has been unable to demonstrate the previous results by other authors. Although this finding has some resemblances to previous studies there are also some relevant differences.

For each theme, the literature review clarified which activities should be subject to evaluation. In auditing the recruitment and selection: a) Description of the role and activities to be performed in a detailed manner; b) Identification of the ideal profile of the salesperson to be selected for the position to be filled; Use of application forms, interviews, psychometric tests, and reference validation as selection methods. In the audit of training: a) Training new and current salespeople on topics such as the company its products and markets, habits, attributes, and attitudes that influence salesperson performance, technical and sales psychology skills; b) Evaluation of the effectiveness of training; c) Monitoring the activity and knowledge validation of salespeople. In the audit of the compensation: a) Identification of a flexible and balanced remuneration system consisting of financial and non-financial components; b) Use of bonuses and incentives as a motivational tool; c) Carrying out periodic readjustments and updates of the remuneration system. In auditing the motivation: a) Identification of procedures for managing salespeople's motivation; b) Using the expectations and personal needs of each salesperson, as a motivational tool; c) Monitoring salespeople's performance to detect motivational changes; In the audit of the leadership: a) Assessment of the sales force manager's knowledge of different leadership styles; b) Use of different leadership styles depending on the situation. In auditing the performance: a) Use of quantitative and qualitative metrics to evaluate salespeople's performance; b) Analysis of the results of the performance evaluation to identify areas for improvement in the performance of salespeople; c) Presenting, explaining, and discussing the assessment results to each salesperson. In auditing the territorial allocation: a) Identification of procedures for defining territories and respective allocation of vendors; b) Monitoring of reality and identification of opportunities in sales territories; c) Periodic review of sales territories and their allocation.

Given the discrepancy in the results obtained from the literature review and previous studies, the proposals indicated above must be empirically validated.

REFERENCES

- Almeida, B. J. M. D. (2004). Audit and society: The necessary dialogue [Auditoria e sociedade: o diálogo necessário]. *Revista Contabilidade & Finanças*, 15(34), 80–96. doi:10.1590/S1519-70772004000100006
- Arens, A. A. E. R. J., & Beasley, M. S. (2012). *Auditing and assurance services: an integrated approach*. A. S. Ltd., Ed.

- Babakus, E., Cravens, D. W., Grant, K., Ingram, T. N., & LaForge, R. W. (1996). Investigating the relationships among sales, management control, sales territory design, salesperson performance, and sales organization effectiveness. *International Journal of Research in Marketing*, 13(4), 345–363. doi:10.1016/S0167-8116(96)00016-X
- Berry, L. L., Conant, J. S., & Parasuraman, A. (1991). A framework for conducting a services marketing audit. *Journal of the Academy of Marketing Science*, 19(3), 255–268. doi:10.1007/BF02726500
- Brownlie, D. (1996). The conduct of marketing audits a critical review and commentary [Review]. *Industrial Marketing Management*, 25(1), 11–22. doi:10.1016/0019-8501(95)00036-4
- Churchill, G. Jr, Ford, N., Hartley, S., & Walker, O. Jr. (1985). The Determinants of Salesperson Performance - A Meta-Analysis [Article]. *JMR, Journal of Marketing Research*, 22(2), 103–118. doi:10.1177/002224378502200201
- Churchill, G., Ford, N., & Walker, O. (1985). *Sales Force Management* (Revised ed.). Irwin.
- Cron, W. L., Marshall, G. W., Singh, J., Spiro, R. L., & Sujana, H. (2005). Salesperson Selection, Training, and Development: Trends, Implications, and Research Opportunities. *Journal of Personal Selling & Sales Management*, 25(2), 123–136.
- Dubinsky, A. J., Anderson, R. E., & Mehta, R. (1999). Selection, Training, and Performance Evaluation of Sales Managers: An Empirical Investigation. *Journal of Business-To-Business Marketing*, 6(3), 37–69. doi:10.1300/J033v06n03_03
- Dubinsky, A. J., & Hansen, R. W. (1981). The Sales Force Management Audit. *California Management Review*, 24(2), 86–95. doi:10.2307/41164959
- Dubinsky, A. J., Yammarino, F. J., Jolson, M. A., & Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. *Journal of Personal Selling & Sales Management*, 15(2), 17–31.
- Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N. (2015). The Impact of Recruitment and Selection Criteria on Organizational Performance. *Global Journal of Human Resource Management*, 3(2), 22–33.
- Ford, J. B., Honeycutt, E., & Simintiras, A. (2003). *Sales management: A global perspective*. Routledge. doi:10.4324/9780203451182
- Franke, G. R., & Park, J. E. (2006). Salesperson adaptive selling behavior and customer orientation: A meta-analysis. *JMR, Journal of Marketing Research*, 43(4), 693–702. doi:10.1509/jmkr.43.4.693
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37–52.
- Gobe, A. C., Fisher, C. H., De Souza, J. J., Pasquale, P. P., & Moreira, J. C. T. (2010). *Administração de Vendas* (2nd ed.). Editora Saraiva.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(4), 4–17.
- Hervet-Escobar, L., & Alexandrov, V. (2018). Territorial design optimization for business sales plan. *Journal of Computational and Applied Mathematics*, 340, 501–507. doi:10.1016/j.cam.2018.02.010

Identifying the Key Themes in Auditing Sales Force Management

Honeycutt, E. D. Jr. (1996). Conducting a sales training audit. *Industrial Marketing Management*, 25(2), 105–113. doi:10.1016/0019-8501(95)00064-X

Honeycutt, E. D., Ford, J. B., & Simintiras, A. (2003). *Sales management: a global perspective*. Routledge.

Honeycutt, E. D. Jr, Ford, J. B., & Tanner, J. F. Jr. (1994). Who trains salespeople?: The role of sales trainers and sales managers. *Industrial Marketing Management*, 23(1), 65–70. doi:10.1016/0019-8501(94)90028-0

Honeycutt, E. D. Jr, Howe, V., & Ingram, T. N. (1993). Shortcomings of sales training programs. *Industrial Marketing Management*, 22(2), 117–123. doi:10.1016/0019-8501(93)90037-8

Hutchison, C. M. (2006). *Sales Audit*. iUniverse, Inc.

Ingram, T., La Forge, R., Williams, M., & Schwepker, C., Jr. (2015). *Sales management: Analysis and decision making*. T. South-Western, Ed.

Ingram, T. N., LaForge, R. W., Avila, R. A., Charles, H., Schwepker, J., & Williams, M. R. (2020). *Sales management: analysis and decision making* (10th ed.). Routledge.

Jantan, M. A., Honeycutt, E. D. Jr, Thelen, S. T., & Attia, A. M. (2004). Managerial perceptions of sales training and performance. *Industrial Marketing Management*, 33(7), 667–673. doi:10.1016/j.indmarman.2003.09.003

Jobber, D., & Lancaster, G. (2009). *Selling and Sales Management* (8th ed.). Pearson Education Limited.

Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). *Selling and sales management* (11th ed.). Pearson.

Johnston, M. W., & Marshall, G. W. (2016). *Sales force management: leadership, innovation, technology* (12th ed.). doi:10.4324/9781315668062

Johnston, M. W., & Marshall, G. W. (2021). *Sales force management: leadership, innovation, technology* (13th ed.). Routledge.

Khusainova, R., de Jong, A., Lee, N., Marshall, G. W., & Rudd, J. M. (2018). (Re) defining salesperson motivation: Current status, main challenges, and research directions. *Journal of Personal Selling & Sales Management*, 38(1), 2–29. doi:10.1080/08853134.2017.1415761

Kotler, P., Gregor, W., & Rodgers, W. (1977). *The Marketing Audit Comes of Age*. Academic Press.

Kotler, P., & Keller, K. L. (2012). *Marketing Management* (14th ed.). Prentice-Hall.

Küster, I., & Canales, P. (2011). Compensation and control sales policies, and sales performance: The field sales manager's points of view. *Journal of Business and Industrial Marketing*, 26(4), 273–285. doi:10.1108/08858621111127018

Larsen, T., Rosenbloom, B., Anderson, R., & Mehta, R. (2000). Global sales manager leadership styles: The impact of national culture. *Journal of Global Marketing*, 13(2), 31–48. doi:10.1300/J042v13n02_03

Lendrevie, J., Lindon, D., Dionisio, P., & Rodrigues, V. (1996). *Mercator – Teoria e Prática do Marketing* (6th ed.). Publicações Dom Quixote.

Identifying the Key Themes in Auditing Sales Force Management

- Levinson, H. (1970). Management by whose objectives. *Harvard Business Review*, 48(4), 125–134. PMID:12545927
- Macdonald, C. R. (1982). *The marketing audit workbook*. Institute for Business Planning.
- McDonald, M. (2015). *Marketing Planning - A Cambridge Marketing Handbook*. Cambridge Marketing Press.
- Noonan, C. J. (1998). *Sales management*. Butterworth-Heinemann. doi:10.1016/B978-0-7506-3361-1.50019-2
- Noonan, C. J. (2010). *Sales Management: The Complete Marketeer's Guide*. Routledge. doi:10.4324/9780080938646
- Novell, C. A., Machleit, K. A., & Sojka, J. Z. (2016). Are good salespeople born or made? A new perspective on an age-old question: Implicit theories of selling ability. *Journal of Personal Selling & Sales Management*, 36(4), 309–320. doi:10.1080/08853134.2016.1214594
- Opatha, H. H. D. N. P. (2010). Human Resource Management. Colombo, Ed.
- Ozimec, K., & Lišanin, M. T. (2011). Motivational Incentives for developing salesforce performance in emerging markets. *APBITM 2011 – Proceedings 2011 IEEE International Summer Conference of Asia Pacific Business Innovation and Technology Management*.
- Payne, A. F. (1988). Developing a marketing-oriented organization. *Business Horizons*, 31(3), 46–53.
- Pimenta da Gama, A. (2011). A renewed approach to services marketing effectiveness. *Measuring Business Excellence*, 15(2), 3–17. doi:10.1108/13683041111131583
- Raub, S., & Streit, E. M. (2006). Realistic recruitment: An empirical study of the cruise industry. *International Journal of Contemporary Hospitality Management*, 18(4), 278–289. doi:10.1108/09596110610665294
- Rentz, J. O., Shepherd, C. D., Tashchian, A., Dabholkar, P. A., & Ladd, R. T. (2002). A measure of selling skill: Scale development and validation. *Journal of Personal Selling & Sales Management*, 22(1), 13–21.
- Román, S., Ruiz, S., & Luis Munuera, J. (2002). The effects of sales training on sales force activity. *European Journal of Marketing*, 36(11/12), 1344–1366. doi:10.1108/03090560210445218
- Santi, P. A. (1988). *Introdução à Auditoria*. E. Atlas, Ed.
- Schlechter, A., Thompson, N. C., & Bussin, M. (2015). Attractiveness of non-financial rewards for prospective knowledge workers: An experimental investigation. *Employee Relations*, 37(3), 274–295. doi:10.1108/ER-06-2014-0077
- Shanker, R. J., Turner, R. E., & Zoltners, A. A. (1975). Sales Territory Design: An Integrated Approach. *Management Science*, 22(3), 309–320. doi:10.1287/mnsc.22.3.309
- Shepherd, C. D., & Rentz, J. O. (1990). A method for investigating the cognitive processes and knowledge structures of expert salespeople. *Journal of Personal Selling & Sales Management*, 55–70.

Identifying the Key Themes in Auditing Sales Force Management

- Singh, R., & Koshy, A. (2010). Determinants of B2B salespersons' performance and effectiveness: A review and synthesis of literature. *Journal of Business and Industrial Marketing*, 25(7), 535–546. doi:10.1108/08858621011077763
- Sinha, V., & Thaly, P. (2013). A review on changing trends of recruitment practice to enhance the quality of hiring in global organizations. *Management*, 18(12), 141–156.
- Spiro, R. L., Stanton, W. J., & Rich, G. A. (2008). *Management of a sales force* (12th ed.). McGraw-Hill/Irwin. Publisher.
- Storbacka, K., Ryals, L., Davies, I. A., & Nenonen, S. (2009). The changing role of sales: Viewing sales as a strategic, cross-functional process. *European Journal of Marketing*, 43(7), 890–906. doi:10.1108/03090560910961443
- Vaňa, K., & Černá, L. (2012). The marketing audit as a method of the evaluation of the marketing plan. *Research Papers Faculty of Materials Science and Technology Slovak University of Technology*, 20(Special Number), 131–136. doi:10.2478/v10186-012-0023-4
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- Walker, O. Jr, Churchill, G. Jr, & Ford, N. (1977). Motivation and Performance in Industrial Selling - Present Knowledge and needed research. *JMR, Journal of Marketing Research*, 14(2), 156–168. doi:10.1177/002224377701400203
- Wilson, A. (2002). *Marketing Audit Handbook*. Kogan Page Limited.
- Yammarino, F. J. (1997). Models of leadership for sales management. *Journal of Personal Selling & Sales Management*, 17(2), 43–56.
- Zoltners, A., Sinah, P., & Lorimer, S. (2008). Sales force effectiveness: A framework for researchers and practitioners. *Journal of Personal Selling & Sales Management*, 28(2), 115–131. doi:10.2753/PSS0885-3134280201
- Zoltners, A., & Sinha, P. (2005). Sales territory design: Thirty years of modeling and implementation. *Marketing Science*, 24(3), 313–331. doi:10.1287/mksc.1050.0133
- Zoltners, A. A., & Sinha, P. (1983). Sales Territory Alignment: A Review and Model. *Management Science*, 29(11), 1237–1256. doi:10.1287/mnsc.29.11.1237
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2004). *Sales force design for strategic advantage*. Palgrave Macmillan. doi:10.1057/9780230514928
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2006). *The complete guide to sales force incentive compensation: How to design and implement plans that work*. Academic Press.
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2009). *Building a winning sales force: powerful strategies for driving high performance*. AMACOM.

ADDITIONAL READING

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). KoganPage.

Atefi, Y., Ahearne, M., Maxham, J. G. III, Donovan, D. T., & Carlson, B. D. (2018). Does Selective Sales Force Training Work? *JMR, Journal of Marketing Research*, 55(5), 722–737. doi:10.1177/0022243718803096

Fariás, P., Torres, E., & Mora Cortez, R. (2017). A new model for measuring salesperson lifetime value. *Journal of Business and Industrial Marketing*, 32(2), 274–281. doi:10.1108/JBIM-09-2016-0205

Feng, C., Fay, S., & Xiang, K. (2020). When do we need higher educated salespeople? The role of work experience. *Review of Managerial Science*, 15(5), 1391–1429. doi:10.1007/11846-020-00388-y

Hervert-Escobar, L., & Alexandrov, V. (2017). Iterative Projection approach for solving the Territorial Business Sales optimization problem. *Procedia Computer Science*, Johnson, J. S. (2015). Qualitative sales research: An exposition of grounded theory. *Journal of Personal Selling & Sales Management*, 35(3), 262–273.

Loveland, J. M., Lounsbury, J. W., Park, S.-H., & Jackson, D. W. (2015). Are salespeople born or made? Biology, personality, and the career satisfaction of salespeople. *Journal of Business and Industrial Marketing*, 30(2), 233–240. doi:10.1108/JBIM-12-2012-0257

KEY TERMS AND DEFINITIONS

Compensation: All the payments a salesperson receives for their work.

Leadership: Sales leadership is the art and science of managing the strategic direction of the sales activities and salespeople and managing the sales organization to achieve sales objectives.

Motivation: Refers to the amount of effort a salesperson is willing to expend in the sales function. Some salespersons are self-motivated, where others need to be motivated to perform.

Performance: Is the effectiveness of the sales force or the salespeople, both individually and, in the sales activities; the capability to accomplish sales goals.

Recruitment: A procedure that includes the designing of job descriptions, advertising positions, screening candidates, preparing interview materials, and scheduling interviews.


Sales Territory: Is described as a group of present and potential customers assigned to a salesperson or a group of salespersons at a given period.

Training: Sales training entails the development of skills and techniques associated with building and exploring new sales opportunities, as well as closing sales.

Chapter 2

Salesforce Management Auditing: A First Draft

Paulo Botelho Pires

 <https://orcid.org/0000-0003-3786-6783>

Porto Business School, Portugal

Pedro Cotta Cardoso

Instituto Electrotécnico Português, Portugal

ABSTRACT

Salespeople play a key role as they are the link between companies and their clients. This means that sales managers must be increasingly concerned about managing their teams to maximize their results. Therefore, to ensure best practices and promote their performance, companies should periodically audit the management of their sales team. The main objective of the present study is to identify the most relevant activities for sales managers and build an audit procedure to evaluate their performance and identify potential gaps that need to be rectified to promote their success and companies. Seven themes were identified as being the most relevant to the activities of sales managers. From this information, a qualitative method through face-to-face interviews with sales managers was used, which allowed the construction of an audit procedure that evaluates the performance of salespeople and can be applied by any company.

INTRODUCTION

The literature on auditing sales team management is scarce, old, and somewhat outdated. A search in academic bibliographic databases with the terms “sales audit” or “sales auditing” limited to the title, abstract, or keywords yields an irrelevant result. A more incisive search reveals a background article by Dubinsky and Hansen (1981), with the title “The Sales Force Management Audit”, which is the only relevant reference. Given the results described, it is fair to conclude that this line of research has been

DOI: 10.4018/978-1-6684-3430-7.ch002

neglected and requires an update. This stems from the fact that the last publication is more than four decades old and because there are only a small number of publications that address this topic. Therefore, there has been a steady lack of interest in the topic of sales team management auditing. This is intriguing because sales teams are in many industries and sectors the “true face” of the organization and they can play a fundamental role in the development of the business and have a direct impact on profitability.

LITERATURE REVIEW

Lendrevie et al. (1996) define a sales team as a group of people who sell products and services through direct contact with potential customers, distributors, or prescribers. Salespeople are sometimes the linking between companies and their customers, a reason that gives them significant prominence for the success of companies (Johnston & Marshall, 2016), and they are a critical and expensive marketing resource (Zoltners et al., 2008). Hence, a lot of attention must be paid to how the salespeople’s management is performed. Given the high investments required by salespeople’s activities, a monitoring procedure should be implemented to evaluate their efficiency and such monitoring procedure should be performed frequently and with some proximity (Wilson, 2002).

As previously mentioned, the first and most important study was carried out by Dubinsky and Hansen (1981), in which the authors present the definition: a sales audit is a diagnostic instrument, comprehensive and of systematic use, aimed to assess the suitability of the sales management process and recommend the required adjustments to enhance performance. The authors further stated that sales audits should be performed periodically and by all companies. Hutchison (2006) supports the ideas described above, stating that the main purpose of a sales audit is to find and describe the sales management process, identify impediments that interfere with the appropriate execution of the sales process, analyze and measure its efficiency, and continuously reevaluate it to diagnose probable enhancements.

Wilson (2002) and Dubinsky and Hansen (1981) claim that auditing the management of the sales team should concentrate on the themes recruitment and selection, education and training, territorial and training, territory allocation, compensation, motivation, leadership, performance, and a few others. Nevertheless, one remark must be made regarding the previous sentence. The main themes of the sales team management audit proposed by Dubinsky and Hansen (1981) are environment, planning system, organization assessment, and functions. All the previous themes are related to the management of the sales team and these topics partially encompass the ones mentioned by Wilson (2002) but are more comprehensive. The analysis of the main books on sales team management supports the statements of the previous authors, taking away that the themes that stand out the most are recruitment and selection, training, motivation, leadership, compensation, performance, and territory design. The following books were consulted for analysis purposes: Johnston and Marshall (2021), Ingram et al. (2020), Jobber et al. (2019), Zoltners et al. (2009), Spiro et al. (2008), Zoltners et al. (2006), Zoltners et al. (2004), Noonan (1998), and Churchill, Ford and Walker (1985). The themes identified are like those described in the publications on auditing sales team management and can be classified into seven categories: 1) recruitment and selection; 2) training; 3) motivation; 4) leadership; 5) compensation; 6) performance; 7) territories. Given the results obtained, the following formulation is proposed as a first research proposition.

- **RP 1:** A sales team management audit should be focused on recruitment and selection, training, motivation, leadership, compensation, performance, and territories.

After the identification of the major themes underlying sales team management through literature review in the reference books listed above and in peer-reviewed academic articles, a more detailed study of each theme is presented in the following sections.

Recruitment and Selection

The selection and recruitment of the sales team involve identifying the salespeople who have the profile that best matches the available position (Churchill, Ford, & Walker, 1985; Johnston & Marshall, 2021). The sales manager may have the help of internal or external recruitment experts, nevertheless, it is his or her responsibility to oversee the entire process. (Johnston & Marshall, 2016). Opatha (2010) states that the recruitment process seeks to find and raise a sufficient number of qualified people with a profile appropriate to the needs of the functions to be performed and selection aims to distinguish the right salespeople (Gamage, 2014). The same concept is supported by Ekwoaba et al. (2015). One important remark comes from knowing that recruiting the salesperson with the ideal profile has a critical effect on the performance of the sales team, the sales manager, and the entire company (Franke & Park, 2006; Raub & Streit, 2006). Darmon and Shapiro (1980) add another pertinent argument, stating that many companies could significantly increase their overall profitability by investing more in salespeople recruitment and selection.

Ingram et al. (2015) and Jobber and Lancaster (2009) claim that are four sequential phases essential to the process: 1) job description and profile definition; 2) recruitment channels identification and the origin of the candidates; 3) interview script creation; 4) interviews execution; 5) psychometric tests and role-play. A previous study by Salsbury (1982) suggests a five-step to help ensure selection of the right salespeople: 1) construct a solid job description; 2) increase the recruitment pool; 3) examine the applicant's record; 4) utilize psychological tests; 5) conduct an in-depth interview.

One well-known reference that is often cited in research asserts that the characteristics, aptitudes, and skills of salespeople are relevant to the performance of sales activities but the identification of those requires that previously one describe and detail the position, the functions, and the activities to be executed. Only then it is possible to get a match between the characteristics, aptitudes, and skills of salespeople and the position, functions, and activities to be performed (Johnston & Marshall, 2016). Still, the performance of salespeople is the result of mixed factors such as aptitude, skills, motivation, job peculiarities, personal characteristics, and organizational and environmental factors (Churchill, Ford, Hartley, et al., 1985). To increase the process complexity, it is necessary to remember that there are some factors that sales managers have no control over such as past experiences, lifestyle, physical and demographic characteristics, personality traits, abilities, and skills, and these are closely tied to the performance level of salespeople. Hence, it is crucial to analyze these factors (Johnston & Marshall, 2016). As an example of the complexity and the lack of an adequate number of studies, one must look at the results of Feng et al. (2020), where the authors conclude that higher education has a negative effect on salesperson capability and sales performance, and they also find that sales experience with another employer (i.e., prior experience) is positively related to capability enhancement and sales performance. Loveland et al. (2015) suggest that personnel selection is more efficient than training in the long term, as indicated by the variations in job and career satisfaction. Factors believed to influence salesperson performance have been explored in several studies. Verbeke (1994) found salespeople's personality traits – in particular, the capacity to elicit information from others, to self-monitor, and to adapt during conversations – are great predictors of performance. Farías et al. (2017) introduced the concept of

Salesperson Lifetime Value which comprises different aspects of a salesperson's contributions to the company's success, and it can be a management tool to assist in understanding the long-term cost and benefit of recruitment. Another procedure was also devised by Darmon (2017).

Once the job description and the salesperson profile have been defined, one must proceed to the recruitment sources to be used. There are a wide variety of options, and one can highlight the use of references from current employees, university recruitment, publication of ads in newspapers, employment websites or on the company's website, social media ads, or the use of recruitment companies (Noonan, 1998). The next phase after recruitment is the selection phase, where the sales manager must select who best matches the profile, and research reveals that more than one selection method should be used simultaneously to achieve good results (Cron et al., 2005; Dubinsky et al., 1999). Among the most used selection methods, the following can be highlighted (Churchill, Ford, & Walker, 1985; Ingram et al., 2020; Jobber et al., 2019; Johnston & Marshall, 2021; Noonan, 1998; Spiro et al., 2008): 1) Application forms; 2) Interviews; 3) Psychometric tests; 4) Reference Validation.

Overall, there seems to be some evidence that indicates that the auditing of the recruitment and selection should have at least three items. The first one is the mandatory description of the role and activities to be performed in a detailed manner. The second one is the identification of the ideal profile of the salesperson to be selected and the third one is the use of application forms, interviews, psychometric tests, and reference validation as selection methods. Because of the previous sentences, one proposes three research propositions related to the recruitment and selection of salespeople.

- **RP 2.1:** A sales management audit should have a detailed description of the position and activities to be performed.
- **RP 2.2:** The recruitment and selection process should have an ideal profile of the salesperson to be selected for the position to be filled.
- **RP 2.3:** The selection process should use application forms, interviews, psychometric tests, and reference validation as selection methods.

Training

Although there are intrinsic characteristics common to salespeople with great performance, training is fundamental to the development and maintenance of these skills (Krishnamoorthy et al., 2005; Novell et al., 2016). The process of training comprises a set of stages that start with assessing training needs, defining objectives, program design of training, evaluating training results, and follow-up. These stages are interrelated and dependent on each other, and the sales manager must ensure that all steps are conducted effectively in a timely and relevant manner, assuring that all salespeople receive training that will improve their skills, knowledge, and attitudes (Ford, 2003). Attia et al. (2013) propose a simpler model based on the stage that allows sales managers to establish: 1) training needs for salespeople; 2) training impact on trainees; and 3) training impact on the company.

Training can be carried out by the internal training department, by outside companies, or by the sales manager, but the involvement of the sales manager in the stages of needs assessment, goal setting, program design, evaluation, and follow-up is essential (Honeycutt et al., 1994). At the stage of training needs assessment, the sales manager must identify the salespeople who should attend the training program, define the main scope of the training, and define the structure of the training program (Johnston & Marshall, 2016). The objectives of sales training may vary but in general, the main objectives are

Salesforce Management Auditing

to enhance salespeople's performance, increase morale, reduce the likelihood of salespeople turnover, improve customer relationship skills, and improve sales, time, and territory management skills (Jantan et al., 2004; Román et al., 2002). Training programs should be recurrent, targeting new salespeople and those who have experience in the organization (training a subset of the sales team can be a highly effective strategy (Atefi et al., 2018)), and the training activity should be properly planned, and focus on topics such as (Noonan, 2010): 1) The company, its products, and markets where it operates; 2) Attitudes that affect the salespeople's performance; 3) Habits and attributes that contribute to improving the performance of the sales team; 4) Technical sales skills; 5) Sales psychology.

Once the training is concluded, it is valuable to assess its effectiveness which aims to examine the training influence on the salespeople and the organization and to understand if the objectives were accomplished. To achieve this, after the appropriate time has elapsed sales managers must supervise their salespeople in the field to reinforce the concepts and practices covered in the training activities. Sales training has costs and its usefulness must be evaluated (Honeycutt et al., 2013). Consequently, and according to the sentences written above, three research propositions have been formulated.

- **RP 3.1:** Sales training should include new and existing salespeople and focus on topics such as the company, its products and markets, habits, attributes, and attitudes that influence salesperson performance, technical skills, and sales psychology.
- **RP 3.2:** Sales training should be evaluated to measure its effectiveness.
- **RP 3.3:** Sales activities should be monitored, and salespeople's knowledge should be validated.

Motivation

Walker et al. (1977) define motivation as the amount of work salespeople is willing to put into each of the activities or tasks associated with his or her job. Companies that maintain their teams motivated have a greater likelihood of communicating a better image and keeping a superior relationship with their customers, establishing enduring relationships (Ozimec & Lišanin, 2011). Johnston and Marshall (2016) support the idea that salespeople's performance is mainly derived from their motivation. Consequently, the motivation of salespeople by sales managers to boost performance is a vital function. Over the years several theories of motivation have emerged: Herzberg's Motivation Hygiene Theory (Herzberg et al., 1959), Maslow's Need Hierarchy Theory (Maslow, 1959), McGregor's Participation Theory (McGregor, 1960), McClelland's Need Theory (McClelland, 1971), and Vroom's Expectancy Theory (Vroom, 1964).

Ingram et al. (2015) discover that just about every single act and decision of sales managers an effect or changes the motivation of salespeople. The literature review reveals that the motivation theme requires the evaluation of the following research propositions.

- **RP 4.1:** The procedures for identifying and managing salespeople's motivation are implemented.
- **RP 4.2:** The expectations and needs of each salesperson are used as a motivational tool.

Leadership

Ingram et al. (2015) describe sales leadership as a collection of actions performed by managers to persuade others to achieve objectives. Leadership is an emotional procedure in which salespeople are positively persuaded to act in a certain way (Larsen et al., 2000). Sales managers have a higher hierarchical position

and can exert a high degree of persuasion over their salespeople. This comes from their authority, explicit or implicit. Cialdini (2021) explains this phenomenon and has established an unambiguous relationship between authority and persuasion. Sales managers establish various types of relationships, leadership styles, and manners towards salespeople. As a result, their actions affect the satisfaction, motivation, effectiveness, and performance of salespeople (Yammarino, 1997).

Two of the most classic styles are the transactional and transformational leadership styles (Ingram et al., 2015). In transactional leadership, the behavior of the sales manager is like a traditional boss who sets objectives and rewards considering the performance level achieved, knowing that the motivations, difficulties, and changes are irrelevant. In transformational leadership, the sales manager is a leader. His strategy is defined as accounting for the characteristics and motivations of salespeople, and he uses his persuasion to inspire and motivate salespeople, aiming that with his help they reach a superior performance (Dubinsky et al., 1995). Leadership is one of the central themes in the management of sales teams and the subject of numerous studies. Panagopoulos et al. (2009) found that transformational leadership mediates the relationships between behavior-based control and key salesperson outcomes. Vieira et al. (2018) stated that transactional leadership behavior moderates positively the relationship between salesperson's self-efficacy and customer satisfaction, word-of-mouth, and loyalty, and transformational leadership behavior negatively moderates the relationship between salespeople's self-efficacy and word-of-mouth. Gao et al. (2020) observed that the importance of how sales managers lead salespeople due to transformational leadership has profound effects on salespeople's attitudes. Panagopoulos and Ogilvie (2015) also found that there are positive relationships between self-monitoring behaviors and thought self-leadership, thought self-leadership and self-efficacy, and self-efficacy and salesperson performance. Shannahan et al. (2012) contribute with the statement that sales performance is highest when salespeople are very coachable, very competitive, and under transformational leadership, and claim that that salesperson coachability fully mediates the relationship between transformational leadership and sales performance. Ethical leadership and authentic leadership are also concepts with some relevance. DeConinck (2015) supports the idea that ethical leadership directly influences salespeople's willingness to engage in extra-role behavior, organizational identification, turnover intentions, and attitudes and behaviors. Schwepker (2015) discovered that perceived ethical leadership both directly, and indirectly via sales team socialization, affects salesperson ethical values person-organization fit, which in turn affects salesperson performance. Additionally, together with ethical leadership and salesperson commitment to delivering value influence salesperson job stress. On the other hand, authentic leadership style as perceived by salespeople considerably predicted salespeople's job engagement and psychological capital (Azanza et al., 2018).

According to Goleman et al. (2002) there are six emotional leadership styles: authoritative, coaching, affiliative, democratic, pacesetter, and coercive. Each one has its characteristics, and its suitability varies according to the situation. The authors also state that sales managers should adopt a leadership style that suits the salespeople and the context involved and avoid the temptation and convenience of adopting a leadership style that is appropriate for them. Emotional intelligence plays a key role in this process. Research shows that sales managers who apply emotional intelligence in choosing an appropriate leadership style and can use four or more leadership styles, applying each one in the context they are facing, are those who can contribute to superior performance and stimulate the greatest organizational environment (Goleman, 2000). It should be noted that emotional intelligence, unlike cognitive intelligence, has very significant scope for evolution. As such, emotional intelligence is a skill, not an aptitude. This skill is developed with coaching sessions on emotional intelligence in the areas of self-control, self-criticism,

Salesforce Management Auditing

motivation, empathy, and interpersonal relationships (Jobber & Lancaster, 2009). Given the literature review and the results obtained, two research propositions are proposed.

- **RP 5.1:** Assessment of sales manager's knowledge of different leadership styles.
- **RP 5.2:** The sales manager applies different leadership styles depending on the context.

Compensation

To Gobe et al. (2010) compensation involves the payment to salespeople in exchange for a certain task or services provided. The performance of salespeople is affected by intrinsic factors, such as their skills and abilities, and also by the compensation system used by the company (Zoltners et al., 2006). Salespeople's compensation has an immediate impact on their motivation and thus on their performance. Hence, sales managers should focus their efforts on designing and implementing compensation systems that stimulate motivation and achieve superior results (Churchill, Ford, & Walker, 1985).

There are three main methods of compensation. They are fixed salary, commission, and a combination of a fixed base salary plus commissions or bonuses upon achievement of certain objectives, the latter being the method most commonly used (Johnston & Marshall, 2016; Zoltners et al., 2006). One should note however that financial compensation should be complemented with non-financial benefits (Schlechter et al., 2015). Non-financial benefits – travel, health insurance, career advancement opportunities, recognition, and training – have a positive impact on appeal to new and great salespeople and to avoid turnover (Schlechter et al., 2015). Previous research from Küster and Canales (2011) has established that the weighting between fixed salary and the incentive compensation has a heavy impact on the company. Salespeople who were rewarded with greater prominence on fixed salary revealed better individual performance, while those who were rewarded with greater prominence on incentives seem to be more striving. Therefore, the weighting of a fixed salary that conveys security and the incentive that provides motivation will be probably a good solution. The best compensation system should satisfy the needs of the salespeople and the organization itself. From the organization's perspective, the compensation system must be adapted to the sales volume while preserving a balance with the profits. From the salespeople's perspective, the compensation system should send a feeling of justice regarding the treatment among salespeople, with comparable rewards for comparable workloads, it must give stability to salespeople and simultaneous be ambitious and exciting by allowing them to achieve great rewards when reaching superior performances (Ingram et al., 2015; Ingram et al., 2020; Zoltners et al., 2006). It should be noted, however, that the change in the company's objectives, the struggle to reach certain objectives, or the launch of new products, among other factors, may require a review of salespeople compensation system allowing them to complete the expected results (Ingram et al., 2015; Ingram et al., 2020; Zoltners et al., 2006). The three most evident findings emerge from the analysis of the compensation theme and lead to the following research propositions.

- **RP 6.1:** There is a compensation system that is flexible and balanced, composed of financial and non-financial parts.
- **RP 6.2:** The compensation system applies bonuses and incentives as a motivational tool.
- **RP 6.3:** The compensation system has periodic readjustments and updates.

Performance

Salespeople's performance is a set of behaviors that provide the accomplishment of organizational objectives (Johnston & Marshall, 2021; Spiro et al., 2008; Zoltners et al., 2009). Shepherd and Rentz (1990) showed that sales performance is a result of the blend of various variables, including the salespeople's selling skills, their motivation, the correct assessment of the function to be performed, the territorial allocation, and the management support. To accomplish superior sales performance a company needs more than recruit salespeople with high sales competencies, they also need to motivate them and set a proper territorial allocation. By contrast, salespeople with weak sales competencies can reach high levels of performance if they are motivated and working with proper territory allocation or with active supervising by sales managers (Rentz et al., 2002).

Setting the best determinants for performance evaluation is a complex and difficult task. Singh and Koshy (2010) stated that sales performance evaluation models cannot be applied generically, because each company has its own sales specificities. Hence, performance evaluation models should be tailored to the company, requiring a careful choice of variables relevant for performance assessment. The performance evaluation of salespeople requires the application of quantitative and qualitative indicators. Quantitative indicators denote criteria such as sales volume, the number of new customers gained, the profitability of sales made, or the number of visits made, whereas qualitative indicators represent criteria such as salespeople's motivation, their knowledge about the organization's products and services, personality traits, their relationship with clients or their selling skills (Jobber & Lancaster, 2009). The assessment of salespeople's performance is a beneficial task for sales managers because allows them to use quantitative and qualitative indicators about the performance of salespeople, but also to obtain useful information for boosting the performance of the organization and salespeople (Ingram et al., 2015; Levinson, 1970). To take advantage of the instrument's potential, sales managers must have the required expertise.

Focusing on the evaluation process, it is required and essential that the sales manager and the salespeople participate simultaneously in the process. Its findings must be described, clarified, and reviewed to guarantee that they are understood (Johnston & Marshall, 2016). The authors also state that when is required to establish new objectives or perform new activities, salespeople should be heard, and they should agree with the challenges. It is also worth mentioning that the evaluation process should be performed regularly, to reflect possible organizational or market shifts. The auditing of the performance theme requires the assessment of three activities and gives rise to the following research propositions.

- **RP 7.1:** The performance process applies quantitative and qualitative metrics.
- **RP 7.2:** The results of the performance evaluation are analyzed to help improve the performance of salespeople.
- **RP 7.3:** The results of the performance evaluation are presented, explained, and discussed with each salesperson individually.

Territories

The territories one seeks to attribute accounts and sales activities to specific salespeople or sales teams (Zoltners & Sinha, 2005; Zoltners et al., 2004). With a good territorial design customer interactions will be more efficient, performance will increase, and cost will be reduced (Hervert-Escobar & Alexandrov, 2018). Zoltners and Sinha (2005) support that sales can increase by 2 to 7% with no variation

in resources or sales strategy, and therefore is indispensable that sales managers dedicate some effort regularly (Babakus et al., 1996).

The elementary territorial allocation can be done by geographical, by product, by the market, or by sales activity criteria (Ingram et al., 2015; Ingram et al., 2020). Territorial allocation can also be done by applying a combination with the methods listed above, designing more intricate and more adaptable scenarios (Ingram et al., 2020; Johnston & Marshall, 2021; Zoltners et al., 2004, 2009). The most important requirement is to safeguard that all salespeople have a territory with the same sales probability and effort required to attain the objectives (Shanker et al., 1975). Other factors must also be considered, such as territory sales volume, salespeople characteristics, current types of customers or prospective customers, current distribution channels, and expenses to cover the territory (Macdonald, 1982). Equality between sales territories assures a fairer salespeople performance evaluation which ensures that the salesperson perceives that the organization has an impartial assessment, a precondition for high levels of morale and motivation (Zoltners & Sinha, 2005). When performance improvement is required readjustments in sales territories should be made, caused by new products, demographic variations, sales team size or structure modifications, equilibrium the effort required from salespeople, and strategic moves from competing companies and customers (Zoltners & Sinha, 1983). The key factor that indicates the need to make territorial readjustments is sales volume reduction, but it should only be done with a previous examination to identify the causes that drive that reduction. Sales managers must check salespeople's activities regularly to act timely and accordingly. Once the sales manager decides to adjust the sales territories, the reasons to do so should be explained to the salespeople. The above literature review found that three activities should be included in a sales team management audit resulting in three research propositions.

- **RP 8.1:** There are procedures for defining territories and the respective allocation of salespeople.
- **RP 8.2:** The activities are monitored and identification of opportunities in sales territories are set.
- **RP 8.3:** A periodic review of sales territories and their allocation is implemented.

METHODOLOGY AND RESEARCH METHOD

The first step in conducting scientific research is the identification of a problem, whether theoretical or practical (Marconi & Lakatos, 2003). It was specifically in this context that the main objective of this research was identified. During the research, it was identified a literature scarcity on audit procedures for sales management. Hence, the objective of this research was the identification of the most relevant themes and the formalization of procedures to be adopted in a sales management audit. The research hypotheses were identified and supported throughout the literature review and were described previously.

A qualitative methodology was chosen, using semi-structured interviews, which allow for a more discovery-oriented approach and are useful when do not exist consistent theoretical tools (Yin, 2009), and is characterized by allowing to get participants' opinions, providing greater flexibility for the researcher and a more complete understanding of the population perspectives (Johnson, 2015). An interview script was prepared to gather information on the seven themes to be included in a sales management audit procedure, resorting to semi-structured interviews, specifically, interviews with experts, namely sales managers. This study is exploratory and was done in Portugal.

For the selection of the interviewees, the criterion was that they had relevant experience in sales team management. Nine personal interviews were conducted, with an average duration of one hour and

fifteen minutes, mostly face-to-face, except for one that was conducted by videoconferencing and one by telephone. The interviews began with a clear explanation of the purpose of the research, and it was reinforced that the purpose of the interview was to collect opinions about the topics addressed. Before the interviews began, the participants were also asked whether they intended to remain anonymous as to their name and the company in which they work. All participants had higher education and extensive experience in managing sales teams (average of 12 years) in companies of various sizes and types of sales. The following table includes a summary of the questions and the corresponding research propositions.

Table 1. Questions and the related research propositions.

Question	Research Proposition
1. Does the organization have defined policies regarding responsibility for recruiting and selecting salespeople? 2. Do you agree that there should be a documented procedure regarding the recruitment and selection process of salespeople? 3. Which of the following phases should comprise the process of recruiting and selecting salespeople? (i. Description of the job and its activities; ii. Identification of the desired candidate profile; iii. Identification of the recruitment channels to be used; iv. Conducting interviews and psychometric tests; v. Analysis of the information obtained concerning the candidates; vi. Selection of the best candidate.) 4. In which of these phases should the sales team manager have responsibilities or intervene?	RP 1 RP 2
5. Should the organization have defined policies regarding responsibility for the education and training of salespeople? 6. Do you agree that there should be a documented procedure regarding the process of training and coaching salespeople? 7. Are you of the opinion that the procedure for training and coaching salespeople should encompass any of the following phases? (i. Training needs assessment; ii. Definition of training objectives; iii. Development of the training program; iv. Evaluation of the training results; v. Follow-up) 8. In which of these phases should the sales team manager have responsibilities or intervene? 9. Which of the following topics should sales training cover? (i. The company, its products, and the markets in which it operates; ii. Attitudes that affect salespeople's performance; iii. Habits and attributes that contribute to improving the performance of sales teams; iv. Technical sales skills; v. Psychology of sales)	RP 1 RP 3
10. Do you find it helpful for the organization to have a documented procedure for managing salesperson motivation? 11. Should the sales manager have the autonomy to manage factors such as territory allocation, goals, and rewards to influence the motivation of salespeople? 12. Considering the importance of the motivation of the salespeople for the success of the organization, do you think that it is important that the sales team manager carries out any of the following considerations in the scope of his/her activity. (i. Amount of work required vs. performance desired; ii. Desired performance vs. Rewards assigned; iii. Rewards awarded vs. personal fulfillment of each salesperson) 13. Do you agree that the sales team manager should know and be able to understand the expectations and personal needs of each member of his/her team? 14. How should this information be used in motivational terms? 15. Given the close relationship between motivation and salespeople's performance, do you think that salespeople's performance should be monitored to detect and predict possible changes in their motivation? 16. If a reduction in the performance of a salesperson occurs, what measures should be taken in motivational terms to reverse the situation?	RP 1 RP 4
17. Do you think it is important that the sales manager receives training in leadership? 18. In your opinion, what is the main function of a leader? 19. Do you know the transactional and transformational leadership styles? Can you describe them? 20. Of the following leadership styles, please indicate the ones you know (See Goleman)? 21. Do you identify and use any of these leadership styles? In which situations? 22. As a leader, the sales team manager is faced daily with different situations that require different reactions. Is it important that the sales team manager can adapt the leadership style according to the situation he/she is facing? 23. Do you think that leadership training could help you in this task?	RP 1 RP 5

Continued on following page

Salesforce Management Auditing

Table 1. Continued

Question	Research Proposition
<p>24. Does the organization have defined policies regarding salesperson compensation?</p> <p>25. Do you think that the sales manager should have the autonomy to define the compensation and incentive system of his salespeople?</p> <p>26. If you have indicated in question 2 that you should have some autonomy, please describe.</p> <p>27. Do you think it is important that the compensation system for salespeople includes any of the following components? (i. Financial - Fixed Salary; ii. Financial - Incentives; iii. Non-Financial)</p> <p>28. In your opinion, which of the following issues should be taken into consideration when defining the different components of the compensation system? (i. The ratio between work required and rewards awarded; ii. Personal motivations of each salesperson; iii. Capabilities of the salespeople; iv. Sales territories)</p> <p>29. Considering that compensation has a close connection to salespeople's motivation, do you find it useful to use it for this purpose?</p> <p>30. The compensation system should be flexible to the extent that, for example, it can be used as a motivational tool to drive the sale of a particular product?</p> <p>31. In your opinion should the compensation system be reviewed periodically to respond to situations such as: (i. Changes in the organization's products; ii. Changes in the organization's financial objectives; iii. Motivating salespeople with difficulty in achieving goals; iv. Market changes; v. Appearance of potential competitors)</p>	<p>RP 1 RP 6</p>
<p>32. Do you think it is useful for the organization to have defined policies for evaluating the performance of salespeople?</p> <p>33. Should the sales team manager be responsible and involved in the process of appraising the performance of salespeople?</p> <p>34. Do you think it is important to use quantitative and qualitative metrics in evaluating the performance of your salespeople? What kind of quantitative metrics should be used?</p> <p>35. Regarding qualitative metrics, select the ones that in your opinion should be used in evaluating salespeople's performance: (i. Motivation of salespeople; ii. Knowledge about the organization's products and services iii. Personality traits; iv. Customer relationships; v. Sales skills)</p> <p>36. From the results obtained in the performance evaluation of salespeople, what kind of actions should be taken and for what purpose?</p> <p>37. In your opinion, to what extent should salespeople be involved in the performance appraisal process?</p> <p>38. At the end of the performance appraisal, do you think it is important to ensure that the results have been perceived by the appraisees? How can you ensure this?</p>	<p>RP 1 RP 7</p>
<p>39. Does the organization have defined policies regarding responsibility for the territorial assignment of salespeople?</p> <p>40. Do you agree that there should be a documented procedure regarding the salespeople's territorial assignment process? Describe how the territorial assignment should be carried out.</p> <p>41. Should any of the following be taken into consideration in the salespeople's territorial allocation process? (i. The sales potential of the territory; ii. Characteristics of the salespeople; iii. Types of existing customers or potential customers; iv. Existing distribution channels; v. Cost of territory coverage; vi. Billing required)</p> <p>42. Do you think it is important that the strategies for each of the territories are clearly defined and known by all the salespeople?</p> <p>43. Should sales territories be periodically reviewed to make territory readjustments that may be identified as necessary?</p> <p>44. Do you think that the sales team manager should supervise the activity of the salespeople to understand the difficulties and opportunities of the assigned territories and make decisions of territorial readjustments?</p> <p>45. Do you agree that the territorial allocation should be reviewed whenever situations such as: (i. Launch of new products; ii. Demographic changes; iii. Changes in the structure or size of the sales team; iv. Changes in the competition; vii. Changes in customers)?</p> <p>46. Should salespeople be informed and clarified about the territorial readjustment's reasons?</p>	<p>RP 1 RP 8</p>

RESULTS AND DISCUSSION

In this section, the face-to-face interviews data is analyzed to examine if the research propositions are confirmed or not. After reading each of the interviews the information was condensed, grouped, and

synthesized to build an analysis matrix. It was then analyzed and interpreted to detect response patterns, and the following results were obtained.

Three research propositions were proposed for the recruitment and selection theme. It was verified that all interviewees considered the importance of job description and its activities as preeminent for the sales manager. It was also clear that the detail and clarity with which it is carried out will be of great importance for the success of the recruitment and selection process. Considering the consistency of the responses, one must conclude that this activity has great importance for the sales manager's performance and should be validated in an audit. All the respondents, except for number five, considered it essential that the sales manager analyze the sales position to identify the salespeople profile that best fits it. Given the uniformity of responses, one must conclude that this activity should be validated in an audit. Proceeding to the selection methods, interviews were the only method unanimously considered fundamental by all respondents and their preparation was a determining factor. Application forms and reference validation were considered useful in certain circumstances by four of the interviewees, and psychometric tests were not recommended for recruiting and selecting salespeople by seven of the interviewees. Although some homogeneity in the responses was found, only one of the selection methods was unequivocally considered important.

Next is the training theme. Regarding the topics that training courses for salespeople should address, all the interviewees considered it important that they address all the topics described. Based on the answer's homogeneity the existence of training in these subjects is supported. Regarding the effectiveness of training, the interviewees revealed that regardless of the method used for the evaluation, the importance resides in its existence because only then will be possible to realize if the results were as expected or if it is necessary to take some action. In terms of supervising salespeople to validate their acquired knowledge, all interviewees considered this action fundamental and useful to detect the topics where salespeople need to reinforce their knowledge. Therefore, all three activities should be incorporated in a sales auditing procedure.

Moving on to the motivation theme, the following conclusions were obtained. Overall, the interviewees did not agree with the formalism of the procedure but stated that motivation by the sales manager is a very important task. Thus, this should be investigated further, since the interviewees rejected the formalism of the procedure, but expressed the importance of motivation. The interviewees demonstrated that the sales manager should know and use the personal expectations of salespeople as a motivational tool. Consequently, this activity should be validated in the audit. All the interviewees deemed it essential that the sales manager monitor salespeople on several factors, including their performance and motivation. This activity should also be validated in the audit.

The next theme is leadership which includes two research propositions. For the first one, it was shown to be very important that managers of sales teams have knowledge about various leadership styles and know how to use them. For the second one, the interviewees clearly stated that it is fundamental for the manager to be able to adapt his or her leadership style to the situation he or she is facing. To develop this skill, regular leadership training was indicated as very important. In conclusion, the two should be included in the audit.

Moving on to the topic of compensation, there are three additional research propositions. Interviewees unanimously claim the importance that the compensation system includes financial and non-financial components, which convey stability and at the same time are attractive to stimulate salespeople. In addition, all interviewees stated that there must be a balance between the work required and the rewards they are given. Also, all interviewees regard as useful and effective the use of prizes and incentives as a

method of motivating salespeople. For the last one, all interviewees stated that the compensation system review is necessary for various reasons, but the frequency of this review must be greater than one year. Therefore, and based on the results all three should be included in the audit.

The next theme is performance, and it also includes three research propositions. In a significant way, interviewees considered it fundamental that the sales manager uses quantitative and qualitative metrics in the performance evaluation, and they should be defined considering the reality of the organization. Interviewees similarly stated, based on the performance evaluation carried out, that sales managers should analyze the data and identify situations that must be improved to prepare an action plan that promotes the improvement of results. The previous two activities should be included in the audit. Interviewees believe that after performing the evaluations is very important that the sales manager promotes meetings where these results are presented, explained, and discussed so that the salespeople are elucidated. As for the format, they said that depending on the organization's reality, this meeting may be individual or in a group. Although the individual format was not confirmed, given the importance given to the presentation and explanation of results, further research on this item should be made.

The last theme is territories and has three research propositions. Most interviewees say that a documented procedure is essential regarding the territorial allocation of salespeople and that it should be clear and known by the whole team. They also consider significant sales manager supervision to identify difficulties and opportunities in the sales territories assigned to salespeople. Seven interviewees stated that in certain situations readjustments should be made in the territorial allocation and the territories themselves. The main reasons that lead to revisions are changes in the structure or size in the sales team, having been verified some dispersion of opinions to the other reasons identified in the question. Unanimously, interviewees backed the statement that revisions must be properly explained to those affected. Consequently, all three should be included in the audit.

Research proposition one remains to be evaluated. This can be done after the validation of the seven themes, which occurred in the previous paragraphs. As such, and because of what was described above, with the interviewees having agreed with the seven proposed themes, it is admissible that an audit of sales team management has as themes recruitment and selection, training, motivation, leadership, compensation, performance, and territories.

CONCLUSION

Going back to the goals defined at the beginning of this research – identify the most relevant themes underlying the activity of sales managers – it is now possible to sum up the conclusions, and the main findings are relevant, and the implications are substantial.

First, the scarcity and outdated literature on this subject must be emphasized. This allowed us to realize that there have been no advances in research on this subject, given the scarcity of scientific papers published. As a result of the literature review, it was also possible to identify that the main themes were recruitment and selection of salespeople, training, the motivation of salespeople, their leadership, the definition of the compensation system, the performance evaluation, and territories as critical activities. Based on that information, an interview script was built that addressed all the themes and their specificities and using semi-structured interviews, it was possible to explore the various themes to obtain the interviewees' opinions based on their experience.

In the recruitment and selection of salespeople, it was possible to conclude that the sales manager should have a decisive intervention in the job description and definition of the desired salesperson profile. It was also concluded that it is essential that the sales manager uses selection methods such as interviews. In the training of salespeople, it was concluded that sales managers should provide regular training to their salespeople to enable them to develop the knowledge and skills necessary for superior performance. It was also concluded that monitoring salespeople is an excellent tool for detecting training needs. It has been shown that salespeople's motivation should be a concern for sales managers, knowing its implications on salespeople's performance. Sales managers must oversee the performance of salespeople to detect signs that indicate motivational problems to correct them promptly. Also, the sales manager should be concerned with knowing the expectations and personal needs of his team members and use this information as a motivational tool. As for leadership, it was shown that the sales manager should undergo recurrent training to develop the necessary skills and to be able to adapt his leadership style to the situations he faces, getting the best out of the team at each moment. As for compensation, sales managers should provide a balanced compensation system consisting of financial and non-financial components that convey stability on the one hand and are attractive on the other. This system should be reviewed and updated periodically. He should use also the motivational value of incentives to drive sales and reward performance. Referring to the performance evaluation of salespeople, it was shown that the sales manager should develop an evaluation system based on qualitative and quantitative metrics that allow him to evaluate their salespeople and identify the points in which they should improve their performance. Furthermore, it was concluded that the sales manager should ensure that the evaluation results are presented and properly explained to salespeople. In territorial allocation, there must be a clear and objective procedure for salespeople's territorial allocation and that sales managers must be concerned with building balanced territories, in terms of potential and effort, to provide equivalent conditions for all salespeople. To this end, and through supervision, the sales manager must identify the shortages and abundances of territories and periodically make the necessary adjustments to ensure this balance. All adjustments must be explained and communicated to salespeople.

REFERENCES

- Atefi, Y., Ahearne, M., Maxham, J. G. III, Donovan, D. T., & Carlson, B. D. (2018). Does Selective Sales Force Training Work? *JMR, Journal of Marketing Research*, 55(5), 722–737. doi:10.1177/0022243718803096
- Attia, A., Honeycutt, E., & Leach, M. (2013). A Three-Stage Model for Assessing and Improving Sales Force Training and Development. *Journal of Personal Selling & Sales Management*, 25, 253–268.
- Azanza, G., Gorgievski, M. J., Moriano, J. A., & Molero, F. (2018). Influencing salespeople's work outcomes through authentic leadership. *Leadership and Organization Development Journal*, 39(7), 926–944. doi:10.1108/LODJ-05-2017-0113
- Babakus, E., Cravens, D. W., Grant, K., Ingram, T. N., & LaForge, R. W. (1996). Investigating the relationships among sales, management control, sales territory design, salesperson performance, and sales organization effectiveness. *International Journal of Research in Marketing*, 13(4), 345–363. doi:10.1016/S0167-8116(96)00016-X

Salesforce Management Auditing

Churchill, G. Jr, Ford, N., Hartley, S., & Walker, O. Jr. (1985). The Determinants of Salesperson Performance - A Meta-Analysis. *JMR, Journal of Marketing Research*, 22(2), 103–118. doi:10.1177/002224378502200201

Churchill, G., Ford, N., & Walker, O. (1985). *Sales Force Management* (Revised ed.). Irwin.

Cialdini, R. B. (2021). *Influence, new and expanded: The psychology of persuasion* (New and Expanded ed.). Harper Business.

Cron, W. L., Marshall, G. W., Singh, J., Spiro, R. L., & Sujan, H. (2005). Salesperson Selection, Training, and Development: Trends, Implications, and Research Opportunities. *Journal of Personal Selling & Sales Management*, 25(2), 123–136.

Darmon, R., & Shapiro, S. (1980). Sales recruiting—A major area of underinvestment. *Industrial Marketing Management*, 9(1), 47–51. doi:10.1016/0019-8501(80)90033-4

Darmon, R. Y. (2017). Optimizing a Two-Step Sales-Force Selection Process. *The Journal of the Operational Research Society*, 37(6), 549–560. doi:10.1057/jors.1986.97

DeConinck, J. B. (2015). Outcomes of ethical leadership among salespeople. *Journal of Business Research*, 68(5), 1086–1093. doi:10.1016/j.jbusres.2014.10.011

Dubinsky, A. J., Anderson, R. E., & Mehta, R. (1999). Selection, Training, and Performance Evaluation of Sales Managers: An Empirical Investigation. *Journal of Business-To-Business Marketing*, 6(3), 37–69. doi:10.1300/J033v06n03_03

Dubinsky, A. J., & Hansen, R. W. (1981). The Sales Force Management Audit. *California Management Review*, 24(2), 86–95. doi:10.2307/41164959

Dubinsky, A. J., Yammarino, F. J., Jolson, M. A., & Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. *Journal of Personal Selling & Sales Management*, 15(2), 17–31.

Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N. (2015). The Impact of Recruitment and Selection Criteria on Organizational Performance. *Global Journal of Human Resource Management*, 3(2), 22–33.

Fariás, P., Torres, E., & Mora Cortez, R. (2017). A new model for measuring salesperson lifetime value. *Journal of Business and Industrial Marketing*, 32(2), 274–281. doi:10.1108/JBIM-09-2016-0205

Feng, C., Fay, S., & Xiang, K. (2020). When do we need higher educated salespeople? The role of work experience. *Review of Managerial Science*, 15(5), 1391–1429. doi:10.1007/11846-020-00388-y

Ford, J. B., Honeycutt, E., & Simintiras, A. (2003). *Sales management: A global perspective*. Routledge. doi:10.4324/9780203451182

Franke, G. R., & Park, J. E. (2006). Salesperson adaptive selling behavior and customer orientation: A meta-analysis. *JMR, Journal of Marketing Research*, 43(4), 693–702. doi:10.1509/jmkr.43.4.693

Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37–52.

- Gao, R., Murphy, W. H., & Anderson, R. E. (2020). Transformational leadership effects on salespeople's attitudes, striving, and performance. *Journal of Business Research*, *110*, 237–245. doi:10.1016/j.jbusres.2020.01.023
- Gobe, A. C., Fisher, C. H., De Souza, J. J., Pasquale, P. P., & Moreira, J. C. T. (2010). *Administração de Vendas* (2nd ed.). Editora Saraiva.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, *78*(4), 4–17.
- Goleman, D., Boyatzis, R. E., & McKee, A. (2002). *Primal leadership: realizing the power of emotional intelligence*. Harvard Business School Press.
- Hervet-Escobar, L., & Alexandrov, V. (2018). Territorial design optimization for business sales plan. *Journal of Computational and Applied Mathematics*, *340*, 501–507. doi:10.1016/j.cam.2018.02.010
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2nd ed.). Wiley.
- Honeycutt, E., Karande, K., Attia, A., & Maurer, S. (2013). An Utility Based Framework for Evaluating the Financial Impact of Sales Force Training Programs. *Journal of Personal Selling & Sales Management*, *21*, 229–238.
- Honeycutt, E. D. Jr, Ford, J. B., & Tanner, J. F. Jr. (1994). Who trains salespeople?: The role of sales trainers and sales managers. *Industrial Marketing Management*, *23*(1), 65–70. doi:10.1016/0019-8501(94)90028-0
- Hutchison, C. M. (2006). *Sales Audit*. iUniverse, Inc.
- Ingram, T., La Forge, R., Williams, M., & Schwegker, C., Jr. (2015). *Sales management: Analysis and decision making*. T. South-Western.
- Ingram, T. N., LaForge, R. W., Avila, R. A., Charles, H., Schwegker, J., & Williams, M. R. (2020). *Sales management: analysis and decision making* (10th ed.). Routledge.
- Jantan, M. A., Honeycutt, E. D. Jr, Thelen, S. T., & Attia, A. M. (2004). Managerial perceptions of sales training and performance. *Industrial Marketing Management*, *33*(7), 667–673. doi:10.1016/j.indmarman.2003.09.003
- Jobber, D., & Lancaster, G. (2009). *Selling and Sales Management* (8th ed.). Pearson Education Limited.
- Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). *Selling and sales management* (11th ed.). Pearson.
- Johnson, J. S. (2015). Qualitative sales research: An exposition of grounded theory. *Journal of Personal Selling & Sales Management*, *35*(3), 262–273. doi:10.1080/08853134.2014.954581
- Johnston, M. W., & Marshall, G. W. (2016). *Sales force management: leadership, innovation, technology* (12th ed.). doi:10.4324/9781315668062
- Johnston, M. W., & Marshall, G. W. (2021). *Sales force management: leadership, innovation, technology* (13th ed.). Routledge.

Salesforce Management Auditing

- Krishnamoorthy, A., Misra, S., & Prasad, A. (2005). Scheduling sales force training: Theory and evidence. *International Journal of Research in Marketing*, 22(4), 427–440. doi:10.1016/j.ijresmar.2005.09.001
- Küster, I., & Canales, P. (2011). Compensation and control sales policies, and sales performance: The field sales manager's points of view. *Journal of Business and Industrial Marketing*, 26(4), 273–285. doi:10.1108/08858621111127018
- Larsen, T., Rosenbloom, B., Anderson, R., & Mehta, R. (2000). Global sales manager leadership styles: The impact of national culture. *Journal of Global Marketing*, 13(2), 31–48. doi:10.1300/J042v13n02_03
- Lendrevie, J., Lindon, D., Dionisio, P., & Rodrigues, V. (1996). *Mercator – Teoria e Prática do Marketing* (6th ed.). Publicações Dom Quixote.
- Levinson, H. (1970). Management by whose objectives. *Harvard Business Review*, 48(4), 125–134. PMID:12545927
- Loveland, J. M., Lounsbury, J. W., Park, S.-H., & Jackson, D. W. (2015). Are salespeople born or made? Biology, personality, and the career satisfaction of salespeople. *Journal of Business and Industrial Marketing*, 30(2), 233–240. doi:10.1108/JBIM-12-2012-0257
- Macdonald, C. R. (1982). *The marketing audit workbook*. Institute for Business Planning.
- Marconi, M. D. A., & Lakatos, E. M. (2003). *Fundamentos de Metodologia Científica* (5th ed.). Atlas.
- Maslow, A. H. (1959). *New knowledge in human values* (1st ed.). Harper.
- McClelland, D. C. (1971). *Assessing human motivation*. General Learning Press.
- McGregor, D. (1960). *The human side of enterprise*. McGraw-Hill.
- Noonan, C. J. (1998). *Sales management*. Butterworth-Heinemann. doi:10.1016/B978-0-7506-3361-1.50019-2
- Noonan, C. J. (2010). *Sales Management: The Complete Marketeer's Guide*. Routledge. doi:10.4324/9780080938646
- Novell, C. A., Machleit, K. A., & Sojka, J. Z. (2016). Are good salespeople born or made? A new perspective on an age-old question: Implicit theories of selling ability. *Journal of Personal Selling & Sales Management*, 36(4), 309–320. doi:10.1080/08853134.2016.1214594
- Opatha, H. H. D. N. P. (2010). *Human Resource Management*. Colombo, Ed.
- Ozimec, K., & Lišanin, M. T. (2011). Motivational Incentives for developing salesforce performance in emerging markets. *APBITM 2011 – Proceedings 2011 IEEE International Summer Conference of Asia Pacific Business Innovation and Technology Management*.
- Panagopoulos, N., Geiger, S., & Dimitriadis, S. (2009). Transformational leadership as a mediator of the relationship between behavior-based control and salespeople's key outcomes. *European Journal of Marketing*, 43(7/8), 1008–1031.

- Panagopoulos, N. G., & Ogilvie, J. (2015). Can salespeople lead themselves? Thought self-leadership strategies and their influence on sales performance. *Industrial Marketing Management*, 47, 190–203. doi:10.1016/j.indmarman.2015.02.043
- Raub, S., & Streit, E. M. (2006). Realistic recruitment: An empirical study of the cruise industry. *International Journal of Contemporary Hospitality Management*, 18(4), 278–289. doi:10.1108/09596110610665294
- Rentz, J. O., Shepherd, C. D., Tashchian, A., Dabholkar, P. A., & Ladd, R. T. (2002). A measure of selling skill: Scale development and validation. *Journal of Personal Selling & Sales Management*, 22(1), 13–21.
- Román, S., Ruiz, S., & Luis Munuera, J. (2002). The effects of sales training on sales force activity. *European Journal of Marketing*, 36(11/12), 1344–1366. doi:10.1108/03090560210445218
- Salsbury, G. B. (1982). Properly recruit salespeople to reduce training costs. *Industrial Marketing Management*, 11(2), 143–146. doi:10.1016/0019-8501(82)90008-6
- Schlechter, A., Thompson, N. C., & Bussin, M. (2015). Attractiveness of non-financial rewards for prospective knowledge workers: An experimental investigation. *Employee Relations*, 37(3), 274–295. doi:10.1108/ER-06-2014-0077
- Schwepker, C. H. Jr. (2015). Influencing the salesforce through perceived ethical leadership: The role of salesforce socialization and person-organization fit on salesperson ethics and performance. *Journal of Personal Selling & Sales Management*, 35(4), 292–313. doi:10.1080/08853134.2015.1106769
- Shanker, R. J., Turner, R. E., & Zoltners, A. A. (1975). Sales Territory Design: An Integrated Approach. *Management Science*, 22(3), 309–320. doi:10.1287/mnsc.22.3.309
- Shannahan, K. L. J., Bush, A. J., & Shannahan, R. J. (2012). Are your salespeople coachable? How salesperson coachability, trait competitiveness, and transformational leadership enhance sales performance. *Journal of the Academy of Marketing Science*, 41(1), 40–54. doi:10.1007/11747-012-0302-9
- Shepherd, C. D., & Rentz, J. O. (1990). A method for investigating the cognitive processes and knowledge structures of expert salespeople. *Journal of Personal Selling & Sales Management*, 55–70.
- Singh, R., & Koshy, A. (2010). Determinants of B2B salespersons' performance and effectiveness: A review and synthesis of literature. *Journal of Business and Industrial Marketing*, 25(7), 535–546. doi:10.1108/08858621011077763
- Spiro, R. L., Stanton, W. J., & Rich, G. A. (2008). *Management of a sales force* (12th ed.). McGraw-Hill/Irwin.
- Verbeke, W. (1994). Personality characteristics that predict effective performance of salespeople. *Scandinavian Journal of Management*, 10(1), 49–57. doi:10.1016/0956-5221(94)90036-1
- Vieira, V. A., Perin, M. G., & Sampaio, C. H. (2018). The moderating effect of managers' leadership behavior on salespeople's self-efficacy. *Journal of Retailing and Consumer Services*, 40, 150–162. doi:10.1016/j.jretconser.2017.09.010
- Vroom, V. H. (1964). *Work and motivation*. Wiley.

Salesforce Management Auditing

Walker, O. Jr, Churchill, G. Jr, & Ford, N. (1977). Motivation and Performance in Industrial Selling - Present Knowledge and needed research. *JMR, Journal of Marketing Research*, 14(2), 156–168. doi:10.1177/002224377701400203

Wilson, A. (2002). *Marketing Audit Handbook*. Kogan Page Limited.

Yammarino, F. J. (1997). Models of leadership for sales management. *Journal of Personal Selling & Sales Management*, 17(2), 43–56.

Yin, R. K. (2009). *Case study research: Design and methods (applied social research methods)* (Vol. 5). International Educational and Professional Publisher.

Zoltners, A., Sinha, P., & Lorimer, S. (2008). Sales force effectiveness: A framework for researchers and practitioners. *Journal of Personal Selling & Sales Management*, 28(2), 115–131. doi:10.2753/PSS0885-3134280201

Zoltners, A., & Sinha, P. (2005). Sales territory design: Thirty years of modeling and implementation. *Marketing Science*, 24(3), 313–331. doi:10.1287/mksc.1050.0133

Zoltners, A. A., & Sinha, P. (1983). Sales Territory Alignment: A Review and Model. *Management Science*, 29(11), 1237–1256. doi:10.1287/mnsc.29.11.1237

Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2004). *Sales force design for strategic advantage*. Palgrave Macmillan. doi:10.1057/9780230514928

Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2006). *The complete guide to sales force incentive compensation: how to design and implement plans that work*. Academic Press.

Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2009). *Building a winning sales force: powerful strategies for driving high performance*. AMACOM.

ADDITIONAL READING

Cools, E., Van den Broeck, H., & Bouckenoghe, D. (2009). Cognitive styles and person-environment fit: Investigating the consequences of cognitive (mis)fit. *European Journal of Work and Organizational Psychology*, 18(2), 167–198. doi:10.1080/13594320802295540

Cron, W., Marshall, G., Singh, J., Spiro, R., & Sujan, H. (2013). Salesperson Selection, Training, and Development: Trends, Implications, and Research Opportunities. *Journal of Personal Selling & Sales Management*, 25, 123–136.

Flaherty, K. E., & Pappas, J. M. (2004). Job selection among salespeople: A bounded rationality perspective. *Industrial Marketing Management*, 33(4), 325–332. doi:10.1016/S0019-8501(03)00082-8

Jr, H., Bellenger, D., Boles, J., & Brashear, T. (2013). The Impact of Realistic Job Previews and Perceptions of Training on Sales Force Performance and Continuance Commitment: A Longitudinal Test. *Journal of Personal Selling & Sales Management*, 23, 125–138.

Leach, M. P., Liu, A. H., & Johnston, W. J. (2005). The Role of Self-Regulation Training in Developing the Motivation Management Capabilities of Salespeople. *Journal of Personal Selling & Sales Management*, 25(3), 269–281.

Liozu, S. M. (2017). Designing salesforce compensation programs to improve pricing execution. *Journal of Revenue and Pricing Management*, 17(1), 11–19. doi:10.105741272-017-0131-z

Schwepker, C. H. Jr, & Good, D. J. (2013). Sales Management's Influence on Employment and Training in Developing an Ethical Sales Force. *Journal of Personal Selling & Sales Management*, 27(4), 325–339. doi:10.2753/PSS0885-3134270404

Schwepker, C. H. Jr, & Ingram, T. N. (2016). Ethical leadership in the salesforce: Effects on salesperson customer orientation, commitment to customer value and job stress. *Journal of Business and Industrial Marketing*, 31(7), 914–927. doi:10.1108/JBIM-07-2015-0136

Shepherd, C. D. (1995). Discrimination issues affecting the selection of salespeople in the United States. *International Journal of Manpower*, 16(4), 57–69. doi:10.1108/01437729510089671

KEY TERMS AND DEFINITIONS

Compensation: What the salespeople receive for their work.

Leadership: Sales leadership is the art and science of supervising the sales activities and salespeople and managing the sales organization to achieve sales objectives.

Motivation: The amount of effort salespeople is willing to spend in sales functions.

Performance: Efficacy of salespeople in the sales activities or the capability to accomplish sales goals.

Recruitment: S procedure that includes the designing of job descriptions, advertising positions, screening candidates, preparing interview materials, and scheduling interviews.

Sales Territory: Group of present or potential customers assigned to salespeople at a given period.

Salespeople: A person who sells goods or services to members of the public or retailers or other intermediaries on behalf of a company; performs sales activities, service to customers activities, and information providing activities.

Training: Set of specific knowledge that is taught or acquired; teaching or learning a certain action or practice.

Chapter 3

SMarketing: A New Strategic Concept

Albérico Travassos Rosário

 <https://orcid.org/0000-0003-4793-4110>

GOVCOPP, IADE, Universidade Europeia, Portugal

ABSTRACT

The concept of sales management can be defined as a business activity that is focused on the implementation of sales and management techniques in the sales operations of a company. A new concept has been discussed in sales marketing (SMarketing). An SMarketing strategy intends to align marketing and sales with the objective of obtaining better efficiency and effectiveness in results, through communication. SMarketing can be defined as the possible combinations between commercials and marketing professionals. The concept can be materialized as follows: marketing messages stimulate target customers who are in turn visited by the sales force and/or when the sales force regains contact with potential consumers, impacting them. Research on the subject is scarce and this study intends to carry out a systematic review of bibliometric literature (LRSB) of scientific and/or academic documents indexed in Scopus, in order to further clarify the knowledge and understand the practical implications as well as the lines of future research.

INTRODUCTION

Sales marketing (SMarketing) is a strategic concept that integrates sales and marketing teams and strategies to enhance effectiveness and performance. The concept results from the increasing competitive pressures, heightening customer demands, and shortening product life cycles that have prompted companies to develop and embrace adaptive strategies that increase their competitive advantage. Consequently, Malshe and Ravipreet (2009) describe sales marketing as aligning sales and marketing functions towards shared strategic capabilities and goals to enhance inter-functional collaboration, coordination, and cooperation throughout strategic processes. Despite the inter-functional conflicts and differences in approaches on the marketplace, SMarketing requires sales and marketing teams to establish strong relationships to develop and implement activities and procedures aligned towards enhancing organizational performance

DOI: 10.4018/978-1-6684-3430-7.ch003

in the market. Malshe (2011) explains that embracing a strong sales-marketing interface determines an organization's capability to create, deliver, and communicate its value propositions to target and potential consumers. Therefore, SMarketing is based on the proposition that interdepartmental cooperation and communication can enhance organizational performance.

The increased attention on SMarketing in the current business environment can be associated with the heightened recognition of the need for a market-driven strategy that requires input from sales and marketing departments. Madhani (2016) contributes to this assertion by indicating that the sales and marketing interface can significantly influence the organization's customers and revenue generation potential. The strategic concept can reduce interdepartmental conflicts and improve communication, thus enhancing relationships and collaboration that lead to higher performance and productivity. However, Malshe (2010) argues that the sales and marketing interface is often affected by cultural differences, goals mismatch, physical separation, varying world perceptions, and turf barriers that often lead to disrespect, prejudice, and distrust between sales and marketing professionals. Consequently, despite the existence of the SMarketing concept, it is rarely implementing strategic business processes. Besides, Keszey and Wim (2016) note that there has been an overlap in the roles of sales and marketing persons, with more sales personnel making significant contributions to marketing and vice versa. Madhani (2015) admits that the sale-marketing interface is a new research field characterized by limited or unsystematic research studies. This argument indicates the existing knowledge gap regarding the effectiveness of SMarketing in research and business. Therefore, this Systematic Review of Bibliometric Literature (SRBL) aims to explore and analyse the existing knowledge on sales and marketing interface, its implementation, and implications in business.

METHODOLOGICAL APPROACH

As SMarketing gains popularity among business professionals, it is critical to building knowledge to facilitate evidence-based implementation. Xiao and Maria (2019) explain that reviewing relevant literature contributes to knowledge advancement and increases researchers' and their readers' understanding of the depth and breadth of the existing research on the topic of interest and identifying potential research gaps. Okoli (2015) further explains systematic literature review as "a systematic, explicit, [comprehensive,] and reproducible method" used by researchers to identify, assess, and integrate research from researchers, scholars, and other professionals (p. 880). These explanations justify the use of Systematic Review of Bibliometric Literature (LRSB) as the methodology for this research since the researcher aims to gather, analyze, and synthesize data on the SMarketing concept, including its implantations, practical implications, and gaps for future research. Although significant research has been conducted on interdepartmental collaboration and cooperation and its impact on organizational performance, relatively little attention has been paid to collaboration between sales and marketing departments (Madhani 2016). Therefore, this research hopes to bridge this gap by synthesizing data from existing research on sales and marketing interfaces.

The bibliometric literature analysis follows a thorough methodological approach to ensure that the findings are accurate and implementable, the process involved eight steps recommended by Rosário & Raimundo (2021), Rosário et al., (2021), Raimundo & Rosário, (2021), summarized in Table 1.

SMarketing

Table 1. Process of systematic literature review.

Fase	Step	Description
Phase One	Step 1	Formulate the problem
	Step 2	Develop and validate the review process
Phase Two	Step 3	Search for relevant literature
	Step 4	Search for inclusion
	Step 5	Quality evaluation
	Step 6	Data extraction
	Step 7	Data analysis and synthesize
Phase Three	Step 8	Report Findings

Source: Author.

The researcher followed Thomé et al.'s (2016) recommendation of adopting a rigorous and well-defined review process that follows protocols, including conducting comprehensive literature searches and explicitly describing the research steps transparently and scientifically.

The review process began with an extensive literature search on the Scopus until December 2021, due to the robustness and the peer-reviewed nature of the electronic database. However, we consider that the study has as a limitation only considering the SCOPUS database, thus excluding other academic databases.

The literature analysis focused on evaluating full-text documents using keywords "Sales Management" and "Sales Marketing." The initial search identified 1156 documents, which were narrowed down to 11 relevant documents through a thorough screening process (Table 2).

Table 2. Screening methodology.

Database Scopus	Screening	Publications
Meta-search	keyword: Sales Management	1,156
Inclusion Criterion	keyword: Sales Management, Sales Marketing	11
Screening	keyword: Sales Management, Sales Marketing Published until December 2021	11

Source: Author.

The search was limited to scientific and academic documents, including journal articles, conference papers, book chapters, and reviews published. These inclusion criteria focused on ensuring topical relevance of the selected documents based on the specific indicators on the research topic. 11 documents were selected for inclusion and synthesis in the literature review, 8 of which were articles; 2 Conference Document; and 1 Letter.

PUBLICATION DISTRIBUTION

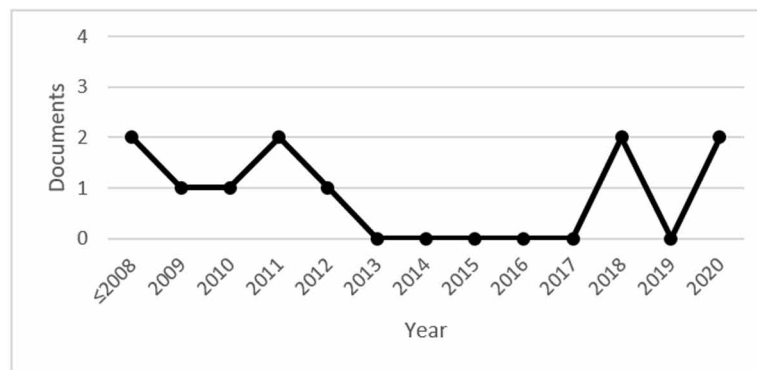
Peer-reviewed documents on the subject can be traced back to 1983-2021.

Figure 1 summarizes the peer-reviewed literature published for the period 1983-2021.

The publications were sorted out as follows: Journal Of Personal Selling And Sales Management, with 3 publications, the rest with only 1 publication each (Emerald Emerging Markets Case Studies; European Business Review; Iet Conference Publications; Journal Of Business Research; Journal Of Marketing; Journal Of Marketing Education; Journal Of Travel And Tourism Marketing; Society Of Petroleum Engineers SPE Dgs Saudi Arabia Section Technical Symposium And Exhibition 2010.

Figure 1. Documents by year

Source: Author.



In Table 3 we analyze for the Scimago Journal & Country Rank (SJR), the best quartile and the H index per publication. The Journal Of Marketing is the most cited publication with 7,800 (SJR), Q1 and H index 243. Of the 9 publications, 6 is classified in the best Q1 quartile index (Table 3).

Table 3. Scimago journal & country rank impact factor.

Title	SJR	Best Quartile	H Index
Journal Of Marketing	7,800	Q1	243
Journal Of Business Research	2,050	Q1	195
Journal Of Travel And Tourism Marketing	1,860	Q1	73
Journal Of Personal Selling And Sales Management	1,400	Q1	66
European Business Review	1,090	Q1	42
Journal Of Marketing Education	0,980	Q1	55
Emerald Emerging Markets Case Studies	0,200	Q3	5
Iet Conference Publications	0,120	-*	39
Society Of Petroleum Engineers SPE Dgs Saudi Arabia Section Technical Symposium And Exhibition 2010	0	-*	6

Note: *data not available.

Source: Author.

SMarketing

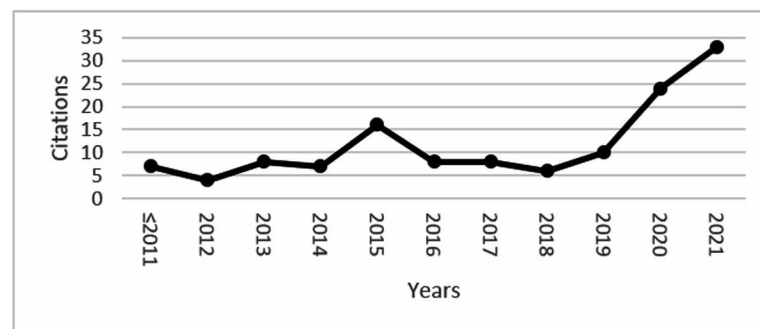
The subject areas covered by the 11 scientific articles were: Business, Management and Accounting (9); Social Sciences (5); Economics, Econometrics and Finance (1); Energy (1); and Engineering (1).

The most quoted article was “How to organize pricing? vertical delegation and horizontal dispersion of pricing authority” from Homburg et al. (2012) with 38 quotes published in the Journal of Marketing 7,800 (SJR), the best quartile (Q1) and with H index (243). This paper exploration of research draws on the information-processing view of organizational design to conceptualize a framework of how firms organize their pricing authority both within the sales function and across the sales, marketing, and finance functions.

In Figure 2 we can analyze the evolution of citations of articles published between 2011 and 2021. The number of quotes shows a positive net growth with an R2 of 48% for the period 2011-2021, with 2021 reaching 33 citations.

Figure 2. Evolution of citations between 2011 and 2021.

Source: Author.



The h-index was used to ascertain the productivity and impact of the published work, based on the largest number of articles included that had at least the same number of citations. Of the documents considered for the h-index, 6 have been cited at least 6 times.

In Appendix 1, citations of all scientific articles from the period 2011 to December 2021 are analyzed; 4 documents were not cited until December 2021, with a total of 131 citations.

Appendix 2 examines the self-citation of the document during the period 2011 to January 2021, 11 documents were self-cited 5 times.

In Figure 3, a bibliometric study was carried out to investigate and identify indicators on the dynamics and evolution of scientific information using the main keywords. The study of bibliometric results using the scientific software VOSviewer, aims at identifying the main research keywords in studies of Sales Management and Sales Marketing.

The linked keywords can be examined in Figure 4 making it possible to make clear the network of keywords that appear together / linked in each scientific article, allowing to know the topics studied by the researchers and to identify future research trends. In Figure 5, it is presented a profusion of bibliographic coupling with a unit of analysis of cited references.

Figure 3. Network of all keywords
Source: Author.

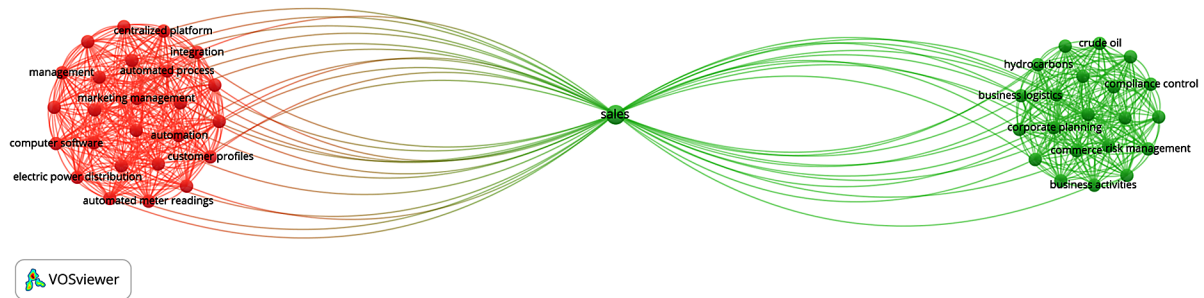
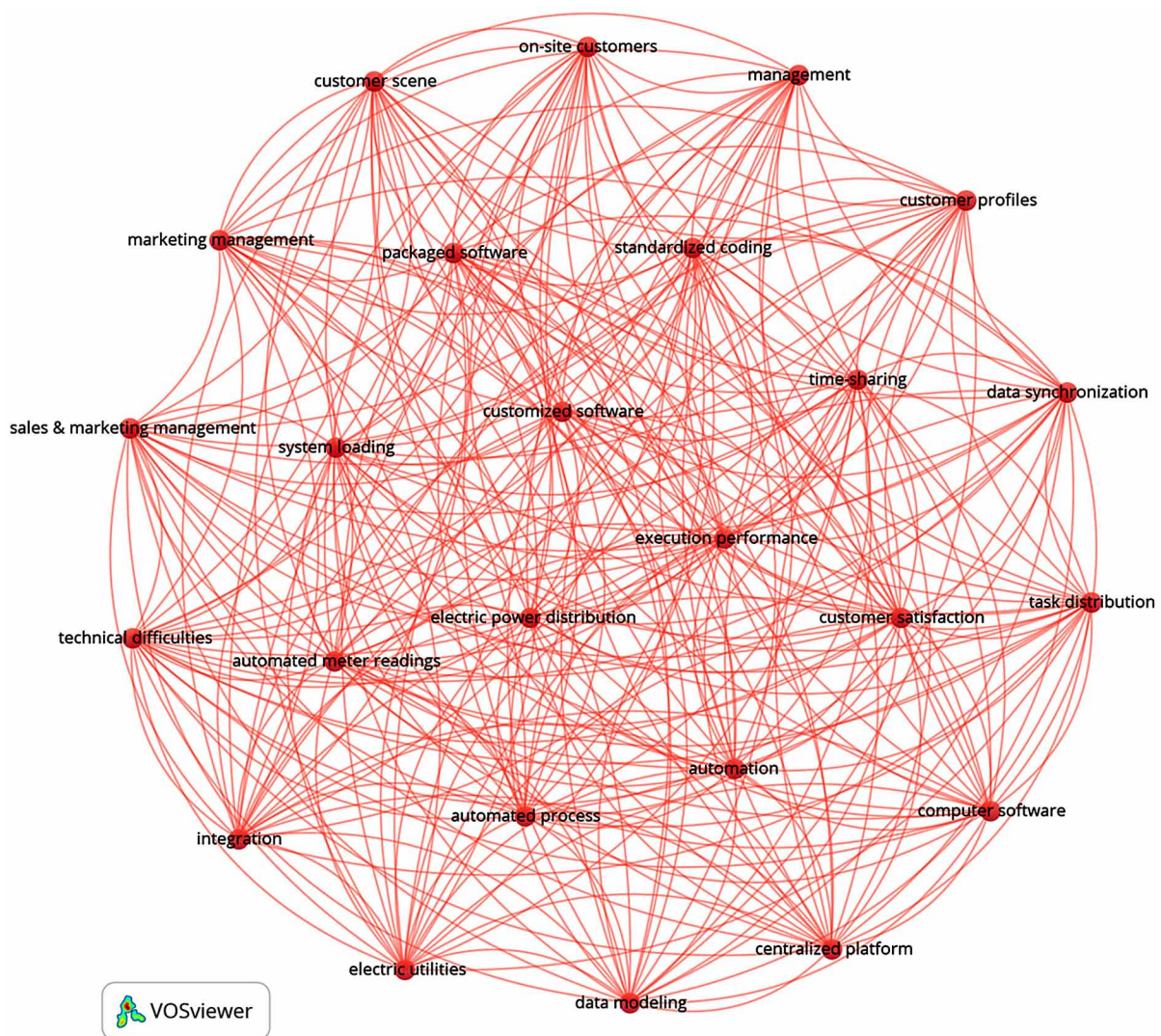


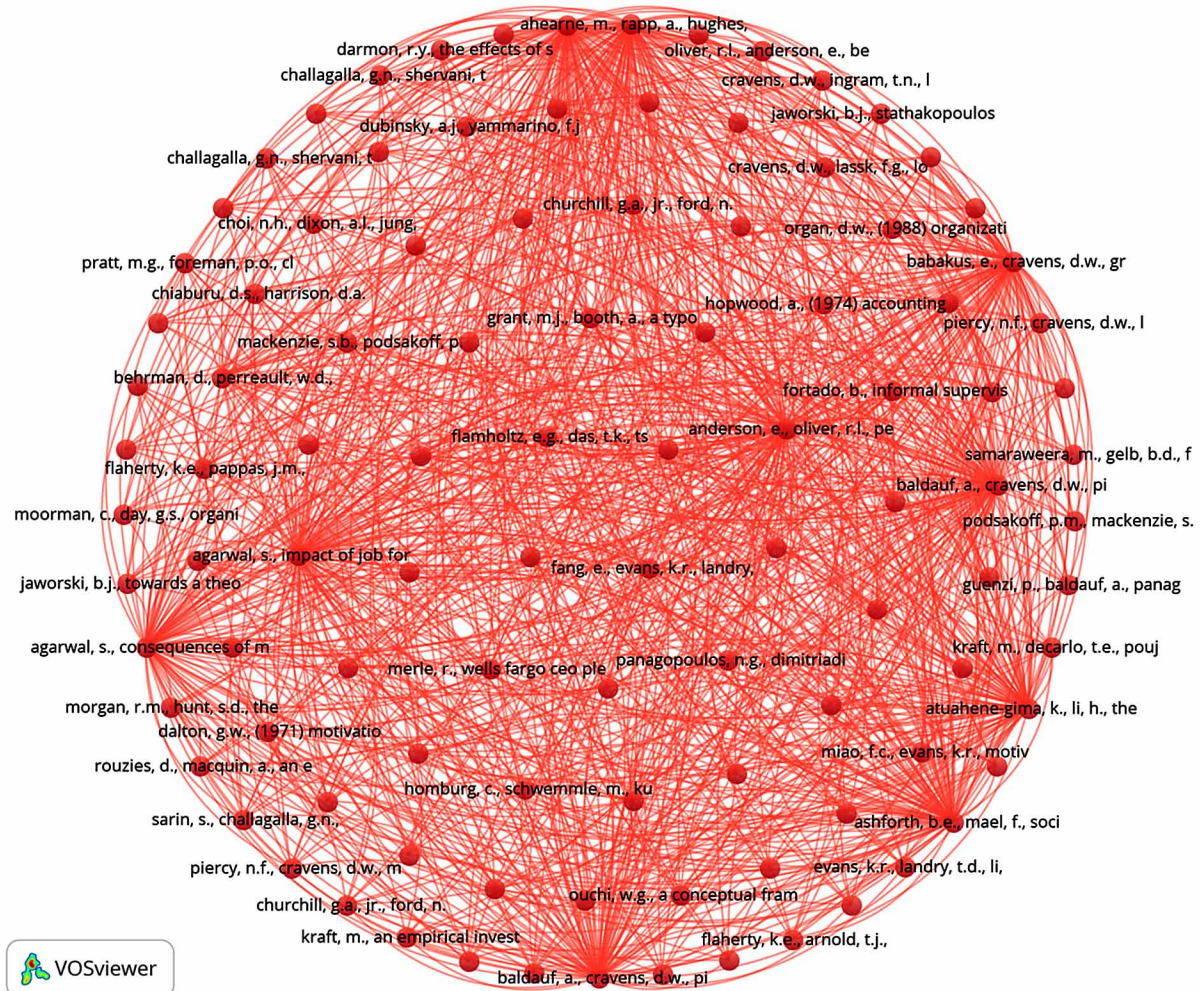
Figure 4. Network of Linked Keywords.
Source: Author.



SMarketing

Figure 5. Network of bibliographic coupling.

Source: Author.



THEORETICAL PERSPECTIVES

Sales and marketing are the two main revenue-generating departments in an organization. Interdepartmental collaboration among the two teams can create and execute effective strategies to enhance organizational performance and customer value. The current domestic and global business environment is characterized by increased competitive pressures, higher consumer demands, and shorter product life cycles prompting businesses to adopt integrated strategies that involve various departments within the firm to enhance efficiency. Despite the increased research on interdepartmental collaboration, little research is conducted on cooperation between sales and marketing teams and their impact on organizational performance and competitiveness. However, Claro and Carla (2018) report that collaboration between the sales team and their colleagues in marketing and customer service leads to higher sales performance and customer value. The marketing team can provide the sales team with market information that can be used to project customer needs and build and maintain appropriate consumer relationships. Therefore,

this section analyzes and synthesis data on effective interface and alignment of the marketing and sales departments to increase organizational competitiveness, performance, and productivity.

The Sales Marketing Concept

Sales marketing (SMarketing) refers to the integration of sales and marketing functions to create a strategic approach that eliminates the conflicts and lack of communication and cooperation undermining interdepartmental collaboration. Interdepartmental integration allows departments to share resources and work as a team when making strategic resources, developing execution plans, and evaluating the performances of these plans and strategies. For instance, Claro and Carla (2018) explain that salespersons should collaborate with marketing teams to acquire and transfer internal knowledge, which can be used to develop appropriate customer solutions and improve the capability to carry out customer-relationship management roles. Thus, the sales-marketing interface involves aligning the two departments' strategic capabilities and improving inter-functional coordination to participate in strategic activities jointly.

The integration of sales and marketing in SMarketing allows the two departments to supplement each other's functions, thus improving efficiency and performance. For instance, salespersons are responsible for actual sales by encouraging consumers to purchase products based on their needs. The marketing department supplements the sales department by gathering and sharing market information and creating consumer value (Claro & Carla, 2018). This supplementary function allows the sales department to anticipate and address consumer needs, enhancing the company-customer interface. Although each department has different goals and competencies and performs different activities, their achievements are interconnected. For example, the success of a marketing campaign can be measured through sales generated. At the same time, salespersons' activities depend on market intelligence provided by the marketers and the awareness built through marketing initiatives. Similarly, Malshe et al. (2017) argue that salespersons' activities in the field facilitate interactions with customers that allow them to gather critical market insights that marketers can use to improve organizational strategies. These arguments indicate that both sales and marketing departments can significantly benefit from working together as a team to share knowledge and make critical decisions. Thus, SMarketing significantly enhances interdepartmental collaboration that would substantially improve organizational performance.

By integrating sales and marketing, SMarketing promotes customer-relationship management and value creation. Claro and Carla (2018) explain that cross-function collaboration significantly benefits customer-relationship management (CRM) since salespersons and marketers jointly develop customer-focused solutions. Cooper et al. (2008) define CRM as a "customer-centered initiative that depends upon cross-functional team use and integration" (292). It is achieved through various sales and marketing initiatives, such as loyalty programs, sales force automation, and call center management. Consequently, CRM is a critical aspect of SMarketing that improves customer service through higher value, efficiency, and cooperation. Marketing and sales departments are focused on understanding and satisfying consumer needs. Therefore, they emphasize collecting and analyzing market data that can be used to build and maintain good relationships with existing and potential consumers.

While SMarketing research advocates for interdepartmental collaboration, it also recognizes the existing barriers and conflicts that often undermine collaboration efforts. For instance, sales and marketing teams' collaboration is characterized by differences in perception of the market and the world, leading to disrespect, prejudice, and distrust among practitioners. Cooper et al. (2008) contribute to this notion by indicating that implementing a cross-functional team in an organization creates conflicts since the

SMarketing

collaborative activities disrupt responsibilities and diverge personal goals and backgrounds in efforts to ensure successful implementation. The scholars also note that in inter-functional cooperation, some teams often feel that the other lacks the competence necessary to complete certain tasks, shifting the blame on slow implementation or underachievement (Cooper et al., 2008). Sales and marketing teams engage in different roles within the organization that often cause conflicts and misunderstandings when implementing SMarketing. For instance, while marketers build brand awareness, sales focus on converting potential customers into actual buyers. In this regard, they have different approaches to the market and operations that lead to goals mismatch. Thus, implementing SMarketing in organizations requires structural changes to identify and exploit ways of eliminating these differences to enable the two departments to align their objectives and strategies towards achieving shared goals.

Structural Approach for Sales Marketing Integration

Despite the opportunities presented by cross-function collaboration between sales and marketing departments in SMarketing, the existing conflicts and differences undermine collaboration efforts. Thus, successful implementation of SMarketing requires structural approaches that enable identifying common ground to bridge the differences and enhance interconnection. This section evaluates the three structural approaches to enhancing sales marketing proposed by Rouziès et al. (2005): decentralization, integrators, and cross-functional teams (p. 116). Decentralization is a structural approach that involves delegating responsibilities related to decision-making and operations to managers down the chain and closer to employees. Assigning integrator roles to marketing and sales employees and creating cross-functional teams foster collaboration.

Decentralization

In a centralized organization, decision-making responsibilities are assigned to executives at the higher levels of management. While the approach can be advantageous, it can undermine the successful implementation of SMarketing due to tension and conflicts among sales and marketing functions. On the contrary, Rouziès et al. (2005) indicate that a decentralized system can allow interdepartmental collaboration through enhanced communication and resource sharing. This argument aligns with Claro and Carla's (2018) assertion that cross-functional collaboration allows sales and marketing professionals to interact more closely and jointly develop solutions that address consumer needs, leading to higher customer acquisition and retention. In recent years, sales researchers have noticed the significance of allowing teams to collaboratively pursue a shared goal of CRM implementation (Cooper et al., 2008). However, the efforts are often undermined by the lack of coordination and communication among cross-functional departments and lack of confidence in each other's competencies and capabilities. These issues can be addressed through decentralization, where sales and marketing functions report to a single vice president who later reports to the COO or CEO (Rouziès et al., 2005). Instead of having each team report to a different head, decentralized systems require creating a sales marketing function where a certain manager makes progress and has decision-making responsibilities. In this case, the sales and marketing functions will act as a team instead of independent departments and frequently interact through meetings, communication channels, and projects. Consequently, the decentralization will increase coordination and facilitate cooperation and collaboration, allowing the company to optimize the benefits created through sales and marketing integration.

Integrators

This structural approach involves assigning integrator roles to employees to improve the sales-marketing interface. Rouziès et al. (2005) explain that integrators are mandated with improving interactions within functional departments without necessarily affecting how they work. For example, market managers can facilitate communication among marketers and salespersons and coordinate activities that fall under the sales and marketing scope, such as customer service support, pricing, and advertising. One primary problem identified in sales marketing research is goals mismatch and cultural and operational differences (Cooper et al., 2008). Integrators can eliminate this problem by maintaining a balanced orientation that acknowledges sales and marketing departments' goals and perspectives. Consequently, Rouziès et al. (2005) propose that integrators have conflict management skills, responsibility, and information needed to alleviate conflicts within the cross-functional teams. The instigators should understand both sales and marketing teams to ensure that none of the team feels isolated or disrespected. For example, Malshe et al.'s (2017) research found that most marketers feel they are a nuisance to the sales force due to the latter's continuous disregard for marketers' attempts to connect or communicate with them on inter-related issues. However, the research also finds that most salespersons think marketers are uninterested in their input in marketing initiatives and desire to share meaningful information gathered from the field. Thus, the instigator should have the skills and competencies needed to reconcile these differences and establish a connection that leads to collaboration between marketing and sales teams.

Cross-functional Teams

Cross-functional teams are collaborative groups consisting of members from the two departments. By bringing the members of the two-department together, this approach enables them to develop a better understanding and appreciation of each other's thought processes and issues associated with marketing and sales functions (Rouziès et al., 2005). French and Clyde (1983) support this approach by indicating that meeting the continuously changing consumer needs requires testing new ideas and borrowing from other functional areas. In this context, salespersons can borrow knowledge and practices from marketing teams and vice versa to ensure that their processes and competencies continuously evolve based on market changes. This interconnection between sales and marketing teams ensures that the company maintains competitiveness amidst rapid changes in the business environment. In addition, the joint decision-making enables them to experience a sense of ownership in the achievements, increasing commitment and collaboration. Malshe et al. (2017) recognizes this interaction as the most critical interface in an organization since both teams interact with customers. Thus, if they feel appreciated and part of the organizational processes, they are more likely to deliver quality services to the firm's clients leading to strong company-customer relationships, higher revenues, and reputation. By aligning sales and marketing goals, cross-functional teams focus on customer needs instead of the products. Consequently, the teams provide high-quality, relevant, and valuable information and interactions that win consumers' attention and lead to higher sales and revenues.

Using Processes and Systems to Improve Sales Marketing Interface

Sales and marketing integration in SMarketing may necessitate system and process change to leverage the new opportunities. For instance, collaborative activities among salespersons and marketers may

SMarketing

change goals in SMarketing, thus influencing the purpose and function of the system and determining how the other elements within it operate. Therefore, this section evaluates processes and systems required to change to facilitate sales marketing integration, including communication, reward systems and incentives, job rotation, and goals integration.

Communication

Communication is a key driver of sales marketing integration. Malshe et al. (2017) identified communication scarcity as a primary leading to SMarketing interface dysfunction. The sales and marketing team have minimal interactions, which affect information sharing and collaboration during critical projects. Thus, changing the communication processes to create a channel that enables a smooth flow of information and insights from both teams can significantly contribute to the success of SMarketing. The cross-functional sales marketing teams should have formal and informal communication (Rouziès et al., 2005). Formal meetings should entail scheduled meetings and reports, while informal communication should entail unverified or unplanned meetings. The communication style adopted can play different roles in building sales and marketing teams' relationships. For example, formal meetings can help eliminate each group's stereotypical perception of each other's capabilities, goals, and approaches. In contrast, formal meetings can help improve relationships at personal levels leading to stronger ties. Therefore, the system and processes employed under the SMarketing approach should encourage formal and informal communications to eliminate the prejudices and distrust characterizing sales and marketing teams' relationships and promote professional relationships to enhance collaboration (Malek et al., 2018). However, research indicates that a less formalized approach can lead to more innovativeness since informal communication creates an atmosphere where ideas and information are freely exchanged (Rouziès et al., 2005). It also creates an environment where all teams are equally involved without burdening some with more responsibilities and limiting their opportunities to talk about burnout. There is a need to critically evaluate each approach against the intended goals and objectives before implementation to ensure the inter-department team achieves the desired level of communication.

Reward Systems and Incentives

Functional integration can be enhanced through rewards and recognition systems. Prior research has shown that reward structures directly impact productivity, performance, and commitment towards organizational goals (Cooper et al., 2008). For instance, recognition and reward systems can help reduce interdepartmental conflicts and increase cooperation. A sales leader participating in Malshe et al.'s (2017) research replied to the question on the perceived role of salespersons in an organization, saying, "I am not sure if our efforts even matter or make any difference to anyone" (p. 148). This response indicates that most salespersons feel unrecognized and underappreciated despite their significant contribution to organizational success. Rouziès et al. (2005) explain that aligning sales and marketing departments' goals enhances collaboration, recognition, and incentives increase motivation to achieve these goals. However, Cooper et al. (2008) indicate that individual and team reward structures have varying impacts on employee behaviors or consequences. Therefore, their significance to cross-functional teams is different. While reward systems motivate employees at personal levels and are likely to increase competitiveness, team-based reward systems increase cooperation. Therefore, in the case of sales and marketing integration, management should emphasize team-based incentives to encourage salespersons and marketers

to work together to achieve desired goals. The precise nature of the reward should be explained to the employees to ensure they understand the benefits of engaging each talent in the team to achieve quality innovations and solutions.

Job Rotation

This system/process change involves rotating employees to achieve cross-functional integration. Rouziès et al. (2005) explain that rotating managers between sales and marketing create a large network of people who can be relied upon when challenges or opportunities arise. The rotation also enables managers to understand better each team's culture, activities, hindrances, and goals. This improved understanding strengthens their capacity to embrace the integrator role in SMarketing. The significance of job rotation can be seen in the case of EXOS. Pravin was EXOS business manager who handled technical departments, including sales and marketing. When the company's revenues began to decline in 2015, and there was limited opportunity for expansion, Pravin began considering quitting and finding another job. Pravin's resignation would affect the company significantly since he was solely responsible for its operations, and it relied on his technical knowledge in printing (Kumar 2020). Job rotation would have saved the company if the other two directors had implemented job rotation since they or other staff members would have gained insights and competencies in printing, expanding the company's skills and knowledge, and facilitating professional growth. Besides facilitating sales and marketing integration, job rotation can help build internals' knowledge and skills to overcome uncertain and challenging situations.

Goals Integration

Integrated goals increase an organization's competitive advantage by creating synergy between resources and groups, improving innovation, and empowering employees. Rouziès et al. (2005) define integrated goals as "objectives that are superordinate to the interests of individuals (or subunits) within a firm" (p. 119). They are used to align the interests of different individuals or groups within an organization to facilitate collaboration. This process/system change aspect is critical in promoting collaboration between sales and marketing by enabling them to align goals and activities. It helps eliminate the dominant challenge associated with goals mismatch that undermines efforts to implement SMarketing effectively (Malek et al., 2018). For example, Siddiqui and Franklin (2010) explain that Saudi Aramco uses sales and marketing activities to provide value to its clients, partners, customers, and the general society. For the company to achieve these goals as a global crude oil supplier, the sales and marketing teams must have shared goals to ensure that they work together to analyze local and international markets and enhance the company's competitiveness in the industry. Therefore, integrated goals enable sales and marketing teams to eliminate their differences and adopt shared objectives and processes to achieve higher productivity and performance.

Factors Affecting Sales-Marketing Integration

Sales and marketing integration is often driven by multiple internal and external trade- and brand-related business aspects. For example, globalization creates pressures that influence integration and enhance innovation, increase sales, and customer satisfaction. This section evaluates four primary factors impacting sales marketing integration, environmental uncertainty, customers, organization, and competitors.

SMarketing

Environmental Uncertainty

The distribution of marketing activities within a company is associated with environmental uncertainty that encourages the engagement of different functional units. This dispersion is associated with the rapid changes within the sales and marketing environment, which are experiencing pressures resulting from developments such as globalization, technological innovation, and increasing consumer demands (Rouziès et al., 2005). While these issues increase complexity and create problems for sales and marketing functional units, they also create opportunities that can be exploited to increase organizational competitiveness. For instance, the changes in the sales and marketing environment have increased management focus on SMarketing, which requires cross-functional teams' collaboration and coordination. Consequently, cooperation has increased teamwork, resulting in higher performance and productivity. Homburg et al. (2012) demonstrate the impact of environmental uncertainty on sales marketing integration by indicating that market-related uncertainty results in a higher vertical delegation of pricing mandates and performance. The sales, marketing, and finance functional teams are promoted to work together to establish flexible pricing models that accommodate rapid price changes in the market and accordance with customer needs. Therefore, the immediate impact of environmental uncertainty is to increase the need to integrate marketing and sales activities in attempts to address challenges and exploit opportunities, thus strengthening inter-functional coordination and innovation through teamwork and stronger relationships.

Customers

Sales and marketing teams are responsible for customer relationship management. Their interactions can have a significant impact on SMarketing success. For example, a good relationship between salespersons and customers can build positive brand perceptions that lead to customer acquisition and retention. Consequently, Siddiqui and Franklin (2010) explain that the increasingly demanding consumer preferences have played a significant role in integrating sales and marketing functions. Organizations have resorted to sales marketing interfaces to address the rapidly changing consumer needs since sales and marketing teams can share critical information needed to improve consumer value and increase retention. For instance, since salespersons directly interact with consumers in the market, they have access to customer feedback which can be shared with the marketing teams for further analysis and strategizing. Rouziès et al. (2005) contribute to this argument by indicating that in the case of higher consumer concentration, "customers have significant power over the firm and tend to use the power to demand ever-higher levels of performance from the firm" (p. 121). A similar argument is seen in Homburg et al.'s (2012) notion that consumers in B2B markets tend to use their power to negotiate prices and final terms and conditions, indicating their authority in the pricing model. Therefore, customers' demands and preferences influence sales and marketing integration as companies compete to increase consumer satisfaction to acquire a competitive advantage.

Competition

The competitive intensity can influence the relationship between business performance and sales-marketing integration. Higher competition increases the company's need to deliver higher value to the consumers to avoid losing to their competitors (Rouziès et al., 2005). Usui (2011) contributes to this argument by

indicating that people involved in the world of market exchanges, in this case, salespersons and marketers, increase organizational competitiveness by using their explicit knowledge to determine product image and information, potential market, prices, and other general decisions. The knowledge is acquired through a thorough analysis of the competitors' products, processes, prices, and strategies. Rouziès et al. (2005) indicate that low, competitive intensity allows companies to achieve good performance without sales marketing integration because the market affords companies "slack" (p. 120). Therefore, the sales-marketing integration under the SMarketing concept is useful in acquiring a competitive advantage by meeting consumer needs, preferences, and requirements.

Organizational Culture

Different companies embrace varying norms and beliefs that determine the nature of interdepartmental collaboration. For example, if an organizational culture encourages cooperation, affiliation, self-expression, and achievement, the employees are more likely to embrace inter-functional team collaboration (Rouziès et al., 2005). In this case, the salespersons and marketers feel that working together enhances their personal and professional performance. Besides, companies that heavily focus on developing and launching new products and services require higher sales marketing integration to support, coordinate and launch each other's activities throughout the design and launch process. Usui (2011) illustrates this by explaining that despite the extensive use of new technologies, companies launching new products in any market require consideration of products to offer, competitive prices, and distribution channels. These activities require collaboration between sales and marketing teams to acquire, analyze, and synthesize market data to ensure products and services meet consumer requirements and demands.

Challenges in Sales Marketing Integration

Although the sales and marketing teams need each other, they do not always have successful partnerships. Their relationships are often characterized by distrust and conflict, affecting willingness to collaborate or have solid professional relationships. According to Jones et al. (2011) the differences between sales and marketing departments often lead to conflicts instead of encouraging collaboration. Therefore, the future of SMarketing depends on the capability to establish a way that helps marketing and sales teams treat each other as equal partners to enhance teamwork and eliminate barriers. Managers should ensure that activities undertaken by sales and marketing teams are supportive of each other. This section identifies and explains various challenges in SMarketing that hinder successful implementation and that should be addressed to enhance future sales marketing integration efforts.

Communication Paucity

Poor communication between salespersons and marketers is a primary problem undermining successful SMarketing implementation. Malshe et al. (2017) identified various communication issues affecting sales and marketing integration, which involves sharing inputs, engaging in strategic dialogues, and ensuring that each team is informed on market undertakings and related outcomes. The communication dysfunction among these teams is bidirectional and in a circular pattern. For example, salespersons often blame marketers for failing to understand consumer needs and setting product prices too high. In contrast, marketers blame salespersons for lacking foresight for focusing on individual consumers and

SMarketing

short-term sales instead of long-term organizational financial performance. These issues result in poor coordination that undermines integration efforts. Jones et al. (2011) explain that sales management and marketing in any company are responsible for improving performance by capturing and generating demand. However, the sales and marketing teams' failure to communicate and coordinate activities hinder managers' efforts to optimize performance. The problems sometimes result from unequal recognition of efforts and competencies throughout the product designing, development, marketing, and delivery (Claro & Carla, 2018). For example, some salespersons feel that companies do not appreciate their inputs but prefer marketers. In Malshe et al.'s (2017) research, a salesperson stated that "...I am sure they don't think much of us, otherwise, why would not they ask for our ideas and inputs" (p. 148). This statement indicates that salespeople feel underappreciated and unrecognized despite their contribution to customer relationships management. However, a marketing director in the same research responded that marketers want to ask salespeople questions and get market insights, but they always have "some excuse- they are busy, or they are preparing for a customer presentation...sometimes, it feels like they are avoiding us...they are hiding from us" (Malshe et al., 2017, p. 149). These statements indicate that the disconnection between sales and marketing teams often hinders inter-functional team collaboration, coordination, and collaboration.

Lack of Collaboration

Sales-marketing interface collaboration involves cross-functional teamwork between marketers and salespeople. Malshe et al. (2017) identify three ways in which SMarketing lacks collaboration: failure to provide timely support and keep promises to support each other's initiatives, demoralizing each from participating in certain marketplace activities, and ignoring the other group's requests to contribute to joint projects. These challenges often result from each team's desire to protect their perceived functional interests. For example, the marketing team can dissuade salespeople from pursuing initiatives that benefit their department, especially when there are team-based rewards or incentives. The marketing function focuses on pushing the organization's long-term profits and image while salespeople focus on increasing sales, sometimes perceived as short-term revenue goals (Cooper et al., 2008). This difference in approach can lead to a lack of collaboration. In Malshe et al.'s (2017) research, a Regional Sales Manager reported that marketers failed to support two salespersons' proposed campaign because "their ideas were counterproductive and would undermine marketing's larger brand push" (p. 149). This statement relates to Jones et al.'s (2011) findings that corporations struggle to maintain sales team motivation and help close business within required timelines. For instance, sales teams would lack the resources and motivation needed to achieve functional goals without support and constant rejection. Besides, such instances reinforce salespeople's perception of marketers prioritizing their departmental interests over consumer needs. However, the marketers also feel that the sales team does not support their strategic initiatives due to the constant challenging of their proposals. Therefore, SMarketing success is significantly affected by the lack of collaboration and cooperation among the sales and marketing teams resulting from a perceived lack of support.

Overt Conflict

The sales and marketing teams openly show their dislike and exhibit antagonistic behavior, leading to sales-marketing interface dysfunction. For example, sales and marketing teams can openly resist or

undermine each other's efforts or influence senior leadership or interdepartmental colleagues to deflate the other's functional activities. Malshe et al. (2017) report instances when the marketing team openly challenged the sales team's thought process and strategic approach, lobbying the management to stop supporting their strategic approach. The hostility is associated with strategic submissiveness, where the marketing team uses their relationship with the management to comply with their plan. A sales executive participating in Malshe et al.'s (2017) research stated that the management listens to the marketing team, allowing marketers to prioritize their agenda over the sales teams. This hostile approach undermines sales team attempts to develop their objectives and prompts them to submit to the initiatives developed by the marketing team and supported by organizational leaders. Thus, these undisguised conflicts significantly hinder sales marketing integration.

Additionally, overt conflict often occurs when one team is associated with the achievements despite the other's involvement in the project. This situation occurs when one team feels superior over the other. For example, a Sales Coordinator participating in Malshe et al.'s (2017) research stated that marketers "...are out to show how superior they are and how they do not need us" (p. 151). On the contrary, salespersons use their relationship with customers as the source of authority used to defy marketing initiatives (Claro & Carla, 2018). For example, a Senior Marketing Manager participating in the research stated that the sales team "would not promote it [new product] purposely, they would tell the customer that they were bringing this product to them since marketing thinks this is a good idea...not them" (Malshe et al., 2017, p. 152). In this case, marketers feel that the sales team intentionally avoids promoting new products that do not seem promising. Therefore, while salespersons feel singled out and ignored, marketers feel that sales personnel intentionally defy marketing initiatives. These negative perceptions lead to the hostility that discourages integration, collaboration, and coordination of sales-marketing.

CONCLUSION

Sales marketing (SMarketing) involves integrating sales and marketing activities and strategic goals, where each function's practices support the other. The concept further involves aligning sales and marketing goals to eliminate issues arising from mismatch and stereotypical perceptions of each other's approaches. Inter-functional collaboration and coordination can enhance organizational performance and build relationships among sales and marketing personnel to promote teamwork. In addition, SMarketing positively impacts customer relationship management since sales and marketing teams share critical consumer insights to establish and implement strategies benefiting customers. Companies are more familiar with sales and marketing departments functioning independently, so the integration needs multiple structural changes. These structural changes include decentralization, establishing cross-functional teams, and assigning roles to instigators. Decentralization creates authority levels closer to employees, such as a sales marketing manager, to enhance communication and resource sharing. Cross-functional teams refer to sales and marketing teams working together on projects and shared objectives. Instigators improve interactions between functional departments by coordinating activities and encouraging teamwork. In addition, processes and systems such as reward systems and incentives, communication, goals integration, and job rotation can be used to improve SMarketing implementation.

SMarketing is driven by external and internal factors, including environmental uncertainty, competition, customers, and organizational culture. Rapid changes in the business environment cause uncertainties that prompt companies to embrace interdepartmental integration to optimize in-house competencies

SMarketing

and increase their capacity to adapt to the changes. In addition, competitive intensity can drive Smarketing. For example, high competition can influence sales and marketing integration due to enhancing competitive advantage. Consumers give feedback that is used to develop strategic approaches, while the organizational culture sets the norms and beliefs that determine employees' willingness to collaborate. Despite the benefits of SMarketing, the concept's future implementation is threatened by multiple issues, including communication scarcity, lack of coordination, and overt conflict. Sales and marketing teams' relationships are characterized by inadequate or no communication, leading to stereotypical perceptions, judgments, and prejudices. In addition, the lack of communication severs relationships, affects coordination, and leads to overt conflict. Therefore, for organizational executives to successfully implement SMarketing, they need to establish practical ways of overcoming these hindrances.

ACKNOWLEDGMENT

We would like to express our gratitude to the Editor and the Referees. They offered extremely valuable suggestions or improvements. The authors were supported by the GOVCOPP research center of Universidade de Aveiro.

REFERENCES

- Claro, D. P., & Ramos, C. (2018). Sales intrafirm networks and the performance impact of sales cross-functional collaboration with marketing and customer service. *Journal of Personal Selling & Sales Management*, 38(2), 172–190. doi:10.1080/08853134.2018.1437353
- Cooper, M. J., Gwin, C. F., & Wakefield, K. L. (2008). Cross-functional interface and disruption in CRM projects: Is marketing from Venus and information systems from Mars? *Journal of Business Research*, 61(4), 292–299. doi:10.1016/j.jbusres.2007.07.028
- French, W. A., & Harris, C. E. (1983). A reply. *Journal of Personal Selling & Sales Management*, 3(1), 50. doi:10.1080/08853134.1983.10754349
- Homburg, C., Jensen, O., & Hahn, A. (2012). How to organize pricing? vertical delegation and horizontal dispersion of pricing authority. *Journal of Marketing*, 76(5), 49–69. doi:10.1509/jm.11.0251
- Jones, D. L., Lee, A., & Chon, K. (2011). Future issues in sales, marketing, and revenue management in greater china: What keeps you up at night? *Journal of Travel & Tourism Marketing*, 28(6), 598–614. doi:10.1080/10548408.2011.599219
- Keszey, T., & Biemans, W. (2016). Sales–marketing encroachment effects on innovation. *Journal of Business Research*, 69(9), 3698–3706. doi:10.1016/j.jbusres.2016.03.032
- Kumar, J., Gupta, A., Tapar, A. V., & Khan, M. C. R. (2020). EXOS: Does the retention of salesforce matter in entrepreneurial start-ups? *Emerald Emerging Markets Case Studies*, 10(3), 1–14. doi:10.1108/EEMCS-04-2020-0108

- Madhani, P. M. (2015). Sales and marketing: Integration. *SCMS Journal of Indian Management*, 12(2), 17–28.
- Madhani, P. M. (2016). Sales and marketing integration: Enhancing competitive advantages. The IUP. *The Journal of Business Strategy*, 13(4), 50–77. doi:10.1108/08858621111097201
- Malek, S. L., Sarin, S., & Jaworski, B. J. (2018). Sales management control systems: Review, synthesis, and directions for future exploration. *Journal of Personal Selling & Sales Management*, 38(1), 30–55. doi:10.1080/08853134.2017.1407660
- Malshe, A. (2010). How is marketers' credibility construed within the sales-marketing interface? *Journal of Business Research*, 63(1), 13–19. doi:10.1016/j.jbusres.2009.01.004
- Malshe, A. (2011). An exploration of key connections within sales-marketing interface. *Journal of Business and Industrial Marketing*, 26(1), 45–57. doi:10.1108/08858621111097201
- Malshe, A., Johnson, J. S., & Viio, P. (2017). Understanding the sales-marketing interface dysfunction experience in business-to-business firms: A matter of perspective. *Industrial Marketing Management*, 63, 145–157. doi:10.1016/j.indmarman.2016.10.014
- Malshe, A., & Sohi, R. S. (2009). What makes strategy making across the sales-marketing interface more successful? *Journal of the Academy of Marketing Science*, 37(4), 400–421. doi:10.1007/11747-009-0132-6
- Okoli, C. (2015). A guide to conducting a standalone systematic literature review. *Communications of the Association for Information Systems*, 37(1), 879–910. doi:10.17705/1CAIS.03743
- Raimundo, R., & Rosário, A. (2021). Blockchain system in the Higher Education. *European Journal of Investigation in Health, Psychology and Education*, 11(1), 276–293. doi:10.3390/ejihpe11010021 PMID:34542464
- Rosário, A., Moniz, L., & Cruz, R. (2021). Data Science Applied to Marketing: A Literature Review. *Journal of Information Science and Engineering*, 37(5), 1067–1081. doi:10.6688/JISE.202109_37(5).0006
- Rosário, A., Vilaça, F., Raimundo, R., & Cruz, R. (2021). Literature review on Health Knowledge Management in the last 10 years (2009-2019). *Electronic Journal of Knowledge Management*, 18(3), 338–355. doi:10.34190/ejkm.18.3.2120
- Rosário, A. T., & Raimundo, R. (2021). Consumer Marketing Strategy on E-commerce in the Last Decade. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(7), 3003–3024. doi:10.3390/jtaer16070164
- Rouziès, D., Anderson, E., Kohli, A. K., Michaels, R. E., Weitz, B. A., & Zoltners, A. A. (2005). Sales and marketing integration: A proposed framework. *Journal of Personal Selling & Sales Management*, 25(2), 113–122.
- Siddiqui, M. H., & Rodricks, F. (2010). *Effective crude oil export sales management towards a robust economy*. Paper presented at the Society of Petroleum Engineers - SPE/DGS Saudi Arabia Section Technical Symposium and Exhibition 2010. 10.2118/136947-MS

SMarketing

Thomé, A., Márcio, T., Luiz Felipe, S., & Annibal, S. Conducting systematic literature review in operations management. *Production Planning & Control*, 27(5), 408–420. doi:10.1080/09537287.2015.1129464

Usui, K. (2011). Precedents for the 4Ps idea in the USA: 1910s-1940s. *European Business Review*, 23(2), 136–153. doi:10.1108/09555341111111174

Xiao, Y., & Maria, W. (2019). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1), 93–112. doi:10.1177/0739456X17723971

ADDITIONAL READING

Alavi, S., Habel, J., Guenzi, P., & Wieseke, J. (2018). The role of leadership in salespeople's price negotiation behavior. *Journal of the Academy of Marketing Science*, 46(4), 703–724. doi:10.1007/11747-017-0566-1

Alavi, S., Wieseke, J., & Guba, J. H. (2016). Saving on discounts through accurate sensing - salespeople's estimations of customer price importance and their effects on negotiation success. *Journal of Retailing*, 92(1), 40–55. doi:10.1016/j.jretai.2015.08.002

Benoit, S., Kienzler, M., & Kowalkowski, C. (2020). Intuitive pricing by independent store managers: Challenging beliefs and practices. *Journal of Business Research*, 115, 70–84. doi:10.1016/j.jbusres.2020.04.027

Burkert, M., Ivens, B. S., Henneberg, S., & Schradi, P. (2017). Organizing for value appropriation Configurations and performance outcomes of price management. *Industrial Marketing Management*, 61, 194–209. doi:10.1016/j.indmarman.2016.06.007

Guenzi, P., Baldauf, A., & Panagopoulos, N. G. (2014). The influence of formal and informal sales controls on customer-directed selling behaviors and sales unit effectiveness. *Industrial Marketing Management*, 43(5), 786–800. doi:10.1016/j.indmarman.2014.04.014

Hinterhuber, A., & Liozu, S. M. (2015). Pricing ROI, pricing capabilities and firm performance. *Journal of Revenue and Pricing Management*, 14(3), 211–228. doi:10.1057/rpm.2015.11

Hofer, K. M., Niehoff-Hoekner, L. M., & Totzek, D. (2019). Organizing and implementing export pricing: Performance effects and moderating factors. *Journal of International Marketing*, 27(1), 74–94. doi:10.1177/1069031X18812718

Johansson, M., Keränen, J., Hinterhuber, A., Liozu, S., & Andersson, L. (2015). Value assessment and pricing capabilities-how to profit from value. *Journal of Revenue and Pricing Management*, 14(3), 178–197. doi:10.1057/rpm.2015.8

Liozu, S. M. (2015). Pricing superheroes: How a confident sales team can influence firm performance. *Industrial Marketing Management*, 47, 26–38. doi:10.1016/j.indmarman.2015.02.003

Panagopoulos, N. G., Hochstein, B., Baker, T. L., & Pimentel, M. A. (2018). Boosting sales force morale in highly dynamic, complex markets: The role of job resources. *Industrial Marketing Management*, 74, 237–253. doi:10.1016/j.indmarman.2018.06.001

Phillips, R., Serdar Simsek, A., & Van Ryzin, G. (2015). The effectiveness of field price discretion: Empirical evidence from auto lending. *Management Science*, *61*(8), 1741–1759. doi:10.1287/mnsc.2014.2084

Pratono, A. H. (2018). Does firm performance increase with risk-taking behavior under information technological turbulence?: Empirical evidence from Indonesian SMEs. *The Journal of Risk Finance*, *19*(4), 361–378. doi:10.1108/JRF-10-2017-0170

Skiba, J., Saini, A., & Friend, S. B. (2016). The effect of managerial cost prioritization on sales force turnover. *Journal of Business Research*, *69*(12), 5917–5924. doi:10.1016/j.jbusres.2016.05.004

Vaid, S. S., Ahearne, M., & Krause, R. (2020). Joint marketing and sales appointment: Uncertainty from intertwining of marketing and sales in one position. *Industrial Marketing Management*, *85*, 221–239. doi:10.1016/j.indmarman.2019.11.013

KEY TERMS AND DEFINITIONS

CRM: Is an IT tool focused on the customer, acquisition, transaction, service, retention, and long-term relationship building with consumers.

Cross-Functional Teams: Group of professionals with academic knowledge and diverse experiences, coming from different functions, gathered permanently or temporarily and under a single leadership to acquire a competitive advantage.

Organizational Culture: Is a conceptual model that influences all members of an organization as guidelines and assumptions to guide their behaviors and mindsets.

SMarketing: Is the process of integrating the sales and marketing processes with the aim of the sales and marketing functions to have an integrated approach in the company.

APPENDIX 1: OVERVIEW OF DOCUMENT CITATIONS PERIOD ≤2011 TO 2021

Table 4.

Documents		≤2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Attracting Students to Sales Positions: The Case of...	2020	-	-	-	-	-	-	-	-	-	3	3	6
Sales intrafirm networks and the performance impact of ...	2018	-	-	-	-	-	-	-	-	2	9	9	20
Sales management contrai systems: review, synthesis, ...	2018	-	-	-	-	-	-	-	1	1	5	11	18
How to organize pricing? Vertical delegation and ...	2012	-	-	-	2	10	4	3	4	6	3	6	38
Future issues in sales, marketing, and revenue ...	2011	-	-	-	3	4	1	2	-	1	1	3	15
Precedents for the 4Ps idea in the USA: 1910s-1940s	2011	-	-	-	-	-	1	-	-	-	-	-	1
Cross-functional interface and disruption in CRM...	2008	7	4	8	2	2	2	3	1	-	3	1	33
	Total	7	4	8	7	16	8	8	6	10	24	33	131

Source: Author.

APPENDIX 2: OVERVIEW OF DOCUMENT SELF-CITATION PERIOD ≤2011 TO 2021

Table 5.


Documents		≤2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Attracting Students to Sales Positions: The Case of...	2020	-	-	-	-	-	-	-	-	-	1	-	1
Sales management contrai systems: review, synthesis, ...	2018	-	-	-	-	-	-	-	-	-	-	2	2
How to organize pricing? Vertical delegation and ...	2012	-	-	-	-	-	-	1	-	-	1	-	2
	Total	-	-	-	-	-	-	1	-	-	2	2	5

Source: Author.

Chapter 4

Green Sales

Bekir Değirmenci

 <https://orcid.org/0000-0001-5236-5245>

Adiyaman University, Turkey

Yakup Durmaz

 <https://orcid.org/0000-0003-0332-4185>

Hasan Kalyoncu University, Turkey

ABSTRACT

In today's global world, issues such as environmental protection, environmental production, and environmental sales have begun to be paid attention to by consumers. Natural threats due to global warming in recent years and negative natural events such as earthquakes, flood disasters, extreme temperatures, and storms directly threaten human existence. Due to the threat of the COVID-19 pandemic in the years 2020-2021, significant changes have occurred in people's purchasing behaviors. For example, consumers have tended to buy natural products rather than artificial product preferences due to mass production. At the same time the individuals forming the society and environmental organizations and laws are of the opinion that one of the most important factors threatening the environment is production enterprises. For this reason, businesses have started to act more sensitively about environmentalism in their production and sales activities in order not to attract the reaction of society and environmental organizations.

INTRODUCTION

The fastest-growing industry that has done empirical research since the 1970s and the rapid depletion of scarce resources in mass production depending on the environment by the humanity of careless destruction, the rapid degradation of ecological balance in the universe has become one of the most important problems. Modern enterprises have realized that they cannot be insensitive to environmental problems. In this direction, it is accepted by both business and academic circles that the focus of corporate sustainability is environmental issues. In recent years, it has become inevitable for businesses to consider green marketing practices when conducting their activities (Shadi-Dizaji, 2017). The increasing expectations of consumers from brands on environmental issues have made it mandatory for businesses

DOI: 10.4018/978-1-6684-3430-7.ch004

to change their marketing understanding. Over time, there has been a significant increase in the number of individuals with environmental concerns, and environmentalism has become important and has been described as the “biggest business issue of the 1990s” (Grove et al., 1996, p. 56). However, the 1990s has been described as the “decade of the environment” and consumers have started to make decisions by putting social and environmental concerns more at the forefront when choosing products and sellers. Thus, there was an increase in the sales of green consumer products in the 1990s. This allowed manufacturers and other operators to consider the environmentalist approach in their decisions regarding marketing and management, in order not to fall behind in the competition. The best example of this is the work of companies such as 3M, DuPont and McDonald’s on waste reduction (Menon et al., 1999). As a result, with the introduction of green marketing to the agenda of businesses, changes in marketing practices have emerged (Kılıç & Çalışır, 2020).

Özdoğan (2018) mentioned in his study that there is a cost for people to live in a clean and healthy environment and bearing this cost (paying an extra fee) can help to get rid of environmental problems that are irreversible and threaten people in the future. In the related study, it has been explained that in order to ensure the environmental sustainability of consumers, it is necessary to sacrifice some price increases for green sales activities carried out by producers. Zhang et al. (2020), on the other hand, it is mentioned that the companies producing brown are hesitant to offer their products to environmentally sensitive consumer markets. In the related study, it has also been explained that with the rising Consumer Environmental Awareness (TCB), green products are gaining more and more popularity around the world, and those green sales methods should be used in goods and services promotion and sales activities.

Before mentioning the concept of green sales, it is useful to examine the basis of the related concept. At this point, it is known that the concept of green sales is a part of the concept of green marketing. Aylan (2019; as cited in Küçük, 2020, p. 3) mentioned an expansion of the concept of green marketing as follows in his study: “Green marketing has been an issue that has been taken into consideration since the early 1970s. It is the concept of green marketing that takes into account the natural environment at every stage of marketing activities. It is an extension of the social marketing approach that started to develop in the 1970s, depending on the idea of corporate social responsibility. Green management means focusing on alternatives that will cause the least damage to the ecological balance or even eliminate this damage, choosing subcontractors and suppliers with this mentality, taking green products and services beyond being a marketing strategy and being the creator of green life quality. To the extent that businesses attach importance to the provision of green products and services, it will help consumers to become more sensitive to the environment” clarifies the concept.

When the literature is examined, it has been seen that a limited number of studies have been conducted on green selling (Gürdin, 2020; Kotler & Armstrong, 2012; Özdoğan, 2018; Perreault et al., 2013). It is thought that the concept of green sales, which has been included in the literature, especially since the 2000s, will make positive contributions to the literature by examining the concept from different aspects. In addition, in the studies carried out, the concept was explained only with short explanations and no measurement tool was developed for the concept. To explain the concept of green selling, very few definitions have been found in the literature on this subject. The clearest definition was found in the study of Gürdin (2020). In his related study, the author described the concept of green sales as a structure in which businesses adopt an opportunistic approach by adding green claims to existing products to increase sales (Gürdin, 2020).

Within the scope of the green sales concept in academic publications; the green movement, green sales promotion and green price issues are examined. In an empirical study, while talking about the concept

of green sales promotion, sales promotion consists of short-term incentives that encourage the sale of a product or service, and unlike advertisements, it encourages the instant purchase of products (Kotler & Armstrong, 2012). Apart from advertising, personal selling and public relations, this component of the promotion mix includes activities such as arousing interest in promotional activities, trial or instant contribution to the final consumer or other persons in the distribution channel (Perreault et al., 2013). Green sales promotion, which is the last component of the green promotion mix, can be a very low-cost way for businesses to convey environmental messages to consumers, and it can be especially useful in raising awareness of the society about new green products as an alternative to green advertisements and encouraging their testing (Bayramov, 2016). In the Black Sea (2020) study, the methods used in green promotion activities are listed as follows;

- Green Advertising Strategy
- Green Sales Development
- Green Public Relations
- Green Personal Selling
- Green Sponsorship

In his study, Karadeniz (2020) mentioned that when looking at the effects of sales development in terms of green marketing, it is beneficial in terms of giving people the opportunity to get to know the products and to try their benefits through campaigns. Campaigns for green products are important in terms of eliminating prejudices such as deception and suspicion of not reflecting the truth (Özhan, 2009). In general, although sales promotion is not as useful as advertising in explaining the environmental benefits of the product to consumers, it ensures that the advertisement is noticed and completed the advertisement (Aytekin, 2007; cited in Karadeniz, 2020).

BACKGROUND

Within the boundaries of the subject, the following concepts, which are thought to be directly related to the concept of green sales and green sales, are examined:

- Environmental Sustainability
- Green Corporate Social Responsibility
- Green Marketing
- Green Sale

Environmental Sustainability

Today, global warming, natural disasters, epidemics and hot wars have forced businesses to act more sensitively on environmental issues. In addition, the increase in the environmental awareness of consumers, the pressures of environmental organizations, and government policies towards the environment have forced businesses to act more sensitively on environmental issues. The increase in the level of sensitivity of the enterprises on environmental issues has also brought with it a competitive advantage. Today's environmentally conscious businesses have turned to various green business strategies to both

satisfy environmentally friendly customers and provide a competitive advantage, with a sense of social responsibility. Businesses that position green sales at the central point of the business exhibit higher performance and gain a competitive advantage. Sustainability is the principle of consuming the natural environment and natural resources while preserving the right of future generations to use them. In this direction, businesses need to adopt environmentally friendly production as the basic vision, in terms of leaving a livable world to both today and future generations. Environmental sustainability is the social, economic, physical, etc. of all environmental values that make up the environment of both today and future generations, without compromising the existence and quality of the resources that future generations will need. It is the process of improvement, protection and development in areas (Şenocak & Mohan, 2018). In another study, the concept of environmental sustainability, energy efficiency, soil and water quality, protection of wildlife, food and feed safety, and measures to be taken to ensure operational safety was emphasized. Environmental sustainability means ensuring the continuity of natural resources and includes the protection of biological diversity, human health, air, water and soil quality, animal and plant life. On the other hand, while explaining the concept of environmental sustainability, it was mentioned that it is an important issue that obliges all individuals and businesses that make up the society to take joint responsibility (Aydın-Eryılmaz et al., 2019).

In an academic study, the results of the study on environmental sustainability of BIST (Borsa Istanbul) companies in Turkey are quite interesting. According to this study, the environmental performances of some enterprises operating in the manufacturing sector were measured in their sustainability reports. From the environmental reports of these enterprises; The amount of recovered water, the amount of energy saved, the number of reduced emissions, the amount of hazardous and non-hazardous waste disposal, and environmental protection and expenditure investment amounts are used as environmental performance indicators. As a result of the analysis, the enterprises with the highest and lowest environmental performance levels were determined among these 9 enterprises (Önder & Ağca, 2018). In an academic study, he drew attention to the issue of social nutrition to ensure environmental sustainability. In a very interesting study; some countries have developed dietary guidelines that make sustainable dietary recommendations to reduce greenhouse gas emissions and limit environmental impacts. Many countries such as Qatar, Brazil, Sweden and the Netherlands support sustainability in their national dietary recommendations. In their dietary guidelines, they drew attention to the recommendations that limit meat consumption and increase the consumption of sustainably produced fish. In the related study on social nutrition, “Mediterranean diet; The diet has a biodiversity that ensures nutritional quality, has various food preparation and application techniques, has olive oil, fish, fruit and vegetables, legumes, fermented milk that are known to be beneficial for health, has a strong commitment to culture and traditions, respects human nature and seasonality, animal products It is considered as partially sustainable due to its low environmental impact due to its low consumption. It is possible to implement an environmentally sustainable diet without adversely affecting the economy, such as the Mediterranean type diet recommended by nutritionists. Organic food production is seen as having the potential to contribute significantly to the global food supply and reduce the environmental impacts of traditional agriculture” (Akay & Demir, 2020, pp. 284-285).

In an academic study, attention was drawn to the natural dimension of environmental sustainability. According to this; “Environmental sustainability means ensuring the continuity of natural resources. The level of use of resources, the rate of renewal of these resources; The rate of pollutants emitted must not exceed the rate at which natural sources treat these pollutants. Biodiversity; human health; air, water and soil quality; The protection of animal and plant life is also included in environmental sustainabil-

ity” (Küçük & Güneş, 2013, p. 300). CSR (Theoretical Social Responsibility) activities carried out by businesses within the framework of sustainability require some environmental investments. However, activities such as reducing greenhouse gas emissions in the environmental sense, wastewater discharge and waste disposal/recycling require a certain cost for businesses (Sevim, 2021). The means of production established in many parts of the world cause the collapse and dispersal of groundwater, fisheries, tropical forests, topsoil and biodiversity, which are the heritage of once (Awais et al., 2019). All the negative destructions caused by human beings in our world force businesses to act more carefully about environmental sustainability.

Green Corporate Social Responsibility

The concept of Corporate Social Responsibility (CSR) is defined by the European Union (EU) as “the voluntary integration of social and environmental issues into their operations and interactions with their stakeholders”. According to another definition, CSR is defined as “the management of social, environmental, economic and ethical concepts and the sensitivity of businesses to social stakeholder expectations in these areas”. No matter how it is defined, the concept of CSR requires businesses to consider environmental issues (Sevim, 2021). The business plan and strategy, which are controlled by certain authorities and questioned for the appropriateness of the operations, which the enterprises carry out inclusively with the awareness of social responsibility, without limiting the right to life of all kinds of creatures and of course, the habitat, aiming to protect the ecological balance and nature, are explained as green corporate social responsibility. In the globalizing world order, it is undeniable that businesses are active in the emergence of various environmental problems, as well as the duties that they must undertake in overcoming these environmental problems. The fact that the living spaces that are under the influence of human commercial activities are not damaged depends on the environmental sensitivities of the enterprises in some social, ecological and economic issues, as well as the sensitivity of their practices (Özçelik, 2017).

CSR is a voluntary initiative of companies to integrate social and environmental concerns into business activities. Through CSR, companies take the initiative to protect the social, cultural and economic aspects of the environment in which they operate and contribute to the development of human capital. With business; The more it invests in quality, social and environmental dimensions, the closer it is to the optimum level of environmental sustainability. CSR, the environment in which businesses operate; is based on the organizational green strategy that aims to preserve its cultural, social and economic aspects. In recent years, CSR has received increasing attention in business circles. CSR activities; includes several factors such as the economic situation, laws and regulations, organizational culture and behavior, and the level of market competition. CSR practices significantly improve corporate capabilities to gain a competitive advantage and achieve sustainable growth targets. Such initiatives not only increase the reputation of companies but also increase customer loyalty and employee satisfaction. Green touched on the relationship between the concept of corporate social responsibility and corporate green performance. Accordingly, corporate green practices have great potential to counteract the problems associated with the natural environment. The concept of corporate green performance (KYP) focuses on introducing new products or processes or improving existing products or processes in a way that not only meets customers’ expectations in terms of quality but also results in improved environmental performance. KYP is linked to green products, green processes and green management practices to reduce environmental problems arising from production activities (Abbas, 2020). In an academic study on environmental

sustainability; “Pollution control” approaches, which are defined as the elimination of pollution after it occurs, within the scope of waste reduction, recycling and designing products/services in a more environmentally friendly way, leave their place to “eco-efficiency” approaches. Reducing pollution as a result of pollution control and design-production processes can cost economies. In this context, the eco-efficiency approach, which advocates a negative relationship between product/service production and energy/resource consumption, prioritizes environmental efficiency and states that environmental impacts should be resolved before they occur, which is important for achieving sustainable development goals of economies. Therefore, unlike pollution control approaches, industrial, urban, agricultural, etc. The eco-efficiency approach, which includes environmental problems as a parameter in the planning processes, can reduce the production costs of the economies as well as increase the environmental performance through methods for reducing resource costs, preventing pollution sources, and environmentally friendly products. The eco-efficiency approach, which advocates increasing product-service efficiency, reducing the concentration of toxic substances in the environment, improving recyclability, reducing the consumption of non-renewable resources and improving the product life cycle, is a strategic-key area that helps to ensure industrial sustainability and manage the sustainable development of nations. is seen. For this reason, the concept of sustainable development should include technological-economic development components and should deal with the environment and growth together instead of growth against the environment” (Yücel, 2021, pp. 57-58).

The activities carried out by the enterprises have some effects on the social environment. These effects are the use of natural resources as part of the production processes, the effects of competition between itself and other organizations in the same market, the creation of employment opportunities, the distribution of the capital created within the firm (through dividends) to the owners of that firm and (through wages) and the distribution of this capital distribution by individuals. its impact on well-being. Through CSR (Corporate Social Responsibility), voluntary businesses seek to integrate social and environmental concerns into their business operations and interactions with their stakeholders (employees, customers, shareholders, investments, local communities, and government). Environmental and ecological issues have been the subject of discussion in the business world in recent years. The activities of businesses have many effects on the environment and nature. Generally, environmental impact refers to the negative effects that occur in the surrounding natural environment due to business activities. Examples of such effects include overuse of natural and non-renewable energy resources, air pollution, degradation of biodiversity, climate change, and deforestation (Naba, 2017).

Although the social, economic and environmental aspects of corporate social responsibility are mainly examined in the literature, this study focuses on the environmental aspect of corporate social responsibility. Environmentally oriented business practices include; carrying out production activities without disturbing the balance of the ecological system and entrusting a cleaner and livable environment to future generations. Business policies should be developed by taking environmental factors into account. The measures taken by businesses to protect the environment are important in terms of sustainability. Businesses should include more green corporate social responsibility practices in their business policies. Employees should be made aware of environmental issues and they should be encouraged to exhibit environmental behaviors with several motivating tools. Top management, namely business owners and managers, should coordinate with their stakeholders on environmental issues. E.g; The government should consult on environmental issues with competitors, suppliers and the community. Measures for environmental sustainability should be developed with environmental organizations (Değirmenci & Aytekin, 2021).

Green Marketing

In recent years, consumers' purchasing behavior sensitive to environmental issues has forced businesses to act more sensitively in this regard. It is possible to explain the concept of green marketing as marketing activities in which the demands and demands of consumers are met, environmental problems are minimized in marketing activities and environmental awareness is taken into account. The development process of green marketing can be listed as ecological, environmental and sustainable marketing (Güleç, 2016).

Green marketing, which started being discussed in 1975, has been defined as “a study of the positive and negative aspects of marketing activities related to pollution, energy consumption and resource consumption that does not contain energy” (Özçelik, 2017, p. 13). Meeting the demands of consumers by fulfilling the economic functions of a business gives that business a reputation. In addition, the businesses' compliance with the moral rules of the society, providing assistance and support for the socio-cultural environment will ensure the acceptance of the business in the society. This is extremely important for the continuity of businesses. When the search for solutions to environmental protection, which started in the 1970s, is examined, it is seen that these studies are mostly based on the prevention of pollution. Technologies developed based on the principle of prevention of pollution have been technologies that require high energy and materials, that foresee the reduction of pollutants before they are released into the air, water or soil, and are used after production and after the product has completed its life (Özçelik, 2017). The benefits of the green marketing approach to businesses can be summarized with the following items (Özcan & Özgül, 2019):

- **Reduced Costs:** Businesses save energy by reducing their waste and preventing pollution, thus increasing their productivity and reducing their costs.
- **Creativity:** Many businesses have forced their employees and suppliers to innovate in the designs and production processes of their products, in line with the principle of environmental protection. In some cases, this strain has led to even more effective applications or entirely new products.
- **Resource Recovery:** Many companies, especially those producing heavy industry products, have developed ways to use the materials they use in their products in their new products by reintroducing them into the production process. Thus, instead of selling their products to their customers, they started to rent them through leasing.

Green marketing, has various benefits for businesses, nature and consumers; It is a marketing approach that adopts environmentalism in both economic and managerial contexts, which emphasizes environmental sensitivity in the satisfaction of individual and organizational requests and needs, and develops a product, price, distribution and promotion strategies in this direction. When looking at green marketing in general, on the one hand, some consumers are willing to pay more premiums for “green products” that are environmentally friendly and support this sensitivity, and on the other hand, there are companies that have concerns such as customer satisfaction, sustainability and competition. This contradiction between environmental awareness and economic conditions is a serious and important problem that needs to be resolved urgently. When this problem is approached from the point of view of companies, some companies adopt green marketing, while others simply reduce costs, increase sales, comply with legal procedures, use only green themes in their campaigns without making any changes to the existing product, or by embarking on this business without understanding what the consumer wants, let it be just “green” (Gürdin, 2020). Green marketing has been accepted as a sub-dimension of the social marketing

Green Sales

concept and has been defined as the processes carried out by making use of the production, pricing, promotion and distribution activities that make up the marketing mix for consumers who want to buy products produced with environmental concerns. Green marketing is defined as all kinds of marketing activities aimed at protecting the environment to meet the expectations and needs of consumers. While responding to these needs, care should be taken not to harm the natural environment. People generally accept green marketing as the promotion and advertisement of products that do not harm the environment. Words like phosphate-free, recyclable, reusable, ozone-depleting, and pro-environment are just a few of the terms consumers associate with green marketing. The green marketing approach has been examined in four steps in terms of the activities of the enterprises. In the first step, environmentally friendly products are designed in line with the demands of environmental consumers. This step is called green targeting. In the second step, green strategies are created. For example, environmental measures are taken, such as reducing waste and energy consumption caused by operational activities. In the third step, only environmentally friendly, green goods and services are produced. In the last step, being green or environmentally friendly was not enough. Businesses have now reached social and environmental responsibility in all aspects (Deligöz et al., 2019).

Another important issue for businesses that want to survive in a strong competitive environment is to adopt total quality and lean management. Green marketing is the catalyst for adopting both total quality and lean management. Green marketing strategies provide a better working environment in businesses, create an effect that improves corporate performance and nurtures lean practices, and although lean management does not focus on pollution, it has a positive effect on green management by ending activities that reduce environmental and production inefficiency (Gedik, 2020). In the most general sense, it is explained as the inclusion of dimensions related to the natural environment in marketing activities (Özçelik, 2017). Green marketing is based on the concept of green products and services, aiming to leave a more livable planet to future generations with human and environmental stakeholders. Although the cost of green products is high, sensitivity towards green products has increased in societies and individuals in recent years (Groening et al., 2018). In recent years, scientists have increasingly focused on environmental/green marketing, which represents a critical concept in the marketing/management literature (Gedik, 2020; Özcan & Özgül, 2019). While the environmental strategy adds value to the businesses, it requires integration into the corporate strategy to fulfill the sustainability obligations. In addition, many studies attach importance to the implementation of an environmental strategy that can provide a strong competitive advantage and profitability in the long run (Papadas et al., 2019).

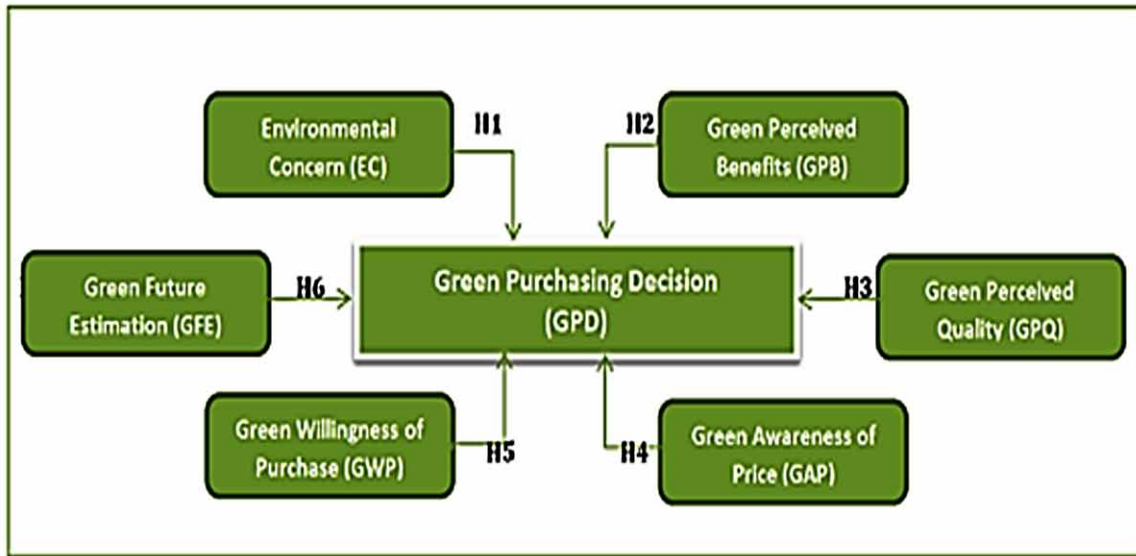
Green Sale

Environmental problems are at the forefront of the issues that the laws and governments of almost every country focus on today. This situation causes businesses to turn to green marketing, which is used as one of the strategies to make a profit and protect the environment. Customers' attitudes toward the environment force businesses to act more sensitively in their production activities towards the environment. In the global world where today's modern marketing approach is dominant, consumer behavior needs to be examined more closely to determine how consumers are affected by the move to prefer greener products. Designing products compatible with environmental sustainability emerges as a complex structure. It is difficult to describe the notion of a truly sustainable or green product because it is possible to talk about the negative effects of all the products we buy, own and use in our daily life. If a product has a low negative impact on the environment, such products are defined as environmentally friendly

products. Today, many companies have accepted the responsibility of not harming the environment. In this respect, although the costs are high, many workplaces are designing green products. Thus, it both received more positive feedback from society and positively affected the profit margins. Green selling provides a creative opportunity to innovate to make a difference while also driving business success. Business activities are considered by many businesses to be vital to the process of a more ecologically sustainable society, as they have caused many environmental problems in the past and still are today. Corporations, especially multinational corporations, play an important role in the world economy and also have the resources and capacity to implement ecological solutions. Companies need to take measures to create markets for more environmentally friendly products and services and to change customers. Cost savings and market opportunity potential are critical points that need to be addressed for companies to adopt more environmentally friendly strategies and practices. Companies can save money by reducing the number of raw materials and energy used in production. Being more environmentally friendly and offering environmentally friendly products can increase market shares and improve company image, so businesses that develop environmental policies stay one step ahead of the competition. However, such measures are not considered sufficient. Because more and more companies are setting themselves ecological targets and policies and choosing from a variety of eco-labeled products to lure their potential customers. The role of marketing has become a matter of debate as lifestyles and consumption patterns in the industrialized world are the main source of environmental damage. On the one hand, marketing has come under criticism as it contributes to environmental degradation by emphasizing consumption, contributing to a society that is ultimately thrown away, and doing more damage to the environment as it tends to meet short-term consumer or customer wants. On the other hand, marketing is accepted as an important tool for designing products not only for ecologically sensitive consumers but also for new lifestyles and changing general consumption habits. Therefore, marketing should contribute to more sustainable forms of society. Marketing; expanded its scope from focusing on the production process, process and change to ecological issues (Sukla & Raghavendra, 2019). Green products are produced in a way that does not have any side effects on nature. Many marketing experts have tried to define green products. The terms green products and environmental products refer to products made from naturally used and non-toxic recycled materials or with less packaging/eco-packaging. Green products are regularly considered healthier and safer than other regular products, and they reduce the use of natural assets and the negative impact on the product's life cycle. Repair, refurbishment, remanufacturing, reuse, recycling and reduction are the evolving processes of green products. Green sales, on the other hand, includes the process of selling environmentally friendly products and products (Nekmahmud & Fekete-Farkas, 2020).

Figure 1. Conceptual model of the green purchase decision.

Source: Nekmahmud & Fekete-Farkas, 2020, p. 11.



In Figure 1, the factors affecting consumers' green product purchasing decisions are mentioned. Accordingly, it has been claimed that the predictions for a livable green future are effective in purchasing decisions for environmental products. In addition, environmental concerns and green benefits affect consumers' green purchasing decisions. On the other hand, consumers' willingness to buy green products and green price awareness also affect consumers' perceptions of green quality. In this direction, it is accepted that more environmentally conscious consumers buy green products. In this direction, it is recommended that enterprises develop their green sales policies in this direction.

COMPARISON OF GREEN SELLING AND SIMILAR CONCEPTS

The main purpose of this study was to review the literature on green selling, examine similar concepts related to this concept and make some recommendations for future studies. In the comprehensive literature review, it was concluded that there are the concepts of environmental sustainability, green corporate social responsibility and green marketing, are thought to be related to the concept of green sales. In this direction, although it is appropriate to examine the starting point of the study in the axis of social marketing, green marketing and green sales, it was decided that it would be appropriate to include environmental sustainability and green corporate social responsibility in the scope of the study. In recent years, the development of technology and the increase in the number of different enterprises in each production and service network due to globalization have fueled competition. Decreases in production quality have been observed due to competition, and the natural environment and humanity have suffered the most. Negative natural events such as global warming, earthquakes, climate change, floods and landslides have threatened the existence of humanity. In this process, nature showed formations as if taking revenge on humanity. For this reason, governments and societies have not remained indifferent to such natural events.

International institutions, non-governmental organizations and lawmakers are to take some precautions and to take precautions by raising public awareness on this issue. At this point, businesses have important duties. Considering that the architects of environmental sustainability are production and service businesses, the concept of green corporate social responsibility has developed. Businesses are the structures that should cooperate with the state on issues such as “employment, protection of public health, environmentally friendly action, education”. Green sustainability and green corporate social responsibility paved the way for the development of the concept of green marketing. Businesses need to act with a focus on green marketing in the process from the beginning of production to after-sales services. Businesses need to act more sensitive to nature while developing raw material supply, consumer demands, market conditions and sales strategies. Green marketing strategies also make positive contributions to environmental sustainability. In addition to their maximum profit targets, businesses should consider in the green marketing axis that they should contribute to ensuring environmental sustainability. The concept of green sales, as a sub-dimension of the green marketing phenomenon, has recently begun to take its place in the literature. The concept of green sales is an aspect of the concept of green marketing. Businesses must consider nature and human health in their sales policies. Although production and sales are the two important dimensions of marketing, green production lays the groundwork for the concept of green sales in terms of the operation of the process. In today’s world, where consumers prefer the products and services of businesses that follow a green sales policy, lawmakers have important duties in the healthy functioning of the process.

CONCLUSION

In recent years, the concept of green sales is one of the concepts evaluated within the scope of environmental awareness and green sustainability. The development of technology and global developments based on innovation is effective in making consumers act more consciously. Global actors and multinational companies and individuals forming the society closely follow the devastating effects of global warming. In this direction, environmental product design has become even more important in production and sales. Businesses have to take into account their effects on the natural environment in their production activities. Companies that act with a win-win logic should act with the awareness of how important it is that they both prioritize the profit margin and develop environmentally friendly product designs. In this direction, lawmakers, environmental non-governmental organizations and conscious consumers put businesses under pressure in this regard. To leave a more livable world to future generations, humanity and businesses must struggle more. In the world, where the effects of the Covid-19 epidemic disease are felt most severely in 2022, the hot conflict between Russia and Ukraine, unfortunately, causes serious damage to the natural environment. The use of chemical warfare weapons in wars and heavy bombardments that threaten the existence of humanity and nature deeply affect the human race and the existence of the ecological balance. Although the hot conflicts are not the main agenda item of this study, it also imposes important responsibilities on states and multinational companies in establishing peace due to the destructive destruction they have done in nature.

It has become a necessity for businesses to carry out their production policies with the logic of “everything is for humans and everything for nature”. How safe can our universe be with imperialist country and company policies and a more capitalist mindset? Why is it so difficult to develop constructive rather than destructive policies? Why does the spree of consumption and excessive extravagance never

end? Where is humanity going by cutting down trees, burning forests and destroying nature? Where do artificial production and consumption policies come to an end? Many more such questions can be generated. At this point, it should not be forgotten that businesses should be the mirror of society in terms of natural production, sense of sharing, and awareness of keeping the environment alive. Although the issue of green selling seems to be the main point emphasized by this study, it is necessary to focus on issues such as psychology, consumption, behavior, humanism, and love of nature.

Considering that today's most important task of businesses is to sell products that will provide the most benefit to consumers by using scarce resources most economically, it is considered to be one of the important options in purchasing products in environmental sales. At this point, businesses should use sales methods that will ensure ecological order, support product return, and keep energy consumption at a minimum. In this direction, contributing to environmental sustainability is an important topic for both businesses and consumers. Based on the theory of social change, the use of environmentalist sales techniques is an indispensable criterion for the preservation of the natural balance and the continuation of the species living in nature.

It is seen that the concept of green sales is new in the literature. In this direction, very few studies were found in the literature this study. Related sources and details of the subject are mentioned in the literature background section. As explained before, the concepts of "environmental sustainability, green corporate social responsibility and green marketing", which are thought to be related to the concept of green sales, are examined in detail. The literature has been tried to be clarified by making use of both Turkish and foreign literature. At the same time, the subject has been examined in terms of both businesses and consumers. The concepts of environmental concern, green purchasing willingness, and green price awareness, which are thought to be effective in taking action on green purchasing, are mentioned.

The sensitivity of businesses to green sales should be controlled by lawmakers. It should not be left to the conscience of businesses to act more sensitively about green sales. Consumers should be more sensitive about the choice of products and services of businesses that give more weight to green sales policies. It should not be forgotten that purchasing green products imposes an additional cost on consumers. This should be considered again, not a loss. Because consumers have important responsibilities in leaving a more livable world to future generations and contributing to environmental sustainability. It is seen that the most important responsibility is to bear an additional cost. Businesses should make some concessions from the instinct of achieving maximum profit through sales policies and green sales strategies. They should act conscientiously, considering that the profit-based sacrifices they will endure will contribute to the protection of the natural environment and human health. Lawmakers and non-governmental organizations must take some actions that will raise awareness and encourage all stakeholders, both through press and media organs and through seminars, meetings, conferences and panels, in promoting green sales policies and raising awareness of consumers.

In this study, attention was drawn to the concept of green sales. The literature review method related to the study method was used. In this direction, it has been determined that the studies on green sales are not sufficient and the concept is only superficially mentioned in the literature with a limited knowledge. First of all, qualitative research that includes the opinions of the experts and sector representatives should be disseminated. In addition, a green sales scale should be developed by applying qualitative and mixed methods. While developing the relevant scale, statements about dimensions such as "green personal selling and green price, green sales promotion"; The scale should be developed with questions to be directed to expert opinions, market actors, practitioners and academics. The validity and reliability of the developed "green sales scale" should be tested in the pretest. In this direction, literature studies

that are deemed insufficient regarding the concept should be developed with the planned qualitative, quantitative and qualitative methods.

REFERENCES

- Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458. doi:10.1016/j.jclepro.2019.118458
- Akay, G. & Demir, L.S. (2020). Toplum Beslenmesinde Sürdürülebilirlik ve Çevre. *Selçuk Tıp Dergisi*, 36(3), 282-287. DOI: .2020.01341 doi:10.30733/std
- Awais, M., Samin, T., Gulzar, M. A., & Hwang, J. (2019). The sustainable development of the China Pakistan economic corridor: Synergy among economic, social, and environmental sustainability. *Sustainability*, 11(24), 7044. doi:10.3390/s11247044
- Aydın Eryılmaz, G., Kılıç, O., & Boz, İ. (2019). Türkiye’de Organik Tarım ve İyi Tarım Uygulamalarının Ekonomik, Sosyal ve Çevresel Sürdürülebilirlik Açısından Değerlendirilmesi. *Yüzüncü Yıl University Journal of Agricultural Sciences*, 29(2), 352–361. doi:10.29133/yyutbd.446002
- Aylan, F. K. (2019). *Otel İşletmelerinde Yeşil Pazarlama*. Eğitim Yayınevi.
- Aytekin, P. (2007). *Yeşil Pazarlama Stratejileri (Yayınlanmamış Yüksek Lisans Tezi)*. Celal Bayar Üniversitesi Sosyal Bilimler Enstitüsü.
- Bayramov, K. (2016). *Tüketicilerin Su Markası Tercihlerinde Yeşil Pazarlama Eğilimleri ve bir Uygulama (Yayınlanmamış Yüksek Lisans Tezi)*. Gazi Üniversitesi Sosyal Bilimler Enstitüsü.
- Değirmenci, B., & Aytekin, M. (2021). Çalışanların Çevreci Davranışları Merinos A.Ş. Uygulaması (Kavram, Teori ve Uygulama). Gazi Kitabevi.
- Deligöz, K., Erciş, A., Gül, B. (2019). Yeşil Pazarlama Faaliyetlerinin Tüketici Satın Alma Davranışına Etkileri: Erzurum İli Örneği. *Journal of Academic Value Studies*, 5(5), 942-956.
- Gedik, Y. (2020). Yeşil Pazarlama Stratejileri ve İşletmelerin Amaçlarına Etkisi. *International Anatolia Academic Online Journal Social Sciences Journal*, 6(2), 46-65. Retrieved from <https://dergipark.org.tr/en/pub/iaaoj/issue/55243/677540>
- Groening, C., Sarkis, J., & Zhu, Q. (2018). Green marketing consumer-level theory review: A compendium of applied theories and further research directions. *Journal of Cleaner Production*, 172, 1848–1866. doi:10.1016/j.jclepro.2017.12.002
- Grove, P.J., & Raymond, P. (1996). Going Green in the Service Sector Social Responsibility Issues, Applications and Implementation. *European Journal of Marketing*, 30(5), 56–66. doi:10.1108/03090569610118777
- Güleç, H. (2016). *Dış ticarete yeşil pazarlama etkileri ve bir araştırma (Yayınlanmamış Yüksek Lisans Tezi)*. İstanbul Ticaret Üniversitesi, Sosyal Bilimler Enstitüsü.

Green Sales

- Gürdin, B. (2020). Bibliometric analysis of yesil marketing using the technique of visualization of scientific maps. *Econder International Academic Journal*, 4(1), 203–231. doi:10.35342/econder.738473
- Karadeniz, H. (2020). *Yeşil Pazarlamanın Tüketici Satın alma davranışlarına etkisi: Giresun Üniversitesi İktisadi ve İdari Bilimler Fakültesi İşletme ve İktisat Öğrencileri Üzerinde bir Araştırma* (Yayınlanmamış Yüksek Lisans Tezi). Giresun Üniversitesi Sosyal Bilimler Enstitüsü: Giresun.
- Kılıç, T. A., & Çalışır, G. (2020). Tüketicilerin Yeşil Ürünler Yönelik Yaklaşımı: Gümüşhane Örneği. *SBedergi*, 4(6), 71-98. . doi:10.29228/sbe.42939
- Kotler, P., & Armstrong, G. (2012). *Principles of Marketing* (4th ed.). Pearson Education.
- Küçük, G. (2020). *İstanbul'da Beş Yıldızlı Otellerde Yeşil Pazarlama Uygulamasının Oda Doluluk Oranına Etkileri* (Yayınlanmamış Yüksek Lisans Tezi). İstanbul Ticaret Üniversitesi Sosyal Bilimler Enstitüsü.
- Küçük, M., & Güneş, G. (2013). Sivil Toplum Kuruluşları Ve Çevresel Sürdürülebilirlik. *Sosyal ve Beşeri Bilimler Dergisi*, 5(2), 298-311. Retrieved from <https://dergipark.org.tr/en/pub/sobiadsbd/issue/11356/135798>
- Menon, A., Ajay, M., & Jhinuk, C. (1999). Developing Paradigm for Environmental Sensitivity in Marketing Programs: A Synthesis of Theory and Practice. *Journal of Marketing Theory and Practice*, 7(2), 1–12. doi:10.1080/10696679.1999.11501825
- Naba, T. V. (2017). *Kurumsal sosyal sorumluluk kampanyalarının tüketici satın alma davranışı üzerine etkileri* (Yayınlanmamış Yüksek Lisans Tezi). Ege Üniversitesi, Sosyal Bilimler Enstitüsü.
- Nekmahmud, M., & Fekete-Farkas, M. (2020). Why not green marketing? Determines of consumers' intention to green purchase decision in a new developing nation. *Sustainability*, 12(19), 7880. doi:10.3390/s12197880
- Önder, Ş., & Ağca, A. (2018). İşletmelerin risk gruplarına göre çevresel sürdürülebilirlik uygulamaları: BIST 100 endeksinde bir uygulama. *İnsan ve Toplum Bilimleri Araştırmaları Dergisi*, 7(1), 77-89.
- Özcan, H., & Özgül, B. (2019). Yeşil Pazarlama Ve Tüketicilerin Yeşil Ürün Tercihlerini Etkileyen Faktörler. *Türkiye Mesleki Ve Sosyal Bilimler Dergisi*, (1), 1-18. . doi:10.46236/jvosst.562230
- Özçelik, S. (2017). *Hazır giyim (örme) alt sektöründe faaliyet gösteren kobi'lerde yeşil pazarlama uygulamaları* (Yayınlanmamış Yüksek Lisans Tezi). İstanbul Ticaret Üniversitesi, Dış Ticaret Enstitüsü.
- Özdoğan, B. (2018). *Tüketicilerin Otomobil Satın Alma Kararlarında Yeşil Pazarlamanın Etkisinin Tanımlayıcı Veriler Açısından İncelenmesi* (Yayınlanmamış Yüksek Lisans Tezi). Çağ Üniversitesi Sosyal Bilimler Enstitüsü.
- Papadas, K. K., Avlonitis, G. J., Carrigan, M., & Piha, L. (2019). The interplay of strategic and internal green marketing orientation on competitive advantage. *Journal of Business Research*, 104, 632–643. doi:10.1016/j.jbusres.2018.07.009
- Perreault, W. D., Jr., Cannon, J. P., & McCarthy, E. J. (2013). *Basics of Marketing: A Marketing Strategy Planning Approach* (A. G. Before, Trans.). Ankara: Nobel Publishing. (Original work published 2012)

Şenocak, B., & Bursalı, Y. (2018). İşletmelerde Çevresel Sürdürülebilirlik Bilinci Ve Yeşil İşletmecilik Uygulamaları İle İşletme Başarısı Arasındaki İlişki. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 23(1), 161-183. Retrieved from <https://dergipark.org.tr/en/pub/sduiibfd/issue/52998/702706>

Sevim, U. (2021). İşletmelerin çevresel yatırım harcamalarının finansal performans üzerine etkisi: BİST sürdürülebilirlik endeksi üzerine bir araştırma. *Gazi İktisat ve İşletme Dergisi*, 7(1), 55–67. doi:10.30855/gjeb.2021.7.1.004

Shadi Dizaji, B. (2017). *İmalat İşletmelerinde Yeşil Pazarlama Stratejileri; Performans ile İlişki Üzerine bir Araştırma (Yayınlanmamış Yüksek Lisans Tezi)*. Atatürk Üniversitesi Sosyal Bilimler Enstitüsü.

Sukla, B., & Raghavendra, K. (2019). Green selling: A Study of Consumers' buying activities in relation to Green commodities. *Think India Journal*, 22(4), 5401–5410.

Yücel, M. A. (2021). Çevresel Sürdürülebilirliğin Değerlendirilmesi: Dinamik Mekânsal Panel Veri Yaklaşımı. *Bilgi Sosyal Bilimler Dergisi*, 23(1), 53-90. Retrieved from <https://dergipark.org.tr/en/pub/bilgisosyal/issue/60370/908722>

Zhang, Q., Zhao, Q., Zhao, X., & Tang, L. (2020). On the introduction of green product to a market with environmentally conscious consumers. *Computers & Industrial Engineering*, 139, 106190. doi:10.1016/j.cie.2019.106190

ADDITIONAL READING

Akdogan, L., Durmaz, Y., & Değirmenci, B. (2020). The Effect of Perceived Consumer Effectiveness on Ecologically Conscious Consumer Behavior: The Mediating Role of Environmental Anxiety. *The Journal of Academic Social Science*, 7(20), 95–117.

Değirmenci, B. (2020). Çevresel bilinç ile çevresel bağlılık ilişkisinin “demografik özellikler” bağlamında incelenmesi. *Balkan ve Yakın Doğu Sosyal Bilimler Dergisi*, 6(4), 1–13.

Değirmenci, B. (2021). A Conceptual Investigation of “Green Organizational Behaviors” in the Workplace. *International Journal of Applied Business and Management Studies*, 6(2), 5–10.

Değirmenci, B. (2021). Çevresel Tutum ile Çevresel Sorumluluk İlişkisinin İncelenmesi: Yasal ve Ekonomik Sorumluluğun Aracılık Rolü. *Alanya Akademik Bakış*, 6(1), 1703–1718.

Değirmenci, B., & Durmaz, Y. (2020). Tüketicilerin Marka Memnuniyeti ve Marka Bağımlılığı İlişkisinde Cinsiyet ve Gelirin Düzenleyici Rolünün İncelenmesi. *Adıyaman Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (34), 266–298. doi:10.14520/adyusbd.572103

KEY TERMS AND DEFINITIONS

Environmental Sustainability: Sustainability is the capacity of the Earth's supporting eco-systems to improve the quality of human life while living within their carrying capacity. This definition was provided by the International Union for Conservation of Nature (IUCN), the study of which is based on the fact that global production and consumption patterns are destroying nature at persistent and dangerously high rates. As the population increases and we rely on the world's natural resources such as minerals, oil, coal, gas and so on, the world's natural ecosystems and creatures (from birds to insects to mammals) have deteriorated. As environmentalist David Suzuki, who has had a negative impact on both people and other life systems, says, "we have changed the sacred balance of nature".


Green Corporate Social Responsibility: Currently, thanks to the contributions of enterprises, solutions to environmental problems are being developed. In this direction, environmental issues have gained importance within the scope of the social responsibilities of enterprises. The green corporate social responsibility concept is called the concept of green corporate social responsibility in which businesses act in an environmentally sensitive manner at stages such as production, raw material supply, and material use.

Green Marketing: Green marketing, development of products based on real or perceived environmental sustainability, the least detrimental way of marketing activities on the environment in the planning, implementation, and donation to the organization. Examples of green marketing include advertising decreased emissions associated with the production process of a product, or using post-consumer recycled materials for packaging a product. Some companies may market themselves as environmentally conscious companies by donating a portion of their sales proceeds to environmental initiatives such as tree planting.


Chapter 5

Relationship Selling as a Strategic Weapon for Sustainable Performance

Edna Mngusughun Denga

 <https://orcid.org/0000-0002-2121-242X>
American University of Nigeria, Nigeria

Narasimha R. Vajjhala

 <https://orcid.org/0000-0002-8260-2392>
American University of Nigeria, Nigeria

Sandip Rakshit

American University of Nigeria, Nigeria

ABSTRACT

Relationship selling is a strategy of attracting suitable consumers and then establishing, sustaining, and strengthening relationships with them to achieve long-term satisfaction through mutually beneficial partnerships. For a firm to remain competitive over time, it must ensure its strategies are difficult for competitors to duplicate. Thus, relationship selling is leveraged as a tool for achieving sustainable competitive advantage. In today's competitive environment, customer relationships are expected; hence, the establishment and development of relationship metrics is not an anomaly within successful sales organizations. With product quality becoming a universal standard and no longer a major source of competitive advantage, firms are striving to escape the quagmire of the "commodity mentality" that has pervaded the market today. To differentiate themselves, a number of these companies are resorting to relationship selling. This chapter focuses on understanding relationship selling, its components, and processes, as well as how it contributes to sustainable competitive advantage.

DOI: 10.4018/978-1-6684-3430-7.ch005

INTRODUCTION

The relationship between the buyer and the salesperson is a major component of many relationship marketing initiatives. This is especially true for services like insurance, stocks, and trusts, as well as many B2B scenarios where the salesman is a key component of the company's marketing plan. When long-term partnerships are desired, salespeople should approach the situation from a relationship-selling perspective. Relationship selling and negotiation concepts have traditionally been considered from a transactional perspective, to assist marketers in closing a specific deal with a customer (Kotler, 2014). Selling can also be approached from the perspective of a relationship. "The seller who understands how to create and manage great connections with major customers will have plenty of future sales from these consumers" (Kotler, 2014). Relationship selling is proven to be successful for a number of businesses utilizing it. For example, Dupont devotes a significant portion of its sales training to teaching its salespeople the value of forming customer relationships as well as the techniques for doing so (Dupont Turns Scientists into Salespeople, 1987).

Relationship selling is a vital component in firms' efforts to achieve organizational success based on customer satisfaction, loyalty, and profitable sales volume in today's highly competitive market (Guenzi & Paparoidamis 2009). Due the rise of partnership period, current changes in the buyer-seller relationship have a substantial impact on how relationship selling and sales management are handled (Todd et al., 2010). These significant changes have evolved into a new relationship sales paradigm, in which salespeople serve as partners and value providers for customers, as well as market analysts and planners. The fundamental goal of relationship orientation is to build a long-term, mutually beneficial, and profitable relationship based on trust. Using relationship selling strategies is one approach to set sales pitch distinct from competitors. A relationship-based sales technique can increase a company's success rate with new consumers while also assisting in the retention of existing customers leading firms to continually look beyond what they sell to concentrate on their consumers' needs and interests to create relationships with them. Relationship selling's long-term goal is to boost return on investment (ROI) by cultivating brand loyalty, which contributes to a better customer lifetime value (Dandis et al., 2021). Firms nurture and retain additional customers by spending more effort and time into investigating prospects and their requirements and giving value through a variety of interactions resulting in superior outcomes. Along with stressing performance indicators that indicate relationship selling performance, sales managers need also offer realistic tricks and tips that their teams may employ to alter engagement techniques towards a relationship- centric strategy. With today's market's heightened competitiveness and higher product and service complexity, a relationship strategy that prioritizes the lifetime customer is required (Munoz & Mallin, 2019).

RELATIONSHIP SELLING FOCUS

Relationship selling is a sales method that focuses on establishing relationships with consumers and prospective customers to close deals, instead of relying exclusively on the pricing and other parameters to offer goods or service (Poon et al., 2017). Consumers are highly liable to develop loyalty towards a brand when salespeople build a personalized relation with them, culminating to a feeling of being valued by the organization, this intimacy aids retain long-term consumers and attract potential ones (Diallo et al., 2021). It is a sales method in which the seller prioritizes his or her relationship with the consumer over other

considerations such as pricing. Trust is essential, the seller will prioritize offering value to the consumer over making a “rapid sale”. Building and sustaining relationships with prospects and existing clients to achieve a sale is what relationship selling entails (Sum & Hui, 2009). Relationship selling, when done well, can lead to recurring and referral business. Prospects desire to perceive that whenever a problem occurs after sales, salespeople will be there for them. Before attempting to close a sale, it is necessary to build a good relationship with prospects in order to achieve that degree of trust and faith. Prospects are less inclined to risk purchasing an expensive product these days without a well-defined relationship with a brand. This method works well when selling purchases that demand a greater commitment, as these customers are more inclined to give their decision more thought and time. Understanding what relationship selling is and why it is so crucial is the first step towards mastering it. Relationship selling is essentially the process of establishing profitable and productive relationships with customers hence selling should be viewed as a “helping profession”, emphasizing the significance of post-sale support that extends beyond pushing a product on a customer and then letting them do whatever they want with it. Firms utilize relationship selling to:

- Provide exceptional customer service.
- Enhance customer engagement by interacting with them on social media and replying to their postings on a frequent basis.
- Conduct customer feedback surveys, polls, and phone conversations to demonstrate a company values consumers’ opinions.
- Launch client loyalty programs.
- Reward recurring customers with discounts or bonuses.

LEVELS OF RELATIONSHIP

The five levels of business investment in customer relationship building according to Kotler (2014), are decided by the customer’s worth and the value-added additional service it provides:

- **Non- Existent Relationship:** The salesperson does nothing except say “thank you” and then moves on to sell to someone else in this strategy. Viewed in this way, the salesman does not provide any service or retain any connection after the sale, the relationship is effectively unavailable. This type of setup will inevitably collapse.
- **Reactive Relationship:** The company’s seller provides goods to clients at this level and encourages them to ask if they have any concerns or inquiries. After selling goods, salespeople at this stage are prepared to answer customer complaints. “Please call me if anything goes wrong”, the salesperson offers in this technique. Salespeople at this level of relationship aim to show they genuinely care about their customers and are available to assist them if they require it.
- **Accountability Relationship:** At this level, the seller calls the buyers a little while after the sale to verify if the product measures up to their expectations. If any improvements are needed, they ask for suggestions. A week or two after the transaction, the salesman contacts the consumer to see if they are satisfied. As a result, the salesperson takes the initiative to solicit feedback from the consumer, which aids the organization in improving its performance (Gammoh et al., 2018).

Relationship Selling as a Strategic Weapon for Sustainable Performance

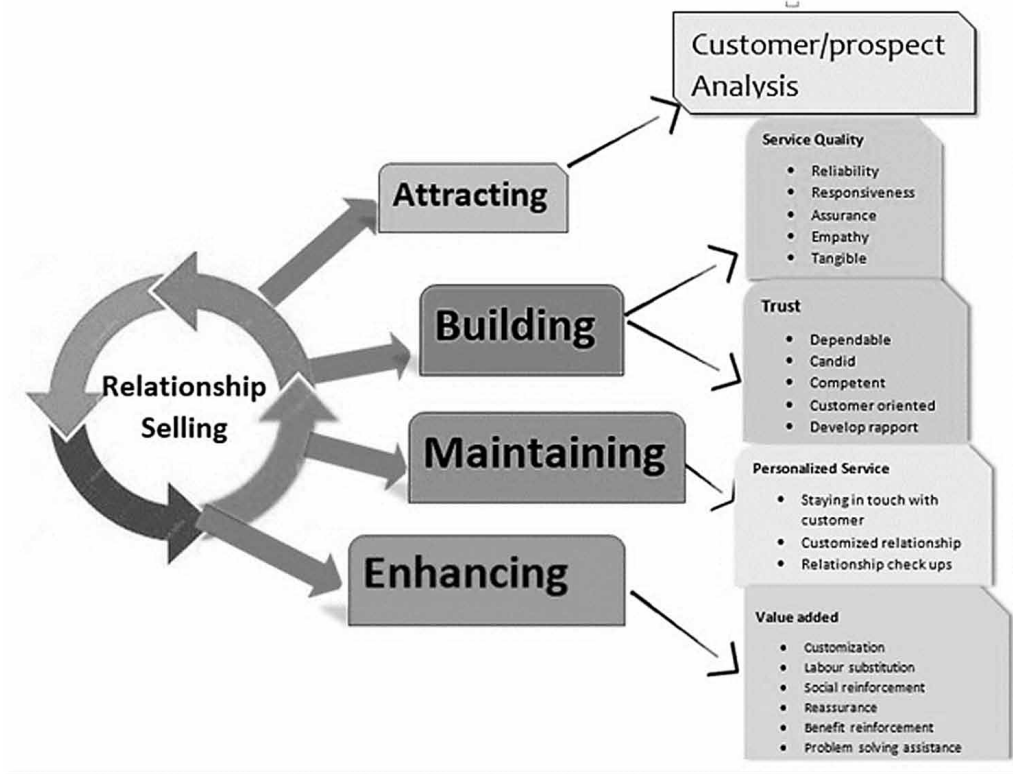
- **Showing-Continuing-Interest Relationship:** This strategy entails communicating with clients on a regular basis to inform them about new developments, such as a new product. This type of relationship is more long-term and requires two-way communication (Baxter, 2008). The seller communicates with customers on a frequent basis to discuss how they intend to utilize the goods. The customer is also provided advice on how to get the most out of the product. Customers are also contacted by the salesperson and other personnel occasionally offering advice for superior product usage. They determine whether or not clients are pleased with the enhanced products and seek suggestions and advice if they are not completely satisfied.
- **Real-Partnership Relationship:** This approach incorporates collaborating closely with customers to develop the greatest and most relevant products and services to meet their requirements. Customers should be involved in evaluating their needs and shaping the types of products and services that will continue to suit those demands in order to establish this partnership. It also necessitates the salesperson's on-going interaction with customers to gain from a mutually beneficial collaboration (Pullins et al., 2011). The company engages with the consumer on a regular basis to guarantee that the customer gets the maximum benefit out of the product. The salesperson acts as a consultant and completes the product. As a result, these kinds of partnerships are win-win scenarios. Salespeople also benefit by attracting customers who give them referrals and purchase additional products. Customers benefit from having their requirements met, obtaining excellent service, and dealing with a salesperson they can rely on and respect (Amenuvor et al., 2022).

RELATIONSHIP SELLING COMPONENTS

Relationship selling is a method of attracting the right consumers and then building, maintaining, and strengthening interactions with them in attempt to achieve deep rooted satisfaction through mutually beneficial partnerships (Williams et al., 2009). Figure 1 depicts each of these elements, as well as the major antecedents that underpin them.

Figure 1. Relationship selling components.

Source: Authors, 2021



Attracting

A salesperson, first and foremost, requires prospects. A salesperson’s job is transforming a customer’s desire for the benefits that a company’s products bring into a transaction. It is necessary to undertake marketing and prospecting so that a sale automatically leads to another. Understanding each market with which to engage in essence, is the key to success in marketing to these markets. By creating a market profile comprising important persons and outlining key intended markets as well as current markets, firms will be able to discover a huge group to sell to. Customers’ accounts must be substantial enough to merit the additional time and effort the relationship salesperson needs put in the account, as it is critical for the salesperson to attract the appropriate type of customer for the relationship (Borg & Vagn, 2012). Investing a deal of time and resources on tiny accounts with minimal potential is certainly not in the best financial interest of the salesperson. Promotion, advertising, and networking are just a few of the strategies that can be used to “cultivate” the market. Salespeople must dedicate themselves to learning about a market, appealing to it, analysing it, and mastering their field and qualifying prospects (Chinelato et al., 2021).

Customer/Prospect Analysis

A prospect is a prospective customer who has been qualified by a firm based on its business offerings as meeting certain criteria. The first step in the selling process is to determine if a contact is a sales prospect. If the person satisfies the criteria, they are considered a prospect and can proceed to the next stage of the selling process. Prospecting's purpose is to build a database of possible clients and then engage with them in a systematic way with the intention of converting them from potential to existing customers (Boles et al., 2000). Prospect analytics entails gathering a wealth of information on each prospect. It also entails keeping track of and comprehending the state of each, and every sales prospect. Selling to existing clients and prospects are two scenarios that a relationship salesperson may encounter. When selling to existing clients, salespeople must identify the level of service that each customer requires. ABC analysis could be used, as with other types of account analysis. Customers could be classified using this strategy based on their volume, potential, and service needs (William et al., 2009). Relationship salespeople must search for prospects that are profitable, have potential, and respond favourably to personalized services when prospecting.

Building

Building relationships with consumers is the second component of relationship selling. This is accomplished by earning their trust and offering excellent service. Gaining a customer's trust requires building a mutual respecting relationship with them so that they feel at ease with the salesperson and that the salesperson is looking out for their best interests (Williams et al., 2009). Salespeople must also deliver excellent quality service to their customers. Even though they are selling products, salespeople provide service to their customers by resolving issues, performing post-sales activities, and responding to questions. For a relationship to develop, customers must believe that these services are of high quality. Thus, salespeople can utilize Service quality and Trust to build relationships (Amenuvor et al., 2022).

Service Quality

An assessment of how efficiently services meet a client's expectations is called a service quality. From the consumer's perspective, service quality is determined by the direction and degree of difference between the expected and perceived services. Firms can establish whether their service standard is adequate by comparing customer expectations with customer perceptions. From a customer's perspective, the difference between expectations and perceptions of performance affects the level of service quality. When it comes to creating a relationship, service quality is crucial. Service quality is a required but insufficient prerequisite for relationship quality. Berry and Parasuraman (1991) offer five factors that influence customers' evaluations of service quality: reliability, responsiveness, assurance, empathy, and tangibles, to detect and measure the gaps between customers' expectations and perceptions of the service received.

The term "*reliability*" refers to a company's ability to keep its promises, such as those regarding delivery, service provision, problem resolution, and price. It's the capacity to deliver on a promise with consistency and accuracy as customers like to conduct business with organizations that follow through on their promises, particularly those regarding service results and fundamental service characteristics. Customer expectations of dependability must be understood by all businesses as they are most directly harmed by companies that do not offer the fundamental service that they believe they are purchasing

(Homburg et al., 2011). Customers want salespeople to follow through on their promises and to give excellent service.

Responsiveness is a readiness to assist clients and give quick service. In dealing with consumer requests, inquiries, complaints, and difficulties, this dimension stresses attentiveness and promptness. Customers can tell how responsive a company is by how long they must wait for assistance, answers to questions, or attention to concerns. Responsiveness also encompasses the idea of flexibility and the ability to tailor a service to the needs of the consumer (Echchakoui, 2017). Responding to clients in a timely manner that meets or exceeds their expectations is what responsiveness entails. Because consumers' expectations may vary depending on the situation, relationship salespeople must ask inquiries and listen to determine what they expect.

Assurance entails instilling trust and confidence in others. Assurance is described as a worker's awareness of courtesy and the firm's and its workers' capacity to inspire trust and confidence. This dimension is anticipated to be especially significant for services that customers perceive to be high-risk and/or for which they are apprehensive of their ability to evaluate (Hansen & Riggle, 2009). The person who connects the customer to the organization should symbolize trust and confidence. As a result, the staffs are aware of the necessity of gaining client trust and confidence to achieve a competitive edge and ensure customer loyalty. It is the ability of salespeople and their colleagues to express trust and confidence to their consumers by their expertise and courtesy (Borg & Vagn, 2012). Customers want to know that their decisions were accurate. They will feel more at ease if relationship sellers treat them properly and answer their queries.

Empathy refers to the firm's commitment to provide caring, personalized service to customers. Individual attention is required in some nations to demonstrate to the consumer that the organization is doing everything possible to meet their needs (Amenuvor et al., 2022). Empathy is a bonus that increases client trust and loyalty while also increasing trust and confidence. Customers' demands are increasing day by day in this competitive environment, and it is the responsibility of businesses to do everything possible to match those demands; otherwise, customers who do not receive personalized service will go elsewhere. Knowing clients' issues and making them recognize that salespeople understand their situation is what empathy is all about. Customers will loosen up and feel comfortable working with a relationship salesman once they realize the salesperson has empathy.

Tangibles are the physical facilities, equipment, employees, and communication tools that relationship salespeople employ are known as tangibles. Customers determine the quality of service by the quality and appearance of concrete items they can judge, such as people, documentation, brochures, and office spaces (Syam & Hess 2006). Customers' perceptions of service quality are based on a comparison of the tangibles related to the services offered.

Trust

Gaining consumer trust is an important part of building a strong relationship. In a relationship-selling scenario, the customer's trust is a confident conviction that the salesperson can be trusted to behave in such a way that the customer's long-term interests will be fulfilled (Yu & Tung, 2013). To acquire consumers' trust, relationship salesmen must be dependable, candid, competent, customer-oriented, and develop rapport, among other things).

Dependable Relationship salespeople must set reasonable expectations in the minds of their consumers and not make promises they can't keep to be seen as dependable (Yu & Tseng, 2016). Furthermore,

Relationship Selling as a Strategic Weapon for Sustainable Performance

providing proof to back up claims helps to reinforce dependability. The actions of relationship salespeople must match their promises. This can be accomplished by writing down significant promises and deadlines, as well as keeping track of customers in a client file that is updated after each contact. Finally, relationship salesmen should be interested in the demands of their consumers. To trust a salesperson, customers must believe that the salesperson's behaviours are predictable, and that the salesperson is looking out for their best interests. This assures them that the relationship salesperson can be backed on to look out for them.

Competent It is crucial to be dependable and candid, but relationship salespeople must also demonstrate competence. Competency entails being educated about products so that the relationship salesperson can provide accurate information to customers (Mohanty & Patro, 2022). Relationship salespeople who lack knowledge will be distrusted. Competency also entails the availability of the relationship salesman to customers when they are needed. There are a variety of ways to be reachable (e.g., beepers, pagers, handing out home phone numbers, car phone numbers, voice mail, and fax numbers). Being approachable offers the relationship salesperson a professional image and boosts consumer trust.

Candid Being candid is another technique for a relationship salesperson to develop trust. Being open and honest implies providing clients both sides of the story about the problems they are facing, as well as the benefits and drawbacks of the products and services that are recommended (Foster & Cadoga, 2000). Relationship salesmen must also be careful not to exaggerate when describing items or services or what they can accomplish for the consumer. Overstating boosts consumer expectations, and if salespeople fail to meet those expectations, customers are dissatisfied. Being open and candid with clients improves the trustworthiness of the relationship salesman. Customers are also more inclined to refer relationship salespeople to their friends and associates based on this dimension of trust.

Customer Oriented Customers will perceive relationship salespeople care about them if they are customer oriented. Relationship salesmen must ask inquiries about clients and their requirements, as well as listen to their responses, in order to make them feel this way (Baxter, 2008).

Establish rapport is another technique to acquire trust. Relationship salesmen should make customers feel at ease. Relationship sellers must be kind, friendly, and polite. Being customer-oriented and listening to customers are two guaranteed methods to accomplish this. It's also beneficial to find common ground with customers. The more shared interests a relationship salesperson can discover, the simpler it is to spend time with consumers and the wider the range of things he or she can discuss (Pullins et al., 2011).

Maintaining

Relationships will deteriorate and eventually collapse if they are not nourished and maintained. Customers may continue to utilize the product or service in such instances, but the relationship will degrade, and there will be no repeat business or referrals. Every year, negligence causes more business loss than any other factor (Reinartz et al., 2003). Furthermore, it is believed that generating new business costs five times as much as keeping existing consumers. Salespeople must provide personalized service to maintain relationships. Maintaining a relationship necessitates personalized service.

Personalized Service

The next competitive battleground is the customer experience. It is here that a business will be gained or lost. Offering high, seamless customer service is something that every company aspires to as customers

must be pleased and satisfied in order for businesses to succeed (Wong et al., 2008). Maintaining good customer relations not only helps the company earn trust and loyalty, but it also aids in the acquisition of new clients. As a result, it is critical for a company to reach out to customers in the most effective manner possible and to provide the precise services that they require. The entire concept of personalization relies around exceeding each customer's expectations. Personalized service acknowledges the value of treating each single customer as an individual with a unique experience. Personalized customer service refers to providing services that are tailored to the customer's specific wants and needs. Customers feel more connected and satisfied when they receive customized answers to their challenges.

Staying in touch with consumers, customizing relationships, and conducting relationship check-ups are all aspects of personalized service.

Customizing Relationships When creating a relationship with a customer, the goal of the relationship salesman is to design the relationship depending on the customer's product or service demands, personal needs, and relationship needs. Relationship salespeople, on the other hand, must be adaptable and customize relationships based on what they discover about consumers' needs (Preis et al., 2003).

Staying in Touch with Customers is critical for the relationship salesperson to communicate with clients on a frequent basis. Relationship salespeople, according to Crosby et al. (1990), ought to seek out their consumers on a regular basis. In a wide range of selling professions, staying in touch with consumers is a critical component of maintaining relationships (Wong et al., 2008). Telephone calls, newsletters, written mail, delegating contacts, cards, and other methods of communication are all available. When salespeople communicate to customers more frequently, they can provide better customer service, a better awareness of their needs, additional contacts within the customer's organization, and protection from competitors (Kotler, 2014). Keeping in touch also allows the salesman to emphasize critical selling elements, these communications should be customized to the customer wherever possible.

Relationship Check-Up is a periodic, thorough assessment of a customer's personal circumstances to ensure that their needs are being addressed and that the relationship salesperson's performance is satisfactory. This review is a good approach to stay in contact with customers' requirements, to show them that salespeople care about them, and to ensure that their needs are satisfied efficiently. Checking in on a customer's relationship on a regular basis can help you avoid major problems. A periodic "check-up" on a relationship may help preserve a healthy relationship (Williams et al., 2009). The relationship salesperson may find some areas of the relationship that the consumer is unsatisfied with by inquiring if everything is satisfactory. If a customer is dissatisfied, salespeople must respond immediately or explain why they are unable to do so.

Enhancing

This entails going above and beyond what consumers expect from a typical interaction. These added features could include things like providing advice to customers or assisting them in networking with other experts (Chinelato et al., 2021). Enhancing relationships can be divided into two categories. To begin with, upgrades are typically small changes that add up to create a significant difference in a relationship. Second, enhancements must go above and beyond standard service levels. Normal service is anticipated and adding extras will do little to improve the relationship if it is not provided. By asking inquiries, watching what other salespeople do, and looking at advertisements, salespeople can obtain a sense of what customers expect. Customer expectations, on the other hand, vary, and salespeople must strive to figure out what each customer wants. One way, salespeople enhance relationships is by adding value.

Value Added

Value-added service (VAS) is a feature that can be added to a core product to improve the user experience or a service that can be used independently. VAS provides synergy and complements core products and services, creates additional revenue either through direct sale or by contributing to an increase in retention, and can stimulate more demand for a firm's core products and services (Chinelato et al., 2021). Extras that go above and beyond what the consumer expects are referred to as value-adding services. The key to relationship selling, according to Kotler (2014), is value-added. Customers favour extras that aren't easily imitated by competitors and are financially and operationally realistic to supply, according to relationship salespeople. Customers might find it difficult or expensive to supply value-adding services on their own, thus the relationship salesperson can provide them. The relationship salesperson and the consumer are bound together by value. Customers' "total benefit" for the "whole cost" they pay is reflected in the value. This is frequently accomplished by delivering tailored, individualized service that recognizes each customer's unique situation. Customers are more inclined to value personalized services, and competitors are less prone to imitate them (Syam & Hess, 2006). According to Crosby (1991), value can be added by giving social reinforcement, reassurance, benefit reinforcement, problem-solving aid and personalization.

RELATIONSHIP SELLING PROCESS

Sales are an important aspect of every company, as it aids in the growth and building of a loyal consumer base. Learning about the selling process will assist firms in locating potential buyers or clients, increasing overall sales, and nurturing a long-term relationship with businesses or consumers after the transaction is completed. While the sales process adapts to the situation, the simple yet logical seven-step architecture remains the same, even as communication techniques and how people connect with businesses have evolved dramatically (Gammoh et al., 2021). With the use of social networks, user reviews, wikis, and other community-based platforms, each of the processes can now involve considerably more collaboration between customers and salespeople. In principle, this should make the sales process easier because technology allows salespeople to learn more about their target market at each stage. This means that salespeople may present consumers with more relevant and powerful solutions at every point of the buying process.

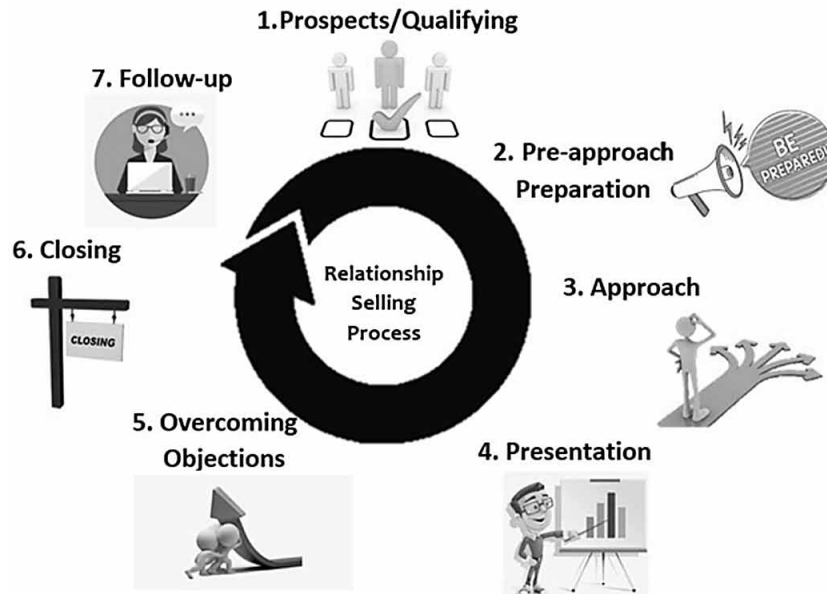
It is impossible to think about relationship selling as a one-time transaction. Relationship selling is a time-consuming procedure and is something that needs to be done on a regular basis. When dealing with a possible prospect in a non-existent relationship, the main purpose is to make a sale, regardless of the relationship's consequences. Irrespective of the strategies utilized, if a sale occurs, the outcome is considered a success (Sum & Hui, 2009). However, when a sale is made in this manner, the relationship between the salesperson and the customer may be harmed; referrals are less likely; consumers are reluctant to give positive word-of-mouth, and customers are more inclined to transfer to another salesperson. In the context of relationship selling, if a salesman completed a sale but damaged the customer's relationship in the process, the trust would be compromised, and the encounter would not be considered successful.

Salespeople must always be aware of the impact their activities will have on their clients' relationships in order to prevent damaging a relationship for a short-term gain (Yu & Tung, 2013). The interaction between a seller and a possible buyer or customer is known as the selling process. It's usually a method

that firms employ to guarantee that salespeople perform consistently. This series of processes is used by businesses to complete sales and maintain profitability. All salespeople's selling processes generally follow seven steps resulting in higher sales and customer satisfaction, as is possible to see in Figure 2.

Figure 2. Relationship selling process.

Source: Authors.



Prospecting and Qualifying

The needs awareness stage in the buying process is related to the prospecting and qualifying step, a salesman must undertake research before planning a sale to find the people or businesses who could be interested in their product or service. Prospecting is the first phase in the sales process, and it lays the groundwork for the rest of the process. In attempt to convert numerous suspects into prospects, proper follow-up is frequently essential throughout the prospecting stage. Another notion that needs to be understood is the concept of lead customers: which refers to someone that desires to purchase a product but without any financial means to do so (Zhou & Charoensukmongkol, 2021). Prospecting is the act of gathering customer information and reviewing lead parameters to determine whether, or not they qualify as prospects. It provides a clear grasp of how to conduct a successful prospecting exercise. Prospects can come from satisfied customers willing to provide references, websites, trade periodicals, newspapers, and other sources. Salespeople must identify and define prospects, as well as their traits and features, before qualifying or distinguishing them from suspects. Prospecting thus consists of three main steps: identifying and classifying prospects, searching for possible account sources, and qualifying prospects from suspects (Gammoh et al., 2021). Prospecting techniques include cold canvassing, direct mail, prospect pools, centres of influence, non-competing sales forces, trade exhibitions, and telemarketing.

Preparation/Pre-approach

This stage of the selling process is concerned with the formulation of a sales strategy by salespeople, which is accomplished by the acquisition of customer data and the combination of that data with product attributes to meet both organizational and customer needs (Liu, 2019). A pre-approach selling plan for each potential customer necessitates a thorough awareness of the consumer's qualities as well as his or her wants. A strategy development is all about identifying general customer needs and then matching product benefits to those demands. The rate of customer adoption and the stage of the product life cycle might have an impact on the customer's perceived demands. This stage is crucial to the sales process because it achieves four goals:

- Increases the salesperson's self-assurance.
- Indicates the professionalism of the salesperson.
- When consumer sees the effort made by the salesman to meet their demands, it fosters goodwill between the salesperson and the buyer.
- Since salesmen have a greater understanding of the buyer's demands, the salesperson has a higher chance of making the sale (Kadic-Maglajlic et al., 2016).

A company's selling strategy is aided by its selling plans, which explain call norms and objectives, as well as the distinct advantages that a product provides to customers. The establishment of call objectives is also part of the selling strategy. There are a few basic strategies to determine the personal needs of potential clients, one of which is for the seller to think like the buyer. This method aids in the translation of product features into appropriate consumer benefits. Hence, pre-sales preparation entails establishing call objectives, creating a client profile, identifying customer benefits, and determining sales presentations (Keillor et al., 2000).

Approach

Following the identification of a prospect and the development of a selling strategy, salespeople are hired to contact clients and attempt to persuade them to make appropriate purchasing decisions (Poon et al., 2017). Salespeople use this stage to try to grab the customer's attention and develop an interest in the salesperson in preparation for the sales presentation. Appointments, for this reason, can be made over the phone, via email, or in person. Frequently, sellers approach customers without making an appointment, which is referred to as cold calls (Boles et al., 2000). The goal of these conversations is to gain a quick understanding of the consumer and then meet up later with the necessary instruments for presentation. Customers can be approached in a variety of methods, including stimulus-response, need satisfaction, problem-situation, the benefit approach, referral approach, and introductory approach.

Presentation

After a salesperson approaches a customer and establishes an initial relationship with the consumer, it is time to give a good product presentation so that customers can learn more about the product. In any sales presentation, there must be two-way communication between the vendor and the customer (Chinellato et al., 2021). During the presentation, when salespeople propose their sales solution to prospects,

research and preparation pay dividends. A seller must exhibit his products to prospects in such a way that they pique the buyer's interest in the product on offer. It is the seller's obligation to match the product's qualities and aspects with the benefits that can be received from the product during the presentation stage. The presentation should be tailored to the level of consumer interest, the type of the product, and the amount of time available. The salesperson offers the goods, which the buyer accepts, objects to, and necessitates the salesperson to provide certain logical explanations.

It is important to understand that attracting customer attention entails a thorough understanding and assessment of the buyer's mind, as well as presenting product information in line with the prospect's thought process (Paparoidamis & Guenzi, 2009). There are a variety of factors that influence attention levels, such as mechanical factors and interest factors, which have been found to leave a positive impression on prospects' minds. The approach of generating interest entails relationship salesmen generating interest for a particular market segment. The benefit approach, factual approach, complement approach, premium approach, service approach, and problem-solving approach are all types of this method. The benefit strategy, as the name implies, is concerned with showing the advantages of using a certain product, whereas the factual approach is concerned with giving certain facts about the product and creating conviction.

Overcoming Objections

Following the seller's presentation, buyers frequently raise objections about the goods being offered. In general, objections are either genuine or phoney. Real objections are ones in which a consumer asks a valid question that is related to and relevant to the goods being offered (Echchakau, 2017). It arises from actual interest in a thing, whereas phoney objections are just excuses for not purchasing one. When a customer has concerns about the product's quality, quantity, price, or intended use, it is the seller's job to address those concerns and objections. Customers frequently voice objections when they are unaware of their wants or the product's potential to provide the desired advantages to the consumer. Doubts, minor objections, and major objections are all examples of objections. A doubt is essentially a request for proof that what is being asserted about a product can be performed by the product. Minor objections might be based on the seller's incomplete facts and numbers, whereas major objections are the most common roadblock to a product's sale. Customers' feedback on many features and benefits supplied by the product is gathered through objections (Borg & Vagn, 2012). Approaches like superior feature method, narrative method, testimonial method are utilized by salespeople in overcoming such objections.

Trial Close/Closing the Sale

Every attempt made by the seller is aimed at finally closing the sale. When dealing with customer objections, sellers should attempt a trial close, which is nothing more than an attempt to persuade the client to make a specific payment for the goods offered. A selling process may only be closed by the seller following appropriate resolution of customer objections. Closing the deal can be done in a variety of ways (Singh & Venugopal, 2015). An assumptive closing technique is one that assumes the transaction has already been made. Assumptive close should be used for products that are in low supply or that demand instant customer action. In the caution technique, sellers first make the client cautious about the product's availability or availability period and then ask the customer to place a purchase. Another method is the implicit consent method, in which salespeople assume that the buyer is satisfied with the

Relationship Selling as a Strategic Weapon for Sustainable Performance

presentation and may place an order at the conclusion. Customers are found to come forward to place orders without any extra persuasion from the seller in the direct order approach. In the ownership suggestion method, salespeople are found recommending customers to purchase a product to boost their social status (Liu, 2019).

Follow-up

This stage of the selling process aids sellers in assessing competitive sales moves and generating further sales leads from satisfied consumers. This step also assists in the upselling and cross-selling process in which sellers thank customers for making a purchase decision and then proceed to build customer goodwill for the brand being sold is referred to as follow-up (Zhou & Charoensukmongkol, 2021). Sellers should conduct a post-call self-evaluation to discover personal strengths and shortcomings in product and firm knowledge, as well as selling skills that require improvement. After-sale service is a crucial part of the sales process since it ensures not only repeat purchases but also better word-of-mouth. To effectively build relationships, the salesman must follow up with value-added service after the sale to ensure customer satisfaction.

RELATIONSHIP SELLING TECHNIQUES

Relationship selling techniques are one approach to making a sales pitch distinctively from competitors. Implementing a relationship-based sales approach can help retain existing clients while boosting new customer success. Here are a few relationship selling techniques that salespeople can employ to build relationships with customers and improve sales interactions:

- **Be an enthusiastic expert** - Relationship selling requires expertise, why would a salesman expect clients to be passionate about buying products and services if the salesperson is not? Salespeople must back up their enthusiasm with an in-depth understanding of the products they are selling. Salespeople must have a deep awareness of their business and their customers' industries to establish themselves as a reputable and trustworthy resource (Singh & Venugopal, 2015). This entails reading every piece of material produced by the organization, speaking with support personnel, and gathering information from long-term employees. Furthermore, salespeople ought to be well acquainted with industry trends and news, as well as how the company is reacting to changes or satisfying new demands. Starting talks about industry events can also help with relationship building as it allows them to exhibit interest in their company and demonstrate their broad expertise to prospects and consumers.
- **Find common ground** - Finding common ground is a basic strategy that enables one to get to understand someone on a more intimate level in order to create a relationship with them (Amenuvor et al., 2022). People are more likely to connect with someone with whom they have common experiences. This applies to consumer relationships as well; salespeople should go beyond small conversations and learn about their customers' interests or other elements of their lives that are unrelated to the sale. This helps them to develop a relationship with customers without having to give away the store in terms of sales.

- **Practice Active Listening** - It's common to hear salespeople talking about why someone should buy their product due to its remarkable features or benefits during sales interactions. However, salespeople who connect with their clients by talking less and listening more are more likely to close the deal (Sum & Hui, 2009). Listening to the client allows salespeople to have a deeper understanding of their requirements and issues, which can help them, personalize sales pitch to them.
- **Be honest** - Dishonesty can harm relationships, but salespeople can earn clients' trust by always telling them the truth (Guenzi, 2003). It is unethical to deceive clients by offering inaccurate information or withholding information. Customers will be grateful that a sales representative gave them the truth rather than waiting for them to figure it out on their own. Also, if a product or service is not the proper fit for a customer's demands, inform them that the deal will be cancelled; they will appreciate the honesty and may suggest a firm's services to other possible consumers.
- **Practice Patience** - When selling high-ticket items, patience is especially key, as these transactions typically take a lot of back-and-forth decision-making and follow-ups with the client (Mohanty & Patro, 2022). Remember that this is a huge decision for the customer, so don't rush them or put them under too much pressure. Patience is also beneficial when dealing with concerns during the sales process.
- **Add value** - This is another instance where an absolute expert is advantageous. Salespeople's knowledge aids them to offer value to their company by sharing product usage tips and tactics that aren't readily available through other channels (Zhang & Li, 2019). Even if it has nothing to do with the product or service the salesperson is offering, this helps build credibility and trust with customers. Customers will be more interested in chatting with salespeople if they feel like their interactions are worthwhile. It's also worth noting that value might be added during the sales cycle or during the presale period.
- **Continue to provide value after the sale** - Relationship selling does not end when the consumer makes a purchase or signs a contract; salespeople should follow up with them to keep the relationship going (Dandis et al., 2022). By doing so, a company shows its customers that they are valued members of the company rather than just a source of revenue. Every few months, try to follow up with customers to see how they feel about the product and if they have any questions or concerns.

TRANSACTIONAL SELLING VS. RELATIONSHIP SELLING

Some businesses thrive on developing lasting customer relationships, while others simply aim to generate a quick sale with no long-term commitment. In either case, the company requires a strategy. Whether a company wants to make a quick sale or create a solid customer base for future sales, it determines how it sells its goods and services. Transaction selling is a sales approach that focuses on making quick transactions without making a conscious effort to develop a long-term customer relationship (Zhang & Li, 2019). Here, the salesperson seeks out potential customers, builds a relationship with them, and then attempts to close a sale. The sales representative determines what the consumer need and then tries to provide that need for that particular transaction, as he is not interested in building a long-term relationship with the customer. Transactional selling focuses on one-time sales, with the ultimate goal of making as many sales as possible from as many potential customers as possible. This strategy is feasible since customers are often the ones who have the purchasing and decision-making power, culminating in quick sales cycles (Diallo et al., 2021). Sales and marketing teams frequently use discounts and promotions

Relationship Selling as a Strategic Weapon for Sustainable Performance

to enhance sales volume because pricing is an essential component. Customers know what they need, therefore product expertise is not necessary; alternatively, purchase criteria are often based on price or convenience of acquisition. When a transactional sale is completed, the customer and firm's relationship is also completed.

Relationship selling on the other hand, aims to foster strong, long-term relationships between brands and their customers, resulting in increased customer loyalty and repeat sales (Dandis et al., 2022). Customer service is emphasized by businesses that employ relationship selling to increase customer retention and satisfaction. Customers who are dissatisfied with a firm's customer service are likely to cease buying from that company and seek another with superior service. While both transactional and relationship marketing have the same goal of making a sale, they approach it in different ways. The key distinctions between transactional and relationship marketing is as follows:

1. Relationship selling encourages consumer relationships through surveys, polls, phone calls, text messages, and social media activities. In transactional marketing, customer interactions are minimal and do not extend beyond the sale
2. Relationship selling uses loyalty programs and incentive systems to encourage customers to make repeated purchases, whereas transactional selling uses promotional methods such as offers or discounts to create one-time sales.
3. Relationship selling employs individualized advertising and establishes customer relationships to make sales, whereas transactional marketing uses mass advertising and promotion to make sales.
4. Relationship selling focuses on the long-term benefits of creating relationships and brand loyalty, whereas transactional marketing focuses on short-term interactions.

RELATIONSHIP SELLING AND SUSTAINABLE COMPETITIVE ADVANTAGE

Relationships are built on the foundation of both parties reaping benefits and earning respect. Hence, firms that want to succeed in a highly competitive market must embrace and implement the concept of relationship selling. According to Kotler (2014), when a company satisfies its consumers, it is in a better position to achieve its business goals. While most industries have embraced higher quality for their products and services, quality is no longer a primary source of competitive advantage. Traditional selling, on the other hand, has experienced tremendous competition from new selling techniques, and is slowly withering, giving way to modern approaches that emphasize building and sustaining a positive relationship with customers (Hudson et al., 2007). Relationship selling, which comprises multiple characteristics centred on the customer, is now widely regarded as a key strategy that businesses use to attain and maintain competitiveness in their varied marketplaces. Firms that attempt to establish business relationships reap benefits such as diversified products, higher profitability and customer loyalty to the brand. Relationship selling can be a powerful tool for generating product differentiation and gaining a competitive edge

The concept of competitive advantage exposes a wide range of measuring and applicability approaches (Ren et al., 2007). Competitiveness, as defined by Sigalas (2013), is a relative phenomenon characterized by "above industry average expressed exploitation of market opportunities and neutralization of competition threats." To determine if a business has a competitive edge, it must be assessed and compared to its competitors. A competitive advantage refers to an "attribute that empowers a business to outperform

its rivals” (Ahmad, 2015). This helps a company to outcompete its competitors in terms of sales, profit margins, creating value for the business and investors. When a brand leverages its resources, competencies, or innovative features to perform better its rivals, it is said to have a competitive advantage. A firm is deemed to have a competitive advantage when it is executing a value-creating strategy that no other competitor is implementing (Teoh et al., 2021). Consumer interest is piqued when products or services are advertised at cheaper prices or of higher quality. These unique products or services are well-known among target markets. This is why customers prefer a specific product or service over another, and it forms the basis for brand loyalty. When it comes to understanding competitive advantage, the value proposition is crucial, as effective value proposition provides customers with better and greater value thereby increasing customers’ expectations and choices.

The backbone of most successful firms today is a sustainable competitive advantage (SCA). Sustainable competitive advantage refers to the long-term benefits of implementing a distinctive value-creating strategic plan premised on a unique combined effect of internal organizational capabilities and resources, value-creating goods, technological advances, procedures, and services that competing brands are unable to match (Denga et al., 2022). Firms that appear to be incredibly profitable frequently shrivel up and die as they rarely discover ways to maintain their competitive edge. Though there is usually plethora to accomplish in the short to medium term, successful strategic leaders explore short-term activities that can significantly contribute to enduring sustainable competitive advantages. It is the key to business performance and the drive that empowers a firm to maintain deeper focus, higher sales, larger profit margins, and relatively high employee and customer retention than rivals. It is essential to build a sustainable competitive edge in order to drive long-term revenue and value growth. Industries with high growth and markets attract rivalry, and if a growing business possess any advantages that competitors can readily imitate, it will be swallowed up and overtaken by competition. Brand Loyalty, Proprietary Information, Location, Intellectual Property, Innovation, Scale, Network Effects and Lock-up Supply are the eight key sources of sustained competitive advantage (Kadic-Maglajlic et al., 2016). Relationship selling enables businesses to gain sustainable competitive edge by leveraging brand loyalty and innovation.

Brand Loyalty

Consumers’ dedication to a long-term connection with a brand demonstrates their loyalty to that brand (Atulkar, 2020). Loyalty is described as “a firmly held commitment to repurchase or patronize a favoured product or service persistently in the future, resulting in recurrent same-brand-set purchases, notwithstanding contextual factors and promotional strategies possessing the potential to modify behaviour” (Cuong et al., 2020). Brand loyalty is characterized as the degree of a customer ‘s sentimental commitment to the brand and has six factors: consumer willingness to rebuy or patronize a preferred, premium price, level of customer satisfaction, cost of switching, brand choice, and dedication to brand. Relationship selling is widely seen as a long-term investment in future revenue and competitiveness since it fosters customer loyalty. Since it is challenging for rivals to duplicate a consumer’s willingness to repurchase, loyalty according to Dandus & Li (2021) is extremely advantageous as a source of sustainable competitive advantage in several ways:

- Increase revenue: Compared to first-time consumers, repeat customers spend about 70% higher money on goods and services. The chance of spending more money arises from the customer’s rapidly expanding trust in their favourite brand over time. Once a buyer appreciates and trusts a

Relationship Selling as a Strategic Weapon for Sustainable Performance

brand's quality, they are increasingly inclined to purchase in larger volume culminating in elevated profit margins.

- Customers that are loyal to a brand become brand ambassadors as aside repeat purchases, they also promote brand awareness through “word-of-mouth marketing”. The sales funnel does not end with conversion. True relationship selling creates a base of loyal consumers who act as brand ambassadors, resulting in increased word-of-mouth referrals and a stronger brand recognition among the target group. Consumers who are pleased with their purchases are more inclined to inform their acquaintances and relatives regarding them, thereby advertising and generating goodwill in the brand's favour. Positive word of mouth generated through loyalty is considered as one viable strategy for a company to save money on marketing.
- Elevated Wallet Share: The amount of cash customers spends on a particular brand in comparison to the sum of money they splurge on the brand's rivals is referred to as share-of-wallet. Customers switch to loyal brands and devote more time and money with them, translating to higher share-of-wallet in favour of their preferred brands which drives sales.
- The capacity to negotiate premium average selling price (HASP): The higher a firm's HASP, the more difficult it is for customers to choose whether, or not to do business with them. Relationship selling, instead of reducing the price to assuage their concerns, is an antidote to their hesitancy, empowering them to establish a premium price and increase their profitability.
- Brand extension, which is becoming a more popular vehicle for new product introductions, is an effort, to capitalize on parent brand loyalty and thus reduce the chances of new product failures.
- Brand loyalty has been found to increase with market dominance, whereas market share is directly linked to higher percentages of return on investment. According to the double jeopardy phenomenon (Mostafa & Kasamani, 2021), firms that desire to grow their market share must be effective in both attracting new customers and encouraging recurring purchases.

Innovation

Innovation is the pragmatic application of concepts or ideas that culminate in the launch of novel products or services, or an enhancement in the manner those goods or services are offered (Ren et al., 2010). Innovation refers to “a new or altered entity realizing or redistributing value” (Perez et al., 2007). One strategy to attain competitiveness through product innovation is to launch new products during intense competitive rivalry. Innovation entails monitoring customers in an attempt to identify and satisfy them with unique brands, in order to attain a strategic position in the market and survive competitive threats with the primary goal of satisfying market requirements. It can be leveraged to offer a firm competitive advantage. Accelerating R&D initiatives and developing internal innovative abilities are no longer enough to keep up with the rising cost, speed, and intricacy of technology advancements. Business partnering has grown at an unparalleled rate in recent years, with an increasing dependency on diverse modes of external collaborations (Atulkar, 2020). Thus, customer connection through relationship selling boosts a firm's propensity for innovation. Relationship selling is commonly thought to improve an organization's competitiveness and have a favourable influence on product innovation. Proactive customer interaction contributes to a deeper connection, a broader understanding of market requirements, reduced blunders in the early stages of development phase, and elevated product quality, to name a few of its numerous benefits (Twing-Kwong, 2013). Customers can share first-hand insight into the needs, assist in the development of innovative and revolutionary new product ideas, and give comments and suggestions

on conceptions and models (Torres et al., 2018). Consumers are no longer restricted to the position of merely end - user, their importance in the entire value chain has grown in recent years. Customers collaborating in innovative goods and service creation are valued aspects determining customer experience utilizing relationship selling (Mostafa & Kasamani, 2021). Customer satisfaction and enduring loyalty will be ensured through greater degrees of consumer value. Thus, strengthening the firm's brand image, as well as assist it compete and thrive in both home and international markets. "Customer advice" is a new position for customers where they greatly assist firms in adapting to the constant alterations that occur in a competitive environment through two pivotal capabilities: capturing and responding to customer offerings offered by businesses. Firms increases the value customers receive while purchasing and consuming products by incorporating them in the co-creation process (Mostafa & Kasamani, 2021). It allows businesses to better identify and respond to their customers' increasingly complex and valued requirements, while also lowering the risks associated with innovation. Traditional techniques centred on investigating customer demands and responding consecutively with unique products generate significantly lower returns than the participative approach of co-developing solutions, which enhances customer value and generates far better returns (Twing-Kwong, 2013).

In essence, firms can successfully identify what the customer wants and modify the product to match the customer's needs by putting a higher emphasis on listening. This ability to effectively satisfy a consumer can aid companies differentiates its products and achieves a competitive advantage over less responsive competitors. Selling communications is another source of both product differentiation and competitive advantage (Atulkar, 2020). The longer a firm and its customer interact the more profitable the relationship develops. It has been proven through sales experience that keeping existing customers is more profitable than obtaining new ones. Relationship selling empowers firms to participate in cross-selling, which boosts overall sales volume and high profitability. Brand reputation, which leads to word-of-mouth promotion, assists to minimize customer acquisition costs, which has a positive influence on profitability. According to Frederick Reichheld, who wrote the book *The Loyalty Effect*, a 5% reduction in a company's customer attrition rate can boost earnings by up to 75%. Reduced acquisition costs increased cross-selling, a high customer referral rate, less price sensitivity, and lower operating costs all contributed to the higher profit (Atulkar, 2020). When a firm's communications strategy focuses on providing customers with information that allows them to educate themselves rather than traditional advertising and sales promotion, customers are more likely to remain loyal to the brand. This is in stark contrast to the constant pursuit of new customers, which is, of course, quite costly. Relationship selling is thus an effective technique of creating and maintaining a competitive advantage by empowering customers to express their feelings and the organization responding appropriately. Understanding consumers' wants, products, and providing relevant services in each market segments, as well as developing relationships that allow for communication, are all part of using relationship selling methods to gain a competitive advantage (Denga et al., 2022).

CONCLUSION

The concept of relationship selling has been around for a considerable period, but it is still a crucial approach to master in this digital age with advancements in sales tools. Fostering positive working relationships is critical to sealing a new deal, retaining existing customers for the foreseeable future, and establishing trust that can lead to new referrals. While relationship selling process appears to be rather

straightforward, many salespeople overlook the fundamentals and the significance of caring about the customer rather than simply the transaction. In an era where partnering is being acclaimed as a viable solution to many business difficulties, it appears that relationship selling has a lot of value. Salespeople can gain a deeper understanding of their prospects' and customers' needs, provide more value, and create trust by prioritizing their relationships with them. In today's world, no business can rely solely on hard sales to survive in a dynamic and highly competitive environment. The business management paradigm has shifted to one that emphasizes relationship building and nurturing. As a result, it's more crucial than ever to be able to build, nurture, and leverage relationships in the marketplace to expand organically and sustainably. Relationship selling, thus, is the way forward.

REFERENCES

- Ahmad, A. (2015). Business Intelligence for Sustainable Competitive Advantage. In *Sustaining Competitive Advantage Via Business Intelligence, Knowledge Management, and System Dynamics* (Vol. 22A, pp. 3–220). Emerald Group Publishing Limited. doi:10.1108/S1069-096420150000022014
- Amenuvor, F. E., Yi, H.-T., & Boateng, H. (2022). Examining the consequences of adaptive selling behavior by door-to-door salespeople in the Korean cosmetic industry. *Asia Pacific Journal of Marketing and Logistics*, 34(4), 800–816. doi:10.1108/APJML-12-2020-0846
- Atulkar, S. (2020). Brand trust and brand loyalty in mall shoppers. *Marketing Intelligence & Planning*, 38(5), 559–572. doi:10.1108/MIP-02-2019-0095
- Baxter, R. (2008). Intangible value in buyer–seller relationships. In A. G. Woodside, F. Golfetto, & M. Gibbert (Eds.), *Creating and managing superior customer value* (Vol. 14, pp. 27–98). Emerald Group Publishing Limited. doi:10.1016/S1069-0964(08)14002-9
- Boles, J., Brashear, T., Bellenger, D., & Barksdale, H. Jr. (2000). Relationship selling behaviors: Antecedents and relationship with performance. *Journal of Business and Industrial Marketing*, 15(2/3), 141–153. doi:10.1108/08858620010316840
- Borg, S. W., & Vagn Freytag, P. (2012). Helicopter view: An interpersonal relationship sales process framework. *Journal of Business and Industrial Marketing*, 27(7), 564–571. doi:10.1108/08858621211257338
- Chinelato, F. B., Filho, C. G., & Júnior, C. L. N. (2021). Does brand-relationships matter? The role of brand attachment in salesperson performance in retailing. *Spanish Journal of Marketing – ESIC*, 26(1), 117–144. . doi:10.1108/SJME-11-2020-0192
- Cuong, P. H., Nguyen, O. D. Y., Ngo, L. V., & Nguyen, N. P. (2020). Not all experiential consumers are created equals: The interplay of customer equity drivers on brand loyalty. *European Journal of Marketing*, 54(9), 2257–2286. doi:10.1108/EJM-04-2018-0228
- Dandis, A. O., Eid, A. H., & Badi, M. (2021). Customer lifetime value: Investigating the factors affecting attitudinal and behavioural brand loyalty. *The TQM Journal*, 34(3), 476–493. doi:10.1108/TQM-12-2020-0311

- Denga, E. M., Vajjhala, N. R., & Rakshit, S. (2022). The Role of Digital Marketing in Achieving Sustainable Competitive Advantage. In O. Yildiz (Ed.), *Digital Transformation and Internationalization Strategies in Organizations* (pp. 44–60). IGI Global. doi:10.4018/978-1-7998-8169-8.ch003
- Diallo, M. F., Moulins, J. L., & Roux, E. (2021). Unpacking brand loyalty in retailing: A three-dimensional approach to customer–brand relationships. *International Journal of Retail & Distribution Management*, 49(2), 204–222. doi:10.1108/IJRDM-03-2020-0115
- Echchakoui, S. (2017). Effect of salesperson personality on sales performance from the customer’s perspective: Application of socio-analytic theory. *European Journal of Marketing*, 51(9/10), 1739–1767. doi:10.1108/EJM-03-2016-0147
- Foster, B. D., & Cadogan, J. W. (2000). Relationship selling and customer loyalty: An empirical investigation. *Marketing Intelligence & Planning*, 18(4), 185–199. doi:10.1108/02634500010333316
- Gammoh, B. S., Mallin, M. L., & Pullins, E. B. (2021). Dual foci of identification: The role of salesperson brand and organizational identification in driving brand performance. *Journal of Product and Brand Management*, 30(6), 866–882. doi:10.1108/JPBM-12-2019-2679
- Gammoh, B. S., Mallin, M. L., Pullins, E. B., & Johnson, C. M. (2018). The role of salesperson brand selling confidence in enhancing important sales management outcomes: A social identity approach. *Journal of Business and Industrial Marketing*, 33(3), 277–290. doi:10.1108/JBIM-11-2016-0274
- Guenzi, P. (2003). Antecedents and consequences of a firm’s selling orientation. *European Journal of Marketing*, 37(5/6), 706–727. doi:10.1108/03090560310465116
- Hansen, J. D., & Riggle, R. J. (2009). Ethical sales person behavior in sales relationships. *Journal of Personal Selling & Sales Management*, 29(2), 151–166. doi:10.2753/PSS0885-3134290204
- Homburg, C., Muller, M., & Klarmann, M. (2011). When does salespeople’s customer orientation lead to customer loyalty? The differential effects of relational and functional customer orientation. *Journal of the Academy of Marketing Science*, 39(6), 795–812. doi:10.1007/11747-010-0220-7
- Kadic-Maglajlic, S., Vida, I., Obadia, C., & Plank, R. (2016). Clarifying the influence of emotional intelligence on salesperson performance. *Journal of Business and Industrial Marketing*, 31(7), 877–888. doi:10.1108/JBIM-09-2015-0168
- Keillor, B. D., Parker, R. S., & Pettijohn, C. E. (2000). Relationship-oriented characteristics and individual salesperson performance. *Journal of Business and Industrial Marketing*, 15(1), 7–22. doi:10.1108/08858620010311520
- Kotler, P., & Keller, K. (2014). *Marketing Management* (15th ed.). Prentice Hall.
- Liu, Y. (2019). Selling to All Involved: A Contingent Model Linking Internal Selling Behavior to Salesperson Role Stress and Sales Performance. In P. L. Perrewé & P. D. Harms (Eds.), *Research in Occupational Stress and Well Being: Vol. 17. Examining the Role of Well-being in the Marketing Discipline* (pp. 1–25). Emerald Publishing Limited. doi:10.1108/S1479-355520190000017001

Relationship Selling as a Strategic Weapon for Sustainable Performance

- Mohanty, P. K., & Patro, A. (2022). Analyzing repurchase behavior and benchmarking brands: Implications for salespersons in a personal selling context. *Journal of Agribusiness in Developing and Emerging Economies*, 12(1), 56–74. doi:10.1108/JADEE-05-2020-0103
- Mostafa, R. B., & Kasamani, T. (2021). Brand experience and brand loyalty: Is it a matter of emotions? *Asia Pacific Journal of Marketing and Logistics*, 33(4), 1033–1051. doi:10.1108/APJML-11-2019-0669
- Munoz, L., & Mallin, M. (2019). Unethical sales behavior neutralization: The impact of salesperson role variables and moderating effects of role relationship orientation. *Journal of Business and Industrial Marketing*, 34(1), 62–79. doi:10.1108/JBIM-10-2017-0243
- Paparoidamis, N. G., & Guenzi, P. (2009). An empirical investigation into the impact of relationship selling and LMX on salespeople's behaviours and sales effectiveness. *European Journal of Marketing*, 43(7/8), 1053–1075. doi:10.1108/03090560910961515
- Pérez-Luño, A., Valle Cabrera, R., & Wiklund, J. (2007). Innovation and Imitation as Sources of Sustainable Competitive Advantage. *Management Research: Journal of the Iberoamerican Academy of Management*, 5(2), 71–82. doi:10.2753/JMR1536-5433050201
- Poon, P., Albaum, G., & Yin, C. Y. (2017). Exploring risks, advantages and interpersonal trust in buyer-salesperson relationships in direct selling in a non-western country. *International Journal of Retail & Distribution Management*, 45(3), 328–342. doi:10.1108/IJRDM-08-2016-0124
- Preis, M. W., Divita, S. F., & Smith, A. K. (2003). Building Effective Buyer-Seller Dyadic Relationships. In A. G. Woodside (Ed.), *Evaluating Marketing Actions and Outcomes* (Vol. 12, pp. 263–358). Emerald Group Publishing Limited. doi:10.1016/S1069-0964(03)12005-4
- Pullins, E. B., Mallin, M. L., Buehrer, R. E., & Jones, D. E. (2011). How salespeople deal with intergenerational relationship selling. *Journal of Business and Industrial Marketing*, 26(6), 443–455. doi:10.1108/08858621111156430
- Reinartz, W. J., & Kumar, V. (2000). On the Profitability of Long-Life Customers in a Noncontractual Setting: An Empirical Investigation and Implications for Marketing. *Journal of Marketing*, 64(4), 17–35. doi:10.1509/jmkg.64.4.17.18077
- Ren, L., Xie, G., & Krabbendam, K. (2010). Sustainable competitive advantage and marketing innovation within firms. *Management Research Review*, 33(1), 79–89. doi:10.1108/01409171011011580
- Singh, R., & Venugopal, P. (2015). The impact of salesperson customer orientation on sales performance via mediating mechanism. *Journal of Business and Industrial Marketing*, 30(5), 594–607. doi:10.1108/JBIM-08-2012-0141
- Sum, C. Y., & Hui, C. L. (2009). Salespersons' service quality and customer loyalty in fashion chain stores: A study in Hong Kong retail stores. *Journal of Fashion Marketing and Management*, 13(1), 98–108. doi:10.1108/13612020910939905
- Syam, N. B., & Hess, J. D. (2006). *Acquisition versus Retention: Competitive Customer Relationship Management*. University of Houston. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.456.818&rep=rep1&type=pdf>

Teoh, B. A., Teoh, P. C., Tan, H. C., & Ibrahim, A. (2021). What is next for sustainable competitive advantages in pandemic outbreak context? *International Journal of Productivity and Performance Management*. doi:10.1108/IJPPM-06-2021-0336

Torres, A. I., Ferraz, S. S., & Santos-Rodrigues, H. (2018). The impact of knowledge management factors in organizational sustainable competitive advantage. *Journal of Intellectual Capital*, 19(2), 453–472. doi:10.1108/JIC-12-2016-0143

Twing-Kwong, S., Gerald Albaum, L., & Fullgrabe, L. (2013). Trust in customer-salesperson relationship in China's retail sector. *International Journal of Retail & Distribution Management*, 41(3), 226–248. doi:10.1108/09590551311306264

Williams, J. D., Everett, R., & Rogol, E. (2009). Will the human factors of relationship selling survive in the twenty-first century? *International Journal of Commerce and Management*, 19(2), 158–175. doi:10.1108/10569210910967905

Wong, Y. H., Chan, R. Y. K., Leung, T. K. P., & Pae, J. H. (2008). Commitment and vulnerability in B2B relationship selling in the Hong Kong institutional insurance service industry. *Journal of Services Marketing*, 22(2), 136–148. doi:10.1108/08876040810862877

Yu, T. W., & Tseng, L. M. (2016). The role of salespeople in developing life insurance customer loyalty. *International Journal of Retail & Distribution Management*, 44(1), 22–37. doi:10.1108/IJRDM-06-2014-0074

Yu, T. W., & Tung, F. C. (2013). Investigating effects of relationship marketing types in life insurers in Taiwan. *Managing Service Quality*, 23(2), 111–130. doi:10.1108/09604521311303408

Zhang, C. B., & Li, Y. N. (2019). How social media usage influences B2B customer loyalty: Roles of trust and purchase risk. *Journal of Business and Industrial Marketing*, 34(7), 1420–1433. doi:10.1108/JBIM-07-2018-0211

Zhou, J., & Charoensukmongkol, P. (2021). The effect of social media uses on customer qualification skills and adaptive selling behaviors of export salespeople in China. *Journal of Asia Business Studies*, 15(2), 278–300. doi:10.1108/JABS-12-2019-0377

ADDITIONAL READING

Arnold, T. J., Fang, E., & Palmatier, R. W. (2011). The effects of customer acquisition and retention orientations on a firm's radical and incremental innovation performance. *Journal of the Academy of Marketing Science*, 39(2), 234–251. doi:10.1007/11747-010-0203-8

Brian, D. F., & John, W. C. (2000). Relationship selling and customer loyalty: An empirical investigation. *Marketing Intelligence & Planning*, 18(4), 185–199. doi:10.1108/02634500010333316

Clulow, V., Gerstman, J., & Barry, C. (2003). The resource-based view and sustainable competitive advantage: The case of a financial services firm. *Journal of European Industrial Training*, 27(5), 220–232. doi:10.1108/03090590310469605

Relationship Selling as a Strategic Weapon for Sustainable Performance

Diallo, M. F., Moulins, J. L., & Roux, E. (2021). Unpacking brand loyalty in retailing: A three-dimensional approach to customer–brand relationships. *International Journal of Retail & Distribution Management*, 49(2), 204–222. doi:10.1108/IJRDM-03-2020-0115

Inyang, A. E., & Jaramillo, F. (2019). Salesperson implementation of sales strategy and its impact on sales performance. *Journal of Strategic Marketing*, 28(7), 601–619. doi:10.1080/0965254X.2019.1593223

Jaramillo, F., Ladik, D. M., Marshall, G. W., & Mulki, J. P. (2007). A meta-analysis of the relationship between sales orientation–customer orientation (SOCO) and salesperson job performance. *Journal of Business and Industrial Marketing*, 22(5), 302–310. doi:10.1108/08858620710773431

Johnston, M. W., & Marshall, G. W. (2010). *Relationship Selling* (3rd ed.). McGrawHill.

Kim, J., & Kim, J.-E. (2014). Making customer engagement fun: Customer-salesperson interaction in luxury fashion retailing. *Journal of Fashion Marketing and Management*, 18(2), 133–144. doi:10.1108/JFMM-04-2013-0050

KEY TERMS AND DEFINITIONS

Brand Loyalty: Customer’s favourable emotions toward a brand and their commitment to choosing to buy a brand’s goods or services on a regular basis, irrespective of competitive pressures.

Innovation: The hands-on application of ideas that results in the development of novel products or services, or an enhancement in the provision of those goods or services.

Prospects: A possible customer who has been qualified by a firm premised on its business offerings as meeting specific requirements.

Relationship Selling: A sales approach in which a salesperson prioritizes their relationship with customers above other considerations. They normally gain confidence by providing value and investing a significant amount of time with prospects prior to closing.

Salesperson: Someone whose duty it is to sell goods or services.

Sustainable Competitive Advantage: A collection of assets, characteristics, or competencies that enable a firm to satisfy customer demands better than the competitors and are hard to replicate.

Transactional Selling: The method of performing one-off, often impersonal sales in which the primary goal is to generate revenue.


Chapter 6

Sales Communication

Leyla Akdoğan

Ministry of National Education, Turkey

Yakup Durmaz

 <https://orcid.org/0000-0003-0332-4185>

Hasan Kalyoncu University, Turkey

ABSTRACT

The development of technology and communications has brought about important changes in the field of marketing as well as in other fields. The fast access to information and presence of an infinite number of products have increased the expectations of customers in terms of quality service. Therefore, selling a product to a customer moves away from a narrow understanding and requires a more complex effort. In such a competitive environment, businesses would want to survive by maximizing their profits. For this reason, in addition to other activities, it is also important for businesses to establish a long-term, quality, and effective communication with customers that will benefit both sides. Sales is a two-way process. The better a salesperson communicates with a customer, the more the sale will be. A successful communication is made by using verbal and non-verbal communication instruments in harmony. This chapter examines the concept of sales, the sales process, the characteristics of sales representatives, the concept of communication, and sales communication.

INTRODUCTION

In the present day, there are radical changes in which technology is developing constantly, almost every product is the same. Unlimited options are offered to customers and global borders are eliminated. Businesses need to have distinctive features in order to achieve their goals in such an environment dominated by intense market conditions. At this point, a relationship is a privilege for the business that leaves no room for doubt, in which the feelings of trust and attachment develop between the seller and the buyer. Yet, a successful sale is the result of a good relationship with customers based on trust. A relationship based on trust is only possible with good communication. Trust is the main factor for socially strong candidates and unity for the continuation of education (Su & Swanson, 2019). Communication plays a

DOI: 10.4018/978-1-6684-3430-7.ch006

Sales Communication

critical role in strengthening relationships in the exchange process as it helps parties set goals, resolve differences of opinion, and recognize mutually beneficial opportunities (Gabler et. al, 2014).

The selling transaction can no longer be thought of as simply an act of selling a product to a customer. The job description of the salesman expands from selling products to creating solutions. This means that they actively participate in the change process (Agnihotri et. al., 2009). On the other hand, customers' expectations of performance based on successful communication, which is sensitive to customer needs and wishes and dominated by individual talents, are increasing. As it is understood, radical changes in the sales concept have become inevitable in parallel with all these developments. Today, determining the needs and wishes of the customers and presenting the products to the customers in this direction is an important marketing strategy followed by the businesses. Collecting the demands of the customers and receiving their feedback after the sale anticipates a perfectly functioning communication process. This is where salespeople are key players in real interaction with buyers (Koponen et. al., 2019). That's why a key component of exchange partners developing mutually beneficial relationships is the salespeople's ability to communicate well with their customers (Drollinger & Comer, 2013).

The marketing paradigm has changed from single, discrete exchanges into reciprocal, interactive relationships since the 1980s. Therefore, the importance of buyer and seller interactions has been discussed in the marketing literature. Most marketing studies state that businesses should focus on customer satisfaction, trust, and loyalty through the practice of customer-centric selling, and thus leading to a long-term relationship. As a result, salespeople's behavior and activities play a crucial role in maintaining relationships with customers and increasing customer retention since they often communicate with customers (Lee & Dubinsky, 2003).

Communication exists in the life of every organization that includes the sales process. As relationship marketing researchers state, communication can be defined as "information". Change is shared between partners and it is interpreted as a private dialogue between two interlocutors, representing the relationship between people in the context of interpersonal communication (Alina et.al, 2017). Communication in general terms, as a social entity, acts as a glue between people as a process that creates and maintains ties with the environment they live in to maintain the existence of people living in society. Indeed, communication has always existed with the history of humanity and has maintained its importance by showing various developments until today. Communication which is defined as the process used to transfer information and influence from one entity to another, also serves as the primary tool that connects the organizational members. According to this idea, it is necessary to note that communication acts as the primary tool for organizational members to process information, reduce uncertainty and coordinate their actions, consequently communication work within businesses is important. Most of the time, the phenomenon of communication has been considered at an intra-organizational and inter-organizational level within the context of the change process and relationship formation; however, it also needs to be analyzed on a personal level (Mark & Dale, 2001). Since communication is a contextual activity that is established and specific to a certain situation and finds its meaning only within the context of the subject, phenomenon and event, communication competency criteria are defined in each discipline based on disciplinary values and preferences. Additionally, discipline-specific communication competence is learned gradually as the individual participates in professional work and engages with the professional community. Interpersonal communication skills of salespeople in sale literature are defined as how to deal with and resolve conflict and understanding, the ability to persuade and get along with others, to listen and to empathize (Koponen et. al, 2019).

The main purpose of the salesperson is to establish contact with the customer. The way to do this is through good sales communication. Sales communication is the technique used by a salesperson to persuade a customer to purchase any product or service. It can be verbal or nonverbal and it can include presentations, sales talks, conversations, e-mails and calls. Effective sales communication can encourage the understanding, respect, and a lasting relationship between the seller and the buyer. It can also help a salesperson to complete sales, get their employer's attention, and advance in their career. Sales communication typically involves explaining details about a product, listening to customer feedback, and addressing questions and concerns (<https://www.indeed.com>). The basic sales process consists of communicating with a customer, developing a relationship of trust, presenting the product's value proposition, handling customer objections, closing the sale, asking for advice, follow-up communication, and account management. Apart from the steps in this process, developing a relationship of trust and following communication are the most important components of successful sales transactions and development of future business (<https://smallbusiness.chron.com>).

Sales, just like communication, have developed over the centuries and they are at the center of almost all functions of the business today. So, all the other functions in the businesses work for the realization of the sales function. Of course, the main reason for this is that sales are almost the only revenue-generating and profit-generating function for businesses. For this reason, it is necessary to think about sales communication, which focuses on the communication skills and creativity of the seller by taking into consideration the stereotyped habits that have been used for a long time. Ensuring the effective participation of sales personnel in the said change processes and strengthening the relations between buyers and sellers within this process of change and challenging questions (Agnihotri et al., 2009) to create new opportunities makes it important to analyze the concept of sales communication.

MARKETING

Generally touching upon the concept of marketing before defining sales will be beneficial to better understand the place of sales in marketing. The concepts of marketing and sales are used interchangeably, and they can even be confused with each other (Onurlu, 2016). Marketing has a customer-oriented approach as it operates with the aim of providing customers with space, time and property benefits. Therefore, marketing works like a balancing element in terms of eliminating the difference in time and space by ensuring that goods and services are ready to consume after production. In this aspect, marketing is related to sales (Çavuşoğlu & Durmaz, 2020). Marketing is called "the interface between consumption and production". Marketing activities are related to both production and consumption and affect the product portfolio and communication efforts of the manufacturer (Rex & Baumann, 2007). Marketing is the combination of activities that start before the production of goods and services and continue after sales (Tunçer, 2017). Marketing is an implementation process that encompasses activities related to the creation, development, pricing, promotion and distribution of goods, services and ideas in order to create changes that will achieve the predetermined goals of institutions and individuals. Traditionally, marketers focus on individual needs to design products that will best serve the needs (Prakash, 2002: 290). More recent definitions of marketing emphasize the relationship with consumers; It emphasizes communication with customers by focusing on the need to retain existing customers as well as attracting new customers (Rex & Baumann, 2007).

Sales Communication

The main purpose of marketing is not to make sales, but to create the infrastructure where business can carry out their sales activities effectively. While sales is one of the activities in this marketing process. In other words, marketing encompasses sales. While marketing foresees long-term profitability with a focus on customer satisfaction; sales foresee short-term profitability. Sales is not misleading the customer to benefit the business, but it is about benefiting the customer and serving them. On the other hand, marketing ensures the planning, implementation and evaluation of the marketing activities of a business (Onurlu, 2016).

SALES

Historical Development

Businesses can reach their goals with efficient and effective efforts. The main goals of businesses are to grow, continue its existence, fulfill their social responsibilities and make a profit. The way to achieve these goals is through sales. Sales is one of the aspects of our daily shopping activities.

The concept of sales has changed within history with the understanding brought about by a series of changes such as the development of trade, the transition of societies from a closed economies to open ones, the discovery of money, the developments in the first and Middle Ages, the industrial revolution and the effects of two great wars on the economic life. In fact, the history of the sales goes back a long way. So much so that there are a lot of evidence suggesting that the history of trade is longer than wars. The exchange of goods by barter known as “silent trading” is the sales activity used before money was found. However, it became a wider commercial activity with the use of money (Taşkın, 2018).

Definition and Importance

Sales is a commercial team play that requires staying connected with customers (Yılmaz, 2016). Sales is about predicting the desires and needs of customers, finding ways to meet them and making the customers believe that they will also be met in the future (Baltaş et al., 2019).

The rapid changes in the business world that have been happening since the 1990s, require new skills in sales as it does in other fields. In addition to the complexity created by the developing technology, that there are also other factors that make this change important and necessary. First, increasing competition in almost every area of the market increases the need for a long-lasting transformation in customer relationships. Second, the cost of acquiring new customers is higher than retaining an old customer. Studies show that the cost of regaining a customer is about five times more difficult than retaining a customer. Therefore, it is more economical to retain a long relationship with an existing customer. The last factor is that the element of “quality” requires the relationship between the seller and the buyer to be closer and longer-lasting (Zaiss & Gordon, 2001).

Identifying the needs and wishes of customers and using the most effective strategies to meet them play a critical role in developing long-lasting relationships with them (Abed & Haghghi, 2009). As the explanations also suggest, businesses need a customer-oriented approach to reach their goals. The key for a customer-oriented approach is to establish effective communication with the customers. That way, not only the existing customers are retained but acquiring new customers becomes easy. The following are the general features of the customer-oriented sales approach (Schwepker, 2003):

- Assisting in the formation of purchasing decisions in the favor of customer satisfaction
- Helping customers to determine their needs
- Providing products that will meet these needs
- Describing the qualities of products clearly and accurately
- Avoiding deceptive, redirecting or intrusive effects

This whole process makes it important for the salespeople to develop communication-based and “solution-oriented” skills on behalf of and together with the customer, rather than their ability to sell. A customer buys the benefit that a product will provide rather than the product itself. For this reason, salespeople should inform the customers about the benefits of the goods and services and should stimulate the desire to buy and encourage the customer make this decision (Baltaş et al., 2019).

The Basic Sales Process

Sales is not about reaching the existing customers or selling the product to current customers. It is an uninterrupted process, starting with the identification of potential buyers who may be future customers, and following up the results after the sale by meeting their needs. The traditional sales model is where the salesperson plays a dominant role, and the buyer is under constant control. In this sales approach, the only thought of the salesperson is to create demand and make sales. The phrases “win-lose” or “either you sell, or you lose” are the most descriptive statements for this sales approach.

Although the approach of making sales by using pressure and persuasion methods was used for a while, today it has been abandoned in most areas. The modern sales approach, which focuses on the needs and satisfaction of customers includes helping the customer’s decision by learning at what stage of the purchasing process they are. This approach focuses on the satisfaction of customer needs, with the idea of “win-win”. The most distinctive feature is that it foresees a mutual, two-way communication with the customer (Odabaşı & Oyman, 2020).

Based on this information, the sales process can be defined as determining the customer needs and benefits at every stage of the sale and their level of satisfaction. A plan that includes the entire sales process should have at least six stages:

- **Identifying a Potential Customer:** In the modern sales approach, a salesperson must be constantly on the lookout for potential customers. In this process, salespeople try to determine the attitudes and tendencies of the customers and their distinctive features.
- **Planning The Meeting:** Salespeople should look into the problems related to the needs of the potential customers. Because they need to know to what extent the product or service, they will offer will meet these needs.
- **Meeting:** A salesperson meets the customer one-on-one. In this process, it is necessary to direct the attention of the customer in the fastest and most effective way possible and to use methods that will encourage customer to demand more information about the product or service.
- **Presentation:** This is the stage when the salesperson introduces the product to the customer. S/he describes the features of the product and explains how it will benefit the customer. The salesperson asks questions to the customer and listens effectively. Because the impressions of the salesperson about the customer during the evaluation process will help facilitate the process. At this stage, the salesperson tries to close the sale by making an offer to the customer.

Sales Communication

- Receiving Objections: The salesperson determines how s/he can deal with the objections that may come from the customer while planning the sale. S/he tries to determine the objections that can be arise by asking the customer questions.
- Closing The Sale: After these questions and the reservations and objections of the customer are satisfactorily resolved, the salesperson tries to make the sale with methods that will help the customer make a decision (Tunçer, 2017).
- Post-Sales Activities: A successful sale also encompasses the things that should be done following the sale. For example, the installation or use of a product may require extra information to be given. Offering this service will help the customer feel more satisfied by creating the feeling that even after making the sale there are still benefits for them (Mucuk, 2009). Due to all these steps, the sales process can be considered as ongoing communication.

It is important for the salesperson to have expertise for the sales process to go as smooth as possible. Knowledge, experience, and overall competence of the salesperson are components of professional expertise. The competency of a salesperson ensures that the customers gain increasing values (Palmatier et al., 2006).

SALESPeOPLE AND THEIR CHARACTERISTICS

Definition and Importance

A salesperson has the responsibility to offer the products that fit the needs of the target customers the best, provide maximum service before and after making a sale and help both the customer and the business to achieve the benefits they want from the sale (Yılmaz, 2016). Salespeople are employees who create a link between the producer and the consumer and persuade and encourage the consumers while purchasing the goods and services. Customers are generally more loyal to salespeople than to the businesses that employ them (Barton & Kevin, 1999).

As sales process become more complex, there is a need to establish stronger relationships with customers. Because buyers want salespeople to be able to communicate effectively and guide them in making decisions rather than using traditional sales techniques. The value perception of today's buyer is high, and they expect extra service in addition to the benefits that the goods and services bring. An open, honest and strong communication that a reliable salesperson establishes with the customer affects them more. Currently, the alternatives to the products and services offered to the customer are so many that the customer does not have to maintain their loyalty to the business and its staff that cannot meet its needs (Zaiss & Gordon, 2001).

A salesperson is also known as the person who makes the sale. They are also known as the people who make a sale of the goods and services of a business in accordance with the preferences and interests of the customer (Uslu, 2016). The sales team of a business affects its success in three ways.

- Firstly, they are the ones who close the sales by communicating with the customers which renders their communication vital.
- Secondly, the salesperson plays a key role in increasing the commercial capacity of the business by being personally present during the sale, creating trust and a sense of loyalty in the customer.

- Third, the team provides a personal touch that can have a lasting impact on customers. For these reasons, the effect of a salesperson on customers cannot be ignored (Gautam et al., 2021).

Characteristics of a Creative Salesperson

A salesperson plays the key role in the communication between a business and its customers. Most customers think the salesperson is the business itself. As the direction of communication between customers and salespeople creates positive or negative judgments that will affect how they perceive the business. A successful salesperson is a complete professional in identifying customer needs and solving their problems. (Abed & Haghghi, 2009).

Characteristics of a Professional Salesperson

Professionalism is an attitude, a point of view, and a behavior that encompasses the elements of maturity. Salespeople are the ones who can control themselves, their communication with the people around them and the conditions of the environment they are in (Baltaş et al., 2019). A professional salesperson must constantly improve herself/himself. Being up to date with the rapidly changing technology and communication is especially necessary to be professional. In other words, goods and services produced with new and complex technology require a more effective communication between the salesperson and the customer. By understanding the needs of the customer, a salesperson should be able to ask the right questions, direct the customer towards purchasing, and question herself/himself if s/he is unsuccessful to do so.

The two essential qualities that a professional salesperson should possess are (Uslu, 2016):

- Understanding the feelings of others (empathy);
- Having the ambition to succeed (self-impulse).

These two basic qualities emphasize the psychological dimension of sales, rather than the characteristics of a salesperson or sales education and professional experience.

Empathy

The origin of empathy is self-consciousness. A person should first be aware of oneself. Because people who are not aware of their own feelings, cannot analyze the feelings of others. Not being able to track what the other person is feeling is a great deficiency in terms of emotional intelligence and a tragic failure as a human being. As emotional adaptation stems from the ability to empathize. This ability is a significant factor in sales as it is in other fields (Goleman, 1998). Empathy is the ability to understand the feelings of the others, to act according to their emotional reactions, especially when making a decision. Empathic people have features such as distinguishing and determining the emotional states of others, assuming the perspective and role of the other person, and having emotional capacity (Feshbach & Feshbach, 2009).

Defined as the ability to feel, empathy does not necessarily mean being sympathetic. A salesperson can understand what the other person is feeling without this feeling. Being able to receive feedback from a customer through empathy is a unique and a priceless ability for a salesperson to have. One cannot make a good sale without this ability (Mayer & Greenberg, 1991). Making an effort to understand oth-

Sales Communication

ers, putting oneself in their shoes and executing ideas in this direction provide important professional gains to a salesperson (Tunçer, 2016). Considering the characteristics of empathy, it is important for a salesperson to integrate with customers, share their feelings and make customers feel that they are valuable, in order to understand the problems of customers and come up with solutions.

Self-Impulse

The second of the essential qualities that a professional salesperson should possess is the passion for success, which is self-motivation. It is a psychological trait such as empathy. Self-impulse is the determination of the salesperson to make the sale rather than aiming to profit. Because a salesperson thinks that s/he is there to help meet the needs of the customer. In fact, sales and success are the best ways to boost a salesperson's ego.

Self-impulse develops with the success of the sale and decreases with failure. The distinguishing point here is to establish a delicate balance between a partially weak self-drive of the salesperson, which needs to be developed with successful sales, and an ego-drive that is strong enough not to cause disappointment during failures (Mayer & Greenberg, 1991). Being one of these two basic qualities sought in a salesperson, empathy leads a salesperson to reach the goal effectively when combined with the drive for success.

Characteristics of a Creative Salesperson

It is considered extremely important for a salesperson to make a difference in customer relations (Taşkın, 2018). It should always be considered that all customers are different from each other in terms of the desires and wishes of the customers. Therefore, it is important to be able to serve customers individually, even if their needs are different. Even if customer expectations are different, there is one expectation that does not change and that is service quality. At this point, being able to provide different services by understanding customers with different characteristics calls for the creativity of the salesperson (Uslu, 2016).

Creativity is traditionally defined as a new but satisfactory thought. However, this alone is not considered sufficient. The thought should also be useful and practically applicable (Lassk & Shepherd, 2013). Creativity requires the ability to offer potential solutions to different problems (Wang & Netemeyer, 2004). The characteristics of a creative salesperson can be as follows (Onurlu, 2016).

- They present the goods or services in accordance with customer differences and needs
- Their communication is based on longevity and mutual benefit
- Customer services continue after the sale
- Their goals in not to make a sale but to gain loyal customers by improving customer satisfaction

Determining the needs of the customers correctly, presenting the goods and services accordingly and proceeding to the sales are the prerequisites of persuasion. This is related to the creativity of the salesperson (Odabaşı & Oyman, 2002).

Characteristics of a Successful Salesperson

Being a salesperson is a skill to this day. They are first and foremost the representatives of the business. For this reason, the evaluations and decisions made by the customer about the business and the goods and services produced by the business develop in connection with the attitudes and actions of the salespeople rather than the other employees. Therefore, the behavior of salespeople and their relations with the customers should be suitable for the position they are in (Mucuk, 2009). A successful salesperson constantly competes with herself/himself and wishes to add to her/his previous successes. Success increases in parallel with the effort one makes in sales. The characteristics of a successful salesperson can be expressed as follows (Yılmaz, 2016):

- Being cheerful
- Being a good listener
- Knowing how to ask the right questions
- Clean Speech
- Paying attention to one's appearance
- Being open to changes
- Being resistant to stress
- Confidence
- General knowledge and sense of humor

In addition to all of these, it is also important for a salesperson to use the time well. The time is limited and valuable for today's customer. Therefore, they anticipate a quick service in accordance with their expectations. If salespeople do not meet these criteria, then they fall behind what is expected of them. Sales occurs on the conversion and intersection of two worlds, the world of the customer's strong needs and the world of benefits where businesses supply their goods and services to customers. The probability of a sale is the same as the degree that these two worlds appeal to each other. If the salesperson knows both of these worlds well, then the supply and demand will overlap. The more successful the salesperson, the bigger the overlap will be (Baltaş et al., 2019).

ELEMENTS OF COMMUNICATION AND SALES COMMUNICATION

Definition

In order to understand the importance of communication in sales and to talk about effective communication, it would be appropriate to briefly explain the concept of communication and its elements. In the most general sense, communication is the information exchange between individuals or institutions through a channel. In other words, communication is an active process that aims to convey and understand feelings and thoughts while sending and receiving a message (Uslu, 2016).

Communication is a process where all parties are active. Communication begins with the parties being in a common physical area and the first interaction between the parties is the determinant of the success of the communication. The judgment formed by the first impression happens within seconds, but the effect is permanent. Communication is a harmony formed by words, body language and tone of voice.

Sales Communication

During communication, words are the indication of what is being said and the manner shows how it is being said. While communicating, the manner is more important than what is being said (Baltaş et al., 2019). The result of a study conducted by Ogilvy and Mather revealed that words are 5%, tone of voice is 25% and body language is 65% effective in communication (Odabaşı & Oyman, 2020).

The Elements of Communication

There are three basic elements of communication. These are the channel, message and receiver. With the feedback coming from the receiver through the channel, the whole process is completed (Tutar & Yılmaz, 2003).

Source

The source or sender is the party that creates and sends the information and message that will initiate the communication. In the communication process, individuals are not only the sender or receiver of the message, but they also sometimes act as a source, receiver or mass (Kılınc, 2017). In this process, the characteristics that the message or the source must have in terms of the effectiveness of the message are stated as credibility, attractiveness and power (Erdoğan, 2013).

Message

While communicating, certain ideas, feelings and thoughts are transformed into signs, symbols and words and sent to the receiver through an appropriate channel in order to be understood and resolved. The message can be in verbal, non-verbal or written form (Korkmaz et al., 2009).

Channel

It is the appropriate path or means that ensures that the message can go from the source to the receiver smoothly and correctly. If the message is sent through channels such as newspapers, magazines, TV or radio, it is called mass communication; if the source and receiver are face-to-face then it is interpersonal communication (Odabaşı & Oyman, 2020).

Receiver

It is the party that displays certain behaviors at the end of the process by attaching varying levels of importance to the messages and interpreting the information or message according to these importance levels (Koçel, 2011).

Feedback

It is the process where the receiver conveys how s/he perceived the message whether it is negative or positive. In fact, in the feedback process of communication, the source and receiver change places in that the source becomes the receiver, and the receiver becomes the source. This is when the communication happens in both directions (Odabaşı & Oyman, 2020).

SALES COMMUNICATION

Marketing and sales are ways of communicating before anything else. In today's market conditions, customers are faced with an unlimited number of options from similar and related group of products. In such a market, it is not enough to deliver the right product to the customer at the right place, at the right time, at the right price and through appropriate distribution channels. It is necessary to establish a proper communication with the customers. Both marketing managers and salespeople have to inform the current and potential customers of the business about the goods and services offered by the business, shape their ideas, encourage them and often persuade them. Salespeople need to use communication to effectively explain how goods and services will benefit customers (Öztürk, 2017).

The interaction between a salesperson and a customer is initiated, maintained, and finished interpersonally. Interaction is the communication that takes place between people involved in any type of exchange. Communication is reciprocal in nature and depends on subsequent reactions and how both the customer and the salesperson perceive each other (Williams et al., 1990). Although the development of technology has diversified the communication options with customers (Çakır & Pehlivan, 2013), personal interaction still remains the most capable communication method. Considering the fact that face-to-face communication is a natural component of sales, the use of technology can increase the ability to convey information this way (Agnihotri, 2009).

The Elements of Sales Communication

One of the most important concepts in the sales process is communication. In the communication process, the experiences and knowledge of the individuals who are the source and the receiver may differ from each other, and in such cases, it becomes difficult to talk about a successful communication. However, individuals may not always have the same knowledge and experience. A salesperson and a customer can have different technical knowledge, experiences and perceptions of the same good or service. At this point, the following elements of communication are extremely important (Uydacı, 2016). This process includes at least two elements: the receiver and the sender (Baltaş et al., 2019).

The Sender – The Customer

The sender is the one who transfers his/her ideas and feelings to the other party. The needs and expectations that the sender has experienced before contributes to the ideas and feelings conveyed by the sender. When the customer reaches the stage of conveying her/his needs and wishes, which s/he determined with the evaluations made as a result of perceptual changes, s/he initiates the communication as the “sender” or source.

The Receiver – The Salesperson

The one who receives the message that the customer sends is the salesperson. At this stage, it is the salesperson who will correctly evaluate and decipher the meaning of the message sent by the customer. For this, the message from the customer should be evaluated as a whole, together with the meaning of the words, the tone, voice and body language of the customer. For example, if the salesperson does not pay attention to the body language of a customer, s/he may learn that “the customer wants to buy a bag”,

Sales Communication

but s/he cannot understand that s/he has limited time and wants to finish the shopping quickly. For this reason, in order for a salesperson to carry out the sales successfully, she must first analyze the elements of sales communication correctly.

Listening to the Customer

The quote by Epictetus: “If there is an art of speaking well, there is an art of understanding” indicates the importance of listening (Tunçer, 2017). Listening to the customer is beyond the physical act of listening but it is the experience of understanding and interpreting what is being said as a whole, without forcibly dictating one’s own ideas. It is the ability to feel what is not being said in addition to what is being said. If a salesperson listens to the other party carefully allows her/him to prepare for giving a respond. Listening to the customers is the best way to develop an idea by learning about them (Zaiss & Gordon, 2001) and it is one of the important qualities of a good salesperson provided that it is active and accurate listening. Thus, effective sales communication between the customer and the salesperson requires effective listening. The rules of active and effective listening can be listed as follows (Soysal, 2021):

- Not interrupting the customer
- Making eye contact with the customer
- Paying attention to the customer while listening
- Making the customer feel that listening to her/him is important
- Putting more importance to what is being said rather than the way it is said
- Supporting what the customer said by using body language
- Making reinforcing repetitions in certain intervals
- Avoiding making a comment when something is not understood
- Thanking the customer for the information

If the salesperson efficiently listens to the customer, the message can be interpreted correctly. With active and productive listening, customers can feel that they are cared for and thus, they give more information. Since communication is a two-way interaction, this process continues with the salesperson creating the message and giving feedback by asking the right questions to the customer (Baltaş et al., 2019). If the salesperson asks the right questions, the customer can reveal their wishes, needs and problems. Therefore, the salesperson can give effective feedback by focusing directly on meeting these needs (Öztürk, 2013).

In fact, the most important thing that the customer is looking for during the whole communication process is to be understood correctly and to receive effective feedback. Because the feedback received by the customer will be effective in the decision about the product. Even if a sale has not been made at the end of this entire communication process, it is effective for the salesperson to give correct feedback to maintain her/his relationship with the customer.

Factors Preventing Active Listening

Some of the events that interrupt and disrupt effective listening during sales are as follows (Taşkın, 2018).

- Physical barriers caused by noise, such as loud television and radio, other salespeople, customers, employees and other conversations.
- Mental factors such as differences in preconceptions, expectations, perspectives, goals and objectives.

Both the customer and the salesperson influence, react to and participate in the sales process together. For this reason, the salesperson should pay extra attention to prejudice and individual values and beliefs. Because these obstacles affect the sales communication negatively.

Types of Listening

They ways in which a salesperson listens to a customer can be as follows (Tunçer, 2017).

Judgmental Listening

- If the listening style of the salesperson includes a positive or negative judgment, it would prevent the customer from fully expressing their needs and wishes.
- The customer can become defensive.

Analyzer Listening

- In this type, the salesperson makes eye contact with the customer and makes them feel understood through body language.
- The salesperson asks questions to understand the customer and avoids manipulative questions.

Relaxing Listening

- The salesperson encourages and relaxes the customer by showing that s/he is understanding either verbally or through body language.

Seemingly Listening

- It is the most generic form of listening where the salesperson acts as if s/he is listening while in fact, s/he is thinking about something else.

While the success of a salesperson is a component of all his/her characteristics, the 80% of the communication of the salesperson and customer consists of listening while the other 20% is finding ways to listen better (Öztürk, 2013).

Verbal Communication

Verbal communication is a characteristic that is unique to humans. Speaking is the verbal transfer of one's emotions, thoughts and wishes. Speaking is an effective method, particularly in interpersonal face-to-face communication. In sales communication, as in any communication, the oldest method of establishing a relationship between the salesperson and the customer is speaking.

The speaker's use of normal words that everyone can understand, the naturalness of the tone, the emphasis made where necessary and the fluency of the speech are the important features that make the communication successful (Taşkın, 2018). Some people can be listened for a long time without getting bored. Because these people not only continue their speech effectively with their deep vocabulary, but they also manage to impress other by supporting them with their body language. Therefore, no matter how important the content of the speech is, it will not be effective unless it is expressed correctly (Soysal, 2021). In this context, the basic rules of verbal communication can be listed as follows (Tunçer, 2017).

- A speech should be made within a plan after careful research.
- Verbal communication should be reinforced with body language.
- There must be empathy.
- The speech should be suitable to the customer profile.
- The speech should be livelier with visuals.
- While speaking, a monotonous tone should be avoided, and the tone of the voice should be adjusted to the importance of the topic by emphasizing certain points.
- The customer should also have the chance to speak.
- One can stop speaking before and after points that need extra attention.
- The speech should be ideally paced.

Non-verbal Communication - Body Language

Non-verbal communication, including gestures and facial expressions, the quality of the voice and the physical distance between people, is an important component of any interpersonal communication (Williams & Spiro, 1985). Interpersonal communication is not just about speech, the human body also has a language (Uslu, 2016). Body language forms the essence of communication, it is as influential as words. Gestures and facial expressions can reveal the true content of a conversation. It is body language that explains the emotional state of someone. Words can hide anger, sadness, excitement or love but the voice tone, facial expressions and body posture will definitely reveal this. Body language consists of the movements that support and show feelings and ideas (Yılmaz, 2016).

Most of the basic behaviors in communication are universal. People smile when they are happy and frown when they are sad or angry. However, body language also has cultural characteristics that vary between societies (Uslu, 2016). In addition to body language, non-verbal communication also includes the social distance, time use, way of dressing, personal space, even jewelries and the tone of voice (Tunçer, 2017). Using all the elements of communication together in harmony is the best way to increase the effectiveness of communication. In addition to making the speech more attractive, body language also makes the communication more effective. Sometimes words are less expressive than gestures. In short, body language is the messages that the human body sends to the other party knowingly or unknowingly. These messages can be (Soysal, 2021).

- Facial expressions
- Eye contact
- Head movements
- Body posture
- The distance between the two parties
- The position of hands and arms
- Appearance
- The direction of stance

Facial Expressions

The salesperson should wear a warm and friendly smile showing the interest towards the customer.

Eye Contact

The salesperson should make eye contact with their customer while talking or listening to them in a way that does not cause discomfort. Avoiding eye contact can make the customer think that you are not listening or telling the truth, therefore losing their trust.

Head Movements

The salesperson should occasionally move their head up and down slightly while listening to the customer. This makes the customer think that they are being listened to and confirmed.

Body Posture

The salesperson should stand up straight but without exaggerating. Because, if exaggerated, it can make the customer uncomfortable and if it is a timid customer, they can leave the store.

The Distance Between the Two Parties

Although there are many standard measures on personal distance, it is hard to standardize the distance between a salesperson and a customer. It may vary depending on the stages of the sale. For example, the salesperson can approach a customer leaving the fitting room too closely to make the necessary adjustments. However, the salesperson should stand far away while the same customer is looking at the mirror. Despite all these differences, 50 cm is considered appropriate between a customer and a salesperson.

The Position of Hands and Arms

Hands should be as active as possible. The salesperson should use opportunities such as showing, folding or taking a product. If the salesperson holds something during the sale it can make them feel more comfortable. They can hold something such as a pen, a product or something related to their job.

Sales Communication

Appearance

The salesperson should pay attention to their personal care especially for their hands and hair. They should prefer clothes that is suitable for their social status.

The Direction of Stance

The salesperson should try to stand next to or at a 90-degree angle of the customer. This will give the customer the impression that the salesperson is trying to achieve something together by standing next to them her. The salesperson should never stand in front of the customer as it can create a feeling of competition.

Although there are many different stages of the sales process, this process proceeds onto three basic steps which are the sales approach, the sale and the closing the sale. Verbal and non-verbal communication tools are used in every main stage of the sales process. Verbal communication is known to be more effective in making the interaction between the salesperson and the customer more enjoyable. Choosing clear words and using polite expressions while speaking are extremely important. Again, it is important for the salesperson to have a proper and suitable appearance, keep eye contact to gain the customer's trust and have a polite and smiling expression (Dinu et al., 2017). In conclusion, both verbal and non-verbal communication elements are vital for a successful sales process.

CONCLUSION

The development of information technologies and globalization have brought about a competition that is moving too fast for businesses to catch up. Businesses should make a difference in the field to compete with their strong competitors. The importance of communication in sales is the result of this fierce competition.

This section analyses sales communication, the characteristics of the salesperson and the verbal and non-verbal components of communication. When a customer enters a store to meet her/his needs or to gain benefits, the characteristics of the salesperson will affect the perception of the customer either negatively or positively. For example, the ability of the salesperson to use empathy to understand the emotions and thoughts of the customer and to produce realistic solutions with their creative ability would produce the most satisfying results.

Communication is also a way of shopping; in that it is an exchange. Although people have different characteristics, communication is a skill that can be improved through learning. The training of the salesperson is, therefore, extremely important. However, the training should be constant. A customer may never know the owner of the business, but in the mind of the customer, the salesperson becomes associated with the business. The power of technology and information is undeniable in sales, as it is in any other field. Developments in communication technologies especially offer unlimited opportunities to communicate with customers. However, as Soysal (2021) stated, the power that is needed to use this unique power of technology is the "human touch". Thus, sales communication is a subject that should be examined from different perspectives in the future studies in the marketing literature.

REFERENCES

- Abed, M. G., & Haghghi, M. (2009). The effect of selling strategies on sales performance. *Business Strategy Series*, 10(5), 266–282. doi:10.1108/17515630910989169
- Agnihotri, R., Rapp, A., & Trainor, K. (2009). Understanding the role of information communication in the buyer-seller exchange process: Antecedents and outcomes. *Journal of Business and Industrial Marketing*, 24(7), 474–486. doi:10.1108/08858620910986712
- Akdoğan, L., Durmaz, Y., & Değirmenci, B. (2020). The impact of perceived consumer effectiveness on ecologically conscious consumer behavior: The mediating role of environmental concern [Algılanan tüketici etkililiğinin ekolojik bilinçli tüketici davranışı üzerine etkisi: Çevresel kaygının aracılık rolü]. *ASBİDER The Journal of Academic Social Sciences*, 7(20), 95–117. doi:10.34189/asbd.7.20.005
- Baltaş, A., Ürkmez, İ., & Sevil, İ. (2019). *Communication and body language in sales* (4th ed.). Remzi Bookstore.
- Barton, A. W., & Kevin, D. B. (1999). Personal selling and sales management: A relationship marketing perspective. *Journal of the Academy of Marketing Science*, 27(2), 241–254. doi:10.1177/0092070399272008
- Çakır, F., & Pehlivan, Ş. (2013). Evaluation of consumer perceptions of sales personnel towards the services offered by sales personnel in terms of marketing communication [Pazarlama iletişimi açısından satış personelinin sunduğu hizmetlere yönelik tüketici algılamalarının değerlendirilmesi]. *The Journal of Social Sciences and Humanities*, 5(2), 79–88.
- Çavuşoğlu, S., & Durmaz, Y. (2020). *Experiential marketing and green behavior (applied)*. Hiper Publishing.
- Dinu, A., Marei, R., & Pavel, J. M. (2017). Empirical study regarding the influence of communication on sales performance. *Proceedings of The International Management Conference*, 11(1), 182–187.
- Drollinger, T., & Comer, L. B. (2013). Salesperson's listening ability as an antecedent to relationship selling. *Journal of Business and Industrial Marketing*, 28(1), 50–59. doi:10.1108/08858621311285714
- Erdoğan, Z. (2013). *Marketing communication concept and elements*. Anadolu Üniversitesi Publishing.
- Feshbach, N. D., & Seymour Feshbach, S. (2009). Empathy and Education. In J. Decety & W. Ickes (Eds.), *The social neuroscience of empathy* (pp. 85–97). The MIT Press. doi:10.7551/mit-press/9780262012973.003.0008
- Gabler, C. B., Agnihotri, R., & Moberg, C. R. (2014). Collaborative communication between sales and logistics and Its impact on business process effectiveness: A theoretical approach. *Journal of Marketing Channels*, 21(4), 242–253. doi:10.1080/1046669X.2014.945355
- Gautam, S., Agarwal, S., & Kumar, U. (2021). Influence of sales representative characteristics on customer purchase behavior. *International Journal of Business and Emerging Markets*, 13(1), 89–106. doi:10.1504/IJBEM.2021.112781
- Goleman, D. (1998). *Why is emotional intelligence more important than IQ?* (8th ed.). Varlık Publishing.

Sales Communication

Kılınç, B. (2017). Introduction to Communication. In B. Kılınç & U. Eriş (Eds.), *Communication Information* (pp. 1–16). Anadolu Üniversitesi Publishing.

Koçel, T. (2011). *Business management* (13th ed.). Beta Publishing.

Koponen, J., Julkunen, S., & Asai, A. (2019). Sales communication competence in international B2B solution selling. *Industrial Marketing Management*, 82, 238–252. doi:10.1016/j.indmarman.2019.01.009

Korkmaz, S., Eser, Z., Öztürk, S. A., & Işın, F. B. (2009). *Marketing*. Siyasal Bookstore.

Lassk, F. G., & Shepherd, C. D. (2013). Exploring the relationship between emotional intelligence and salesperson creativity. *Journal of Personal Selling & Sales Management*, 33(1), 25–38. doi:10.2753/PSS0885-3134330103

Lee, S., & Dubinsky, A. (2003). Influence of salesperson characteristics and customer emotion on retail dyadic relationships. *International Review of Retail, Distribution and Consumer Research*, 13(1), 21–36. doi:10.1080/09593960321000051666

Mark, C. J., & Dale, F. D. (2001). Testing competing models of sales force communication. *Journal of Personal Selling & Sales Management*, 21(4), 265–277. doi:10.1080/08853134.2001.10754280

Mayer, D., & Greenberg, H. M. (1991). *What makes a good salesman*. *Harvard Business Review* .

Mucuk, İ. (2009). *Marketing principles* (7th ed.). Türkmen Bookstore.

Odabaşı, Y., & Oyman, M. (2020). *Marketing communication management* (18th ed.). Kapital Medya Publishing.

Onurlu, Ö. (2016). *Effective customer communication techniques in terms of personal sales process in businesses*. Beta Yayıncılık.

Öztürk, S. A. (2013). Personal sales and Y Odabaşı [Kişisel satış and Y Odabaşı]. In *Marketing Communication* (pp. 74–99). Anadolu Üniversitesi Publishing.

Öztürk, S. A. (2017). *Marketing management*. Anadolu Üniversitesi Publishing.

Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis. *Journal of Marketing*, 70(4), 136–153. doi:10.1509/jmkg.70.4.136

Rex, E., & Baumann, H. (2007). Beyond ecolabels: What green marketing can learn from conventional marketing. *Journal of Cleaner Production*, 15(6), 567–576. doi:10.1016/j.jclepro.2006.05.013

Schwepker, C. H. (2003). Customer-oriented selling: A review, extension, and directions for future research. *Journal of Personal Selling & Sales Management*, 23(2), 152–171. doi:10.1080/08853134.2003.10748995

Soysal, S. (2021). *Merchandising, excellent customer service and effective sales techniques* (14th ed.). Remzi Bookstore.

- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, 72, 437–450. doi:10.1016/j.tourman.2019.01.009
- Taşkın, E. (2018). *Sales techniques training* (9th ed.). Papatya Yayıncılık.
- Tunçer, P. (2017). *Sales techniques* (3rd ed.). Ekin Publishing.
- Tutar, H., & Yılmaz, M. K. (2003). *General communication*. Nobel Yayın Dağıtım.
- Uslu, A. (2016). *Personal selling techniques* (7th ed.). Beta Publishing.
- Wang, G., & Netemeyer, R. G. (2004). Salesperson creative performance: Conceptualization, measurement, and nomological validity. *Journal of Business Research*, 57(8), 805–812. doi:10.1016/S0148-2963(02)00483-6
- Williams, K. C., & Spiro, R. L. (1985). Communication style in the salesperson-customer dyad. *JMR, Journal of Marketing Research*, 22(4), 434–442. doi:10.1177/002224378502200408
- Williams, K. C., Spiro, R. L., & Fine, L. M. (1990). The customer-salesperson dyad: An interaction/communication model and review. *Journal of Personal Selling & Sales Management*, 10(3), 29–43. doi:10.1080/08853134.1990.10753832
- Yılmaz, M. (2016). *Body language in personal selling*. Olympia Publishing.
- Zaiss, C. D., & Gordon, T. (2001). *Effective sales training selling*. Sistem Yayıncılık.

ADDITIONAL READING

- Akdogan, L., & Durmaz, Y. (2021). *Green marketing and environmental social responsibility*. Gazi Bookstore.
- Çimli, S., & Durmaz, Y. (2021). *Emotional intelligence and brand relationship*. Gazi Bookstore.
- Durmaz, Y. (2020). *Marketing principles*. Seçkin Publishing.
- Odabaşı, Y., & Oyman, M. (2020). *Marketing communication management* (18th ed.). Kapital Medya Publishing.
- Onurlu, Ö. (2016). *Effective customer communication techniques*. Beta Publishing.

KEY TERMS AND DEFINITIONS

Body Language: It is the transfer of the emotions of individuals to the other party through gestures and facial expressions.

Business: The organized combination of the factors of production.

Customer: The person who purchases and uses the goods and services.

Sales Communication

Demand: It is the request of individuals in order to meet their needs and requirements.

Gesture: The messages given by the body through the head, hands, arms, and legs.

Mimic: The way people express their feelings and thoughts with facial movements.

Persuasion: Persuasion is an influential skill. It is to make an idea, a situation or a product attractive without forcing.

Chapter 7

Motivational Proposal for the Sales Force in the Post- Pandemic Scenario

Jorge Figueiredo

Universidade Lusíada, Portugal

António Cardoso

 <https://orcid.org/0000-0003-2545-0617>

Universidade Fernando Pessoa, Portugal

Isabel Oliveira

Universidade Lusíada, Portugal

Elizabeth Oliveira

Universidade Lusíada, Portugal

ABSTRACT

For the present work, the authors intend to demonstrate how the dramatic expression activity, based on modern theatre, may work as a lever in the commercial technician's relationship with their customers. This work uses the case study to understand the phenomenon of motivation in commercial technicians working in the automotive sector. From the behavioral analysis, a proximity relationship is observed between dramatic expression and direct sales marketing. A strengthening of co-presence is observed, where there is evidence of greater emotional interaction and motivation in the negotiation process. These modalities of communion show a greater motivation which provides a relationship experienced and shared by the members, an openness to improvisation, in an atmosphere of trust and with recourse to experiences. This new sales concept aims to free the sales technician from monotony and lack of confidence and direct him towards direct and experiential contact with the customer, providing memorable experiences.

DOI: 10.4018/978-1-6684-3430-7.ch007

INTRODUCTION

With the pandemic phenomenon, consumers adopted a more controlled behavior, due to the confinement scenario and the economic crisis that generated.

With the progressive lack of definition and the resumption of trade, companies continue to feel that consumer habits have not yet undergone major changes. In this sense, companies that intend to return to previous sales levels need to invest in motivating strategies for their commercial technicians, which involve their customers in the sales process.

It has never been more important, as it is now, to work proactively with consumers, boosting and encouraging their sales teams.

It is urgent to create competent, dynamic and motivated sales teams to work with customers. Progressively, we are moving towards normality, with the return to in-person sales and, possibly, the absence of the mask. It is essential to provide co-present sales professionals with motivational mechanisms and dynamics. It is in this context that the motivational proposal for commercial technicians arises, through the use of dramatic expression, based on modern theater.

Modern dramatic expression practices show a strong nostalgia for cultic theatre, calling for a return to the origins, to its “essence”, in search of lost authenticity. The rituals patented by the modern theatre will ground and inspire the new scenic modalities, through its ritualization’s of collective communion. The spectator has an active role, co-participating with the actor in the representation, extending the borders to the performance space. It establishes an involving and empathetic atmosphere with all those involved, creating a relationship of total reciprocity. The aspects of theatrical experimentation resort to dramatic expression to better release sensations, emotions and externalize feelings. It provides an atmosphere in which the whole group will feel at ease. Together with the confidence installed, in a process of free incorporation of experiences, they stimulate the motivational phenomenon.

The communicational policies of dramatic expression, based on enthusiasm and motivation, are inseparable elements for the effectiveness of the sales force. Motivation and stimulus are factors that inspire and encourage sales staff to carry out their activity. This phenomenon of interaction, through dramatic expression, provides, in direct sales marketing, this group sharing effect and a climate of confidence and motivation for the practice of negotiation.

The choice of the real estate business as a practical case is due to the fact that the co-present factor and the motivational aspect are considered indispensable, where its process is normally longer and with greater involvement between the parties. Given the context of the study, a more qualitative methodology was chosen, inserted in a paradigm of understanding, where the results are imposed, not by the size of the sample, but by the subject-object relationship, in which the subjects act in a situation. The study arises from a research and reflection on the problem at hand, deepening some theoretical issues that support the practical case. In this sense, after analyzing dramatic expression as an art form, an approach will be made to dramatic expression as a motivating activity and consequently, the applicability of this expression activity in direct sales marketing will be observed. At the same time, information about sales will be collected through direct observation, with the respective analysis.

Dramatic Expression as a Form of Art

Since always, art appears as a constant of human activity, participating in the world of feelings and thoughts of the creator and in the socio-cultural context to which he belongs. But "... its essential function, its constant, is to be, since its origin, a means of expression of the man" (Barbosa, 2003).

"Expression", in its origin, designates the action of "making a liquid come out by pressing". The action of expelling liquids is attributed by analogy to the individual who through pressure externalizes feelings, emotions... The substance that is intended to be obtained, takes on a sensitive form, passing from the interior to the exterior of a body. The artist brings forth forms that take on life, working images to "express" their substance (Barrett et al., 2019; Pavis, 2008).

The theatre through creative sensibility, it transforms the matter through techniques ceaselessly renewed by the interaction of gesture and intelligence, accentuating the participation of the senses. Naturally, to dispense with this aspect would be to put aside one half of the human being. Man, and art are inseparable. It is through art that man expresses himself, understands himself and realizes himself better (Dolensek, at. al., 2020; Goldberg, 2007).

There is a transposition in the theatre, more than in the other arts, of living reality, making it less abstract by the continuous and acting presence of the human interpreter. imprinting an unalterable character of emotional objectivity. But no matter how subjective the theatre wishes to be seen, it is only through concrete and human images that reality is transposed into the theatrical work. The reality that is portrayed in the performing art is not presented as it is, because theatre is artifice, it is fantasy, it is pretense, but a pretense with the maximum of "veracity". Based on imitation and inspired by nature, it is not, however, a copy of nature, but a re-elaboration, a surpassing of "common reality" (Irène, 2007; McAvoy, 2020).

Theatre, art and truth, form a cohesive trilogy for the production of a "credible" dramatic art, in the sense that, lacking art or truth to the theatre, it loses the charm and the beauty for which it is admired. In this vein, art is an aesthetic object, made to be seen and appreciated for its intrinsic value. Art possesses an intentionality that leads it to aesthetic fruition (Coelho, 1990; Lehmann, 2010).

Theatre can configure various manifestations of art. All theatre that is recognized as alive and true has a parallel path to social and cultural problems (to life) in its construction as an art form.

Art cannot proliferate separately from life, detached from its surroundings. Its interpenetration reduces the distance between the theatrical reality and the social reality (Artaud, 1989). Or as Jacinto (1992) puts it, "The theatre puts daily life before our eyes, transposed into art and, therefore, enriched". The theatre performance is a work of art - precisely because it recreates through representation a pre-existing reality - but it resorts to other art forms to assert itself and better communicate with its audience (Chen & Andrade, 2018; Pavis, 2008).

Dramatic Art as a Motivational Dynamic

The forms of Action (movement) expressed earlier about theatre, are not only physical and one-dimensional but they are also psychic, because they provide a style proper to the drama. It is a psychic coordination (resulting from an ethical, social, or political character, but also conditioned by the behavior of the characters and the rhythm of the action) that controls the physical movement of the actors (Azevedo, 2009; Gentzler et. al., 2020).

There is always dynamism in dramatic art. Even when a certain actor, in a monologue, remains inert in a certain place of action, an unfolding of narrated events, or experienced in scene, takes place, cor-

Motivational Proposal for the Sales Force in the Post-Pandemic Scenario

responding to an adequate yielding of words. But the more expressive the theatre becomes, encouraged by physical movements and alternations of positions, the more relevance it acquires as an art form and reason for existing (Gentzler et. al., 2020; McAvoy, 2020).

The theatre to be performed needs movement (which may not be physical), insofar as, without action, life is not possible. Following this line of thought, Boal (1997) emphasizes the importance of the movement and of the physical exercises that divide the body in its parts, in its muscles, as a stimulus for life: “Death hardens the whole body, beginning with the joints. Chaplin, the greatest mime, the dancer, can no longer bend his knees”. The game, as a motivating activity, provides motricity and integration of the individual in the action (Bahari, 2021; Chacra, 2007; Jacinto, 1992).

Art in general has a ludic function and the theatre show, as a synthesis of various arts, is the ludic art form par excellence”. Naturally, the theatre needs a dynamic and playful creation, because besides being an art that has a creative action in the aesthetic domain, manipulating raw materials that lead to the realization of artistic forms, it is also a game with its own movement and rules (Gentzler et. al., 2020; Massey, 2005).

Communication is not simply making known, informing - it implies that the physical presence of the intervening parties is experienced and shared in an effective way. Thus, the communication process itself is the group dynamic that creates chain reactions, characteristic of dialogic communication. Group dynamics possessing an empathic involvement, or “alter-centric sensitivity” becomes the most efficient method for achieving participant communication. There is a tendency for a greater relationship of all participants in a group dynamic when entertainment, playful activities are appealed to (Chen & Andrade, 2018; Keltner et al., 2019; Lehmann, 2010).

Carnival had already demonstrated the power and contagious thrill that a group can enjoy. These vivacious manifestations, which date back to classical and even pre-classical antiquity, are based on the license in which “everything” is allowed, reaching its culmination whenever the revelry takes on a collective character. This event grants the participant the possibility of “metamorphosing” - with or without a mask, identified or not - in an atmosphere of total reciprocity, in which all are at the same level, driven by the possible libertinage that in other situations was not propitious to them. The “anti-theatre”, in turn, is characterized by the lack of interest shown by the audience. There is little predisposition and motivation, resulting from boredom, as Brook (2008) states: “Boredom is the worst thing that can happen to theatre, and it can come at any time”.

The best way to combat apathy and lack of interest is to introduce drama activities in a group, aimed at collective involvement. Dramatic expression takes place in a permeable group, which enjoys the possibility of exchanging its various experiences to enrich each person’s personality, starting from the conviviality of all. The whole repository of the playful-dramatic activity developed by the animation of groups, constitutes the free expression of spontaneity, creativity, use and affirmation of personal identity and self-knowledge. In this evolutionary line, the games have an auxiliary role in the relaxation of individuals in a group, propitiating the communicative flow between distanced subjects. Moreover, it gives the group components greater security, creating new ideas and expressions of their own. Therefore, games can provide easily flexible structures, in which participants during action adhere to improvisation and creativity (Gentzler et. al., 2020; Monteiro, 2010; Roy, 2007).

Methods of expression like the “Performance Group” impose a work based on psychophysical associative exercises (psychodrama), in the exploration of the five senses of the actor, in the ritual and in the music, putting face to face the scenic space and the representation, actors and characters and text and improvisation.

Modern aesthetics, when projecting the movement, the interaction, the involvement of the globality of the group, will undoubtedly not be able to dispense with the activity of dramatic expression as an integrating and motivating element of the scenic art.

Dramatic Expression: A Motivation for the Sales Force

Enthusiasm and motivation are inseparable elements for the effectiveness of the sales force. It is only possible to provide customers with excellent service if staff are properly motivated. Motivation or stimulation is a set of factors that inspire and encourage sales employees to perform for some time the considered work (Gentzler et. al., 2020; Latham, 2008).

It has been said that fear of failure or coercion can have negative effects, demotivating those involved and destroying the climate of trust that exists within the sales team. However, the secret of motivation lies in detecting in the individual the resources that will stimulate him to carry out the tasks in the most perfect way, highlighting the human values that one must have towards the individuals to be motivated. Full of ambition they foster self-initiative, but they need special encouragement and incentives to perform better (Hartman & Lussierb, 2020; Mullins, et al., 2019; Osterloh, et al., 2002).

Based on the issue of salespeople's motivation studied by Ford, Walker and Churchill (cited in Kotler, 1992) (Motivation - Effort - Performance - Reward - Satisfaction), managers must make salespeople perceive and believe in the interconnection of these variables in order to convince them that the reward is worth the effort. Motivating becomes a delicate task, which must suit the individual, and is therefore artistic rather than scientific in nature (Pullins, 2001; Robbins, 2005).

Motivation is goal-oriented action. Action directed towards a purpose, goal or objective (Motivation - Motive/action)". "Motivation is "induction to action", and marketing materializes in action - without action there is no marketing". Action put into practice is an activity that does not force one to make movements, but rather, arouses interest in the action. There is greater motivation when personal contact is transposed into intra-group communication, where everyone knows their roles and help each other (Gentzler et. al., 2020; Gruman, 2011; Shama et al., 2020).

Motivation is only achieved by following positive factors (success, recognition, responsibility, progress, and personal growth) and by giving sales assistants responsibility and trust in their work (as in the Japanese culture, which trusts its employees and motivates them not to disappoint). Group work is motivating but requires an adaptable treatment to its composition and reactions, prepared by the animator, who has the obligation to integrate all participants, not losing control over them, to better conduct the activity, engaging them in a constructivist cooperation (Chiavenato, 2012; Gentzler et. al., 2020; Thomas et al., 2019).

Today, in contrast to previous eras, due importance is given to training sales assistants, from the simplest form of group meetings, which intensify the dialogue between the participants, to the most modern form of creative interactivity, which develops, motivates, and encourages the exchange of ideas through games between the participants. As a morale booster for the sales assistant, all monotonous and demotivating barriers that may prevail are broken down. One of the modern measures is the viewing of comic sketches to create a good mood and a successful behavior with the customer. This activity is very interesting and innovative, but it does not have the same impact as other more active ones, which unite the team, mobilizing energies, instilling a "fighting" spirit in sales, such as "role playing", "sales theatre" or "slip writing" (Kuvaas, 2006; Latham, 2008; Mark et al. 2021; Mullins, et al., 2019).

Motivational Proposal for the Sales Force in the Post-Pandemic Scenario

Role playing is a simulation of an interview between a sales assistant and a buyer (each participant plays their role) and may be recorded for later analysis and comments by the group (naturally the use of audio-visuals allows the images to be reviewed, although it does not have the reliability that co-presence allows). This activity has its limitations, largely because it is an artificial situation and the group knows this, making it impossible to see the real performance that the sales assistants have in the field. In any case, there are good reasons to use it, because it is one of the best techniques to put the control of resistance situations into operation, especially when the “customer” makes objections to the “salesperson”; it shows the knowledge the group has about the product when making comments; it develops the participation and satisfaction of everybody (Gentzler et. al., 2020; Kuvaas, 2006; Thomas et al., 2019).

“Sales acting” (we don’t think it is appropriate to call only this activity “sales acting”, since all the other demonstrations involving simulations are part of the theatre we have been talking about) is different from role-playing in that it is really a play written and performed by the members of the group. There are two scripts, one containing all the negative attitudes that a sales assistant might have and the other containing their correction. The first will be acted out and then the second, taking advantage of the contrast for better analysis and memorization (Mullins, et al., 2019; Robbins, 2005).

The “slip writing” brings a group of trainees together in an appropriate space, where they write on a board, expressions like “I feel I still need to learn something about...”. The answers are given on an anonymous sheet of paper, allowing the participants to be put at ease and to detect any remaining gaps. (Chiavenato, 2012; Pullins, 2001; Shama et al. 2020).

In various situations it is possible to put psycho dramatic techniques into action in sales, such as “clear pre-established conclusions” - people are invited to discuss a product and draw conclusions, but these are already subtly prefabricated and are slowly presented. The “social facility” is another method used to influence the buyer, as it resorts to two or three people discussing and saying good things about the product or even showing willingness to purchase it, as a contagion argument for the purchase (Gentzler et. al., 2020; Gruman, 2011; Mark et al., 2021).

METHODOLOGY

After carrying out a comparative analysis between contemporary theatrical communication and direct sales marketing, and the observation of a convergence of factors manifested by both parties, resulting from the influence of the dramatic expression in direct sales marketing, it may be stated with some conviction that marketing adopts, to put its sales force into operation, a philosophy based largely on the policy guided by modern theatre. In this sense, the inclusion of a practical case is considered pertinent for a greater concreteness of the conclusions to be verified.

For the practical case to be developed, an observation of the sales process in the real estate sector was considered of significant importance, insofar as this area seems to be the one that «forces» a greater relationship between the parties. The study was carried out in twenty real estate agencies, distributed across the districts of Porto, Viana do Castelo, Braga and Aveiro, with a sample of 60 individuals. The agencies are not identified, as they require anonymity, and for this reason, a more detailed characterization of the sample will not be carried out.

For the practical case to be developed, it was considered of significant importance an observation of the sales process in the real estate business, to the extent that this area seems to be the one that “requires” a greater relationship between the parties. The study was carried out in several real estate companies,

for a better selection, but always keeping in mind the qualitative methodology inserted in a paradigm of understanding, so it can be considered a case study (Yin, 2012).

This method can assume three typologies that allow generating and or validating knowledge: (1) cases as examples; (2) cases as opportunities for analysis; (3) cases as stimuli for personal reflection.

Thus, we sought to understand the phenomenon under study from the perspective of its agents (sales force), directly involved in the theatre/sales floor, through observation. Observation is seen as a set of information gathering techniques to discover some phenomenon and event. According to Boutin et al. (2008) this technique allows the researcher to understand the social world through its interior (sometimes this information is not accessible externally). The type of observation carried out was of the selective type, as the objective was to find evidence about the practices and phenomena discovered about the sales theatre.

Through the observation of interpersonal sales, a survey of quotes will be made for subsequent analysis, based on the following dimension: Dramatic expression as a motivating activity.

CASE STUDY IN THE REAL ESTATE BRANCH: DRAMATIC EXPRESSION AS A MOTIVATING ACTIVITY

Without motivation it is almost impossible to sell. Through dramatic expression, the sales assistant feels motivated and transmits this joy, without exaggeration, to the customer, who will then be more likely to take an interest in the immobile.

Motivation is the best way to combat apathy and lack of interest. If the customer is motivated by the sales assistant, he is more likely to become enthusiastic. It is obvious that the agent's lack of motivation will disinterest the buyer, because if the salesman does not believe in the product, he will not be able to transmit this idea.

Dramatic Expression teaches us to be truthful. And in this sense, it cannot fall into the temptation of incongruity, to illusionism, very characteristic of traditional sales.

This statement demonstrates the need for the salesman not to use a pretended behaviour, based on the adulteration of the truth. If a sales assistant considers that a certain property is inconvenient and insists with the customer in order to convince him to buy, he will not be showing the customer congruence in relation to what he wants to say and what he is feeling. In a situation where the salesman believes in the product he is presenting, there is a coherent and unified personality. The sale based on trust in the product will become more sincere and truthful.

After each service we usually share the experience with colleagues where we review the sales assistant's procedure. Whether the outcome of the conversation with the customer is positive or not, the others always have a friendly word for us.

This observation shows the importance of group spirit in creating motivation. There is always support based on an empathic involvement or "alter-centric sensitivity" reinforced by participative communication. The fear of failure loses importance before the incentive to sell.

Motivational Proposal for the Sales Force in the Post-Pandemic Scenario

Sometimes a colleague comes into the sales room and addresses the people on duty, pretending to be a buyer. We have a lot of fun and train ourselves to become better salespeople.

Activities such as this, in the context of dramatic expression, are necessary within a sales team because they encourage motor skills and the integration of the individual in the action, developing harmony, decompression and working the physical and psychological faculties. When the “theatricality” of role playing is put into practice, it gives rise to the perfecting of the techniques to be used, adapted to the client and the situation.

Our company is me, my father and my brothers. As we have a relationship of trust and friendship in which everyone works as a real family, we don't want to include anyone else, because we don't know what guarantees these people could give us. During the holidays we all go together and we have a lot of fun.

This demonstrates the trust that the constituents of a company have for each other. As a close-knit family they recognize the harmony in the group and feel the importance of credible work without the threat of external disturbances. There is, so to speak, a much closer communal living between the group, like the proposal put into operation by the group who are adept at experiential theatre.

On Wednesdays we all play football and have dinner together to recharge our batteries for the rest of the week.

The conviviality outside work allows a closer relationship, a deeper knowledge of all elements of the group with a view to cementing the relationship, based on friendship. Initiatives of this kind, which appeal to entertainment and recreational activities, tend to increase the participation of all those involved.

When I was collaborating with another company, the main person in charge would arrange meetings every week to pressure us to sell more or warn us not to make clandestine sales. Today that doesn't happen. We all have much more direct contact, where he comes to us to find out about our needs.

Every meeting or working group meeting should be seen as pertinent, with a view to a greater sharing of experience, where all those involved feel the need to do so. It would be wrong to use this concentration to repress them. Salespeople become much more productive when their superiors or even their colleagues have confidence in their work and come to them to congratulate them.

Our director turned our storage room into a kind of group dynamic room and invited an actor friend to come twice a week to give us a dramatic expression activity. Those days were fantastic and freed us from the prejudices we acquire in everyday life.

Drama undoubtedly brings well-being and recognition of its effects to the participants. Furthermore, it has a catalyzing role in motivating, stimulating a more involving and truthful relationship between the participants, which spreads to the clients. It creates a contagious sense of self-confidence that makes your conduct more credible.

The games we played within the sales group relaxed us and took away the pressure that sometimes comes with the fear of losing a customer. Because a lost sale means defeat.

This sales technician mentions the importance that dramatic expression has on the individual. Physical work, such as flexibility, relaxation, voice projection and decompression projects in the individual a greater balance and clairvoyance in the face of situations that may arise. And this is significant when it comes to big-money sales that involve customers and their families.

Whenever we did group activities, the members felt motivated to work. But after a while, if there was no such practice, our bodies would get stuck again and we would notice a lack of sales performance. It was like a football team when they didn't train hard enough.

This comment reveals the contribution that drama practices make to the sales professional and the importance they have when they are put into practice continuously. The body will enable mental balance, which in turn influences group morale, continually promoting motivation for sales activity.

CONCLUSION

This work resorts to the case study to understand dramatic expression as a motivational lever, in direct sales marketing.

The theatrical experimentation strands resort to dramatic expression to better express and externalize feelings. The exploration of this activity as a motivational activity was analyzed in this article, identifying its contribution to interpersonal sales in terms of motivational aspects, fostering a climate of collective participation and mutual help between sales staff and promoting interaction and experimentation in favor of better performance in contact with customers.

The interpersonal sales, aided by the dramatic expression, suffered more significant changes with this paradigm shift, to be re-examined in the role of direct sales marketing, verifying with this transposition, a greater approximation in the conduct between the dramatic expression and the direct sales marketing.

The notorious confluence of these interaction practices suggested the application of a practical case carried out in the real estate sector (an area that normally requires involvement in negotiation) with a view to analyzing attitudes in line with the aspects under consideration.

According to the analysis of the observations made, with a more in-depth gauging between the parties, there seems to be an effective relationship between dramatic expression and direct sales marketing, reinforcing the idea of the existence of an intensification of co-presence, with a greater emotional involvement of the elements of the interaction and consequent enthusiasm and motivation in the negotiation process.

It may be thought that these participative modalities, in their communicational activities, present a peculiar way:

- a dramatic expression, as a motivating activity, which facilitates the relationship experienced and shared in an effective way between the members; and
- an openness to improvisation which allows improvisation through an atmosphere of trust, in a process of free incorporation of experiences.

Motivational Proposal for the Sales Force in the Post-Pandemic Scenario

This line of thought for sales, within a modern perspective of theatre, aims to free the sales technician from monotony and lack of confidence towards direct and experiential contact with the product to be marketed. Naturally, there are other motivational forms in the training and follow-up of sales teams, but dramatic expression is undoubtedly a catalyzing element for the factors of balance, disinhibition, and incentive for sales.

Currently, theatre and marketing demonstrate the construction of a reference in the regularization of cultural diversity much experienced by the manifestations of dramatic expression in a process of community development, establishing bases for a greater cultural exchange. There must necessarily be a greater interpenetration of theatre and marketing with the socio-cultural environment, for the promotion and transmission of true and transparent values, imposed by the experiential theatre and assimilated by the direct sales marketing.

At present, after the mandatory confinement and the progressive return to “normality”, there is still an evident distance between the customer and the commercial technician. Companies resent the crisis and feel they must resort to more effective methods. On the one hand, they need to develop tools that motivate their employees for the recovery in the commercial area; on the other hand, they need new co-present techniques that develop the process of interaction between the commercial technician and the customer, in order to stimulate consumption habits.

The dramatic expression is, undoubtedly, a fundamental element for the sales practice, promoting an additional motivation in the commercial technician and allowing a greater interaction between the salesperson and the customer.

Currently, after the mandatory confinement and the progressive return to “normality”, there is still an evident distance between the customer and the commercial technician. Companies resent the crisis and feel they need to turn to more effective methods. On the one hand, they need to develop tools that motivate their employees to recover in the commercial area; on the other hand, they need new co-presentation techniques that develop the process of interaction between the commercial technician and the customer, in order to stimulate consumption habits.

Dramatic expression is undoubtedly a fundamental element for the sales practice, promoting additional motivation in the commercial technician and allowing greater interaction between the salesperson and the customer.

REFERENCES

Artaud, A. (1989). *The Theatre and Its Double* [O Teatro e o Seu Duplo]. Fenda.

Azevedo, S. (2009). *The Role of the Body in the Actor's Body* [O Papel do Corpo no Corpo do Ator]. Perspetiva.

Bahari, A. (2021). Affordances and challenges of teaching language skills by virtual reality: A systematic review (2010–2020). *E-Learning and Digital Media*, 19(2), 163–168. doi:10.1177/20427530211036583

Barbosa, P. (2003). *Modern Theatre Theory: The Zero Hour* [Teoria do Teatro Moderno: A Hora Zero]. Afrontamento.

- Barrett, F., Adolphs, R., Marsella, S., Martinez, A., & Pollak, S. (2019). Emotional expressions reconsidered: Challenges to inferring emotion from human facial movements. *Psychological Science in the Public Interest*, 20(1), 1–68. doi:10.1177/1529100619832930 PMID:31313636
- Boal, A. (1997). *200 Exercises and Games for the Actor and the Non-Actor willing to Say Something Through the Theater* [200 Exercícios e Jogos para o Ator e o Não-Ator com vontade de Dizer Algo Através do Teatro]. Civilização Brasileira.
- Boutin, G., Goyette, G., & Lessard-Hébert (2008). *Qualitative research: fundamentals and practices* [Investigação qualitativa: fundamentos e práticas]. Instituto Piaget.
- Brook, P. (2008). *The Empty Space*. Penguin Books.
- Chacra, S. (2007). *Nature and Meaning of Theatrical Improvisation* [Natureza e Sentido da Improvização Teatral]. Perspetiva.
- Chen, F., & Andrade, H. (2018). The impact of criteria-referenced formative assessment on fifth-grade students' theater arts achievement. *The Journal of Educational Research*, 111(3), 310–319. doi:10.1080/00220671.2016.1255870
- Chiavenato, I. (2012). *Talent building: Coaching and mentoring* [Construção de talentos: Coaching e mentoring]. Elsevier.
- Coelho, F. (1990). *The Time of Comedians: Study and Anthology* [O Tempo dos Comediantes: Estudo e Antologia]. Publicações Alfa.
- Dolensek, N., Gehrlach, D., Klein, A., & Gogolla, N. (2020). Facial Expressions of emotion states and their Neuronal Correlates in Mice. *Science*, 368(6486), 89–94. doi:10.1126/science.aaz9468 PMID:32241948
- Gentzler, A., DeLong, K., & Smart, R. (2020). Theater majors compared with nonmajors: Investigating temperament and emotion beliefs, awareness, regulation, and perception. *Psychology of Aesthetics, Creativity, and the Arts*, 14(3), 301–312. doi:10.1037/aca0000219
- Goldberg, R. (2007). *The Art of Performance* [A Arte da Performance]. Orfeu Negro.
- Gruman, J., & Saks, A. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123–136. doi:10.1016/j.hrmmr.2010.09.004
- Hartmann, N., & Lussier, B. (2020). Managing the sales force through the unexpected exogenous COVID-19 crisis. *Industrial Marketing Management*, 88, 101–111. doi:10.1016/j.indmarman.2020.05.005
- Jacinto, D. (1992). *Teatro III*. Lello & Irmão Editores.
- Keltner, D., Sauter, D., Tracy, J., & Cowen, A. (2019). Emotional Expression: Advances in Basic Emotion Theory. *Journal of Nonverbal Behavior*, 43(2), 133–160. doi:10.1007/10919-019-00293-3 PMID:31395997
- Kotler, P. (1992). *Marketing Administration* [Administração de Marketing]. Editora Atlas.
- Kuvaas, B. (2006). Work Performance, Affective Commitment, and Work Motivation: The Roles of Pay Administration and Pay Level. *Journal of Organizational Behavior*, 27(3), 365–385. doi:10.1002/job.377
- Latham, G. (2008). *Work Motivation, history, theory, research and practice*. Sage Publications.

Motivational Proposal for the Sales Force in the Post-Pandemic Scenario

Lehmann, H. (2010). *Postdramatic Theatre*. Routledge.

Mark, D., Groza, M., Zmich, L., & Rajabi, R. (2021). Organizational innovativeness and firm performance: Does sales management matter? *Industrial Marketing Management*, 97, 10–20. doi:10.1016/j.indmarman.2021.06.007

Massey, D. (2005). *For Space*. Sage Publications.

McAvoy, M. (2020). Theater arts, global education, and policy, or, what Chance the Rapper taught us about arts education. *Arts Education Policy Review*, 121(3), 98–105. doi:10.1080/10632913.2019.1658248

Monteiro, P. (2010). *Drama and Communication* [Drama e Comunicação]. Imprensa de V. Cambra.

Mullins, R., Menguc, B., & Panagopoulos, N. (2019). Antecedents and performance outcomes of value-based selling in sales teams: A multilevel, systems theory of motivation perspective. *Journal of the Academy of Marketing Science*, 48(5), 1053–1074.

Osterloh, M., Frey, B., & Frost, J. (2002). The dynamics of motivation of new organizational forms. *International Journal of the Economics of Business*, 9(1), 61–77. doi:10.1080/13571510110102976

Pavis, P. (2008). *The Theatre at the Crossroads of Cultures* [O Teatro no Cruzamento de Culturas]. Perspetiva.

Pullins, E. (2001). An Exploratory Investigation of the Relationship of Sales Force Compensation and Intrinsic Motivation. *Industrial Marketing Management*, 30(5), 403–413. doi:10.1016/S0019-8501(99)00095-4

Robbins, S. (2005). *Organizational behavior*. Prentice-Hall.

Roy, I. (2007). *Figuras of the Monologue Théâtrale or Seul en Scène* [Figuras du Monologue Théâtrale ou Seul en Scène]. Éditions Nota bene.

Sharma, A., Rangarajan, D., & Paesbrugghe, B. (2020). Increasing resilience by creating an adaptive salesforce. *Industrial Marketing Management*, 88, 238–246. doi:10.1016/j.indmarman.2020.05.023

Thomas N., Raymond W., Ramon, A., Charles, H., & Schwepker, M. (2019). *Sales Management, Analysis and Decision Making*. . doi:10.4324/9780429286926

Yin, R. (2012). *Application of case study research. Exploratory case study*. Sage Publications.

ADDITIONAL READING

Birdwhistell, R. (2010). *Kinesics and Context*. University of Pennsylvania Press.

Ekman, P., Wallace, V., & Friesen, J. (1971). *Phoebe, Emotions in the Human Face*. Pergamon.

Fatima, Z. (2020). Exploring the organizational factors affecting salesforce ethical behavior: A review-based article. *Asian Journal of Business Ethics*, 9(1), 29–45. doi:10.100713520-019-00098-z

Hartmann, N., & Lussier, B. (2020). Managing the sales force through the unexpected exogenous COVID-19 crisis. *Industrial Marketing Management*, 88, 101–111. doi:10.1016/j.indmarman.2020.05.005

Madhani, P. (2018). Effective Salesforce Management Practices: A Real Option Approach. *The IUP Journal of Business Strategy*, 15(1), 7–24.

Panagopoulou, N., Hochstein, B., Baher, T., & Pimentel, M. (2018). Boosting sales force morale in highly dynamic, complex markets: The role of job resources. *Industrial Marketing Management*, 74, 237–253. doi:10.1016/j.indmarman.2018.06.001

KEY TERMS AND DEFINITIONS

Co-Presence: Interaction that implies the physical presence of the actors.

Dramatic Expression: Dramatic expression is defined by a dual need: expression and communication. There is dramatic expression whenever someone expresses himself through gesture and/or word, with pleasure. It is a game and implies the pleasure of playing. The game ends when pleasure ceases. The dramatic expression is seen in a permeability of the group, which allows the exchange of different experiences in the enrichment of the personality of each one, from the conviviality of all.

Motivation: It is what explains that people or animals initiate, continue, or end a certain behavior at a certain time. Motivational states are understood as forces acting within the agent that create a disposition to engage in goal-directed behavior.

Participatory Theatre: It is a form of theatre in which the audience interacts with the performers or presenters.

Sales Force: It is composed of the group of people whose main objective is to sell or sell the company's goods/services, through direct contact with potential customers, distributors or prescribers.

Sales Theatre: Commercial activity that puts into practice a closer and truer communication policy with the client, based on the modern theatre.

Scenic Space: In general, the stage presents a construction, but it is not its architectural layout that makes it possible for it to be a stage. This identity emerges at the moment when the dramatic action is represented. It is irrelevant whether or not the stage is a building, is an integral part of a theatrical building, or is any other location on the street or in the countryside. What matters is that the theatre stage can represent a place and that these spaces can have any other representation.

Chapter 8

Unpacking the Behavioral Dimensions of Promotions and Sales Performance: Do Real-Life Promotions Drive More Sales?

Rafael Barreiros Porto

 <https://orcid.org/0000-0003-2210-7098>

University of Brasilia, Brazil

Mônica Cruz Walter

University of Brasilia, Brazil

ABSTRACT

Monetary and non-monetary promotions can be effective in different sales performance metrics but may not last after the post-promotional period. Breaking down promotions into their typologies, dimensions, and performance metrics can clear up the cloudiness of promotional effectiveness. The study investigates the dynamic effect (immediate and short-term) of the behavioral dimensions of promotions (presence, duration, simultaneity, and removal) on sales performance metrics (revenue, number of transactions, and average billing size). The authors conducted longitudinal research at a retailer. The results show that non-monetary and monetary promotions generate immediate and short-term positive effects on revenue and the number of transactions with a positive balance after their ending. Nevertheless, the monetary one harms the average billing size after the promotional period, and the mixed one has opposite effects to the results above. The operant behavioral economics framework helps explain the results by proposing mutually reinforced relationships between consumers and companies.

INTRODUCTION

Running promotions to encourage sales is a regular activity for retailers. Their effectiveness depends on how much they can control the sales environment to stimulate the purchases by the consumers and

DOI: 10.4018/978-1-6684-3430-7.ch008

simultaneously generate rewards for both (Almeida et al., 2020; Larsen et al., 2020; Porto & Oliveira-Castro, 2013). In real-life, managers usually invest in promotional activities to stimulate the sale of goods, being previously decided in a “sticky plan” (Anderson & Fox, 2019). These promotions may be part of a longer-term building program and knowledge transfer in franchised companies (Khan, 2016). They are essential for firms’ survival due to their rapid implementation and quick results in sales (Raghubir et al., 2004). However, just because different incentives are “sales promotions” does not mean that the impact of all their types necessarily leads to sales (Anderson & Fox, 2019).

Marketing science has long studied how sales promotions affect brand sales (Gupta, 1988; Weber, 1963). There is evidence of positive, neutral, and negative influences on sales performance, either during promotions or after its withdrawal (Gedenk, 2019). However, the diversity and quantity of existing promotional techniques (Brito & Hammond, 2007) to evaluate the effectiveness of sales promotions turn them into a complex task (Heerde & Neslin, 2017). The main limitation is not showing the real situations when they are effective or not.

Part of the criticism goes further and involves (1) research-based on simulations and with non-experimental data, rarely been conducted in a field experiment (Gedenk, 2019), (2) the main focus of research is on consumer-level of analysis (Santini et al., 2016), rarely considering firm-level (Franses, 2006; Sunday & Bayode, 2011), (3) decomposition of sales is on consumer-level (switching, acceleration, loyalty – Bell et al., 1999), or product-level (category, brand, SKU – Heerde & Neslin, 2017) and not on firm-level, such as revenue, transactions, and average billing size (Peterson et al., 2015), (4) the focus of firm-level explanations does not adopt a behavioral explanatory approach (Larsen et al., 2020), preventing the use of tools and theoretical concepts already consolidated from traditionally experimental research (Almeida et al., 2020), (5) disregarding the set of different types of promotions (Santini et al., 2019), (6) separating the effect on sales during and after promotions (Heerde & Neslin, 2017), and (7) disregarding the current annual plans that retailers implement (Anderson & Fox, 2019).

Although there is an extensive body of research on sales promotions (Anderson & Fox, 2019; Brito & Hammond, 2007; Freo, 2005; Pauwels et al., 2002; Yi & Yoo, 2011), understanding the effect of several types of promotions and their dimensions in sales is still limited. Some problems are solved when research breaks promotions into their typologies, ascertaining their characteristics and benefits to consumers and companies. In addition, if the study unpacks promotions into their stages or dimensions (presence, duration or length, simultaneity, removal) and sales performance into their output metrics, such as revenue, the number of transactions, and average billing size (Peterson et al., 2015), it can bring more accuracy to this effectiveness, at least for the retailer.

This chapter reports an empirical investigation of the dynamic effect of the behavioral dimensions of promotions on sales performance metrics (revenue, number of transactions, and average billing size). Although managers widely use promotions, it is a subject that has been little analyzed in the academic context when related to sales with real retail data at the company’s level analysis (Anderson & Fox, 2019). The authors propose to use the theoretical framework of Operant Behavioral Economics (Foxall, 2020) to explain the relationships between business activities and the results of such activities. In this way, the knowledge coming from this research would help managers in the decision-making process for allocating investments in types of promotion, focusing on sales results.

After this introduction, this book chapter presents a theoretical review of monetary and non-monetary typology, giving contexts to sales performance according to the explanations of the Operant Behavioral Economics. The authors highlight the relationship between promotional behavioral dimensions and sales performance, including the empirical model. Then, they present the research method and the results

subdivided for each time of sales performance effect. It ends with the discussion, giving the theoretical and managerial contributions of the research.

THE DEBATE ON MONETARY AND NON-MONETARY PROMOTIONS

Managers use different promotion types to achieve a specific sales objective (Yi & Yoo, 2011). As for their consumer incentive strategy, they classify into two distinct groups (Ogden et al., 2017; Shama et al., 2021): a) monetary or price-oriented promotions, such as discounts, coupons, and rebates; and b) non-monetary or non-price-oriented promotions, such as free samples, gifts, prizes, sweepstakes, and contests.

Consumers evaluate monetary promotions as a loss reduction. Palazon and Delgado-Ballester (2009) define monetary promotions offer a reduction in the selling price of the product or an increase in the quantity provided for the same price. They seek to encourage immediate and short-term results (Dekimpe et al., 2005), promote brand switching (Gupta, 1988), attract new customers (Garretson & Clow, 1999), or induce user experience (Lee, 2002).

Non-monetary promotions offer an extra incentive to purchase the product without changing the core product price (Shama et al., 2021). They seek to generate immediate and short-term sales effects with hopes of additional long-term results (Lee, 2002). They can be perceived as additional gains (Lowe & Barnes, 2012) since they add value to the product or service through prizes, bonuses, or gifts (Shama et al., 2021).

There are controversies about which type of promotion gets the most favorable response in sales. Lowe and Barnes (2012) suggest that consumers respond better to non-monetary promotions than monetary ones, while for Lee (2002), both consumers and managers prefer monetary promotions. Palazon and Delgado-Ballester (2009) indicate that, despite price discounts being the most usual form of promotion, they reduce consumers' price reference, undermine the perception of quality, and hurt brand equity. They also suggest that increasing rewards may indicate that managers' non-monetary promotions are prevalent.

Considering the different benefits and risks that monetary and non-monetary promotions can generate in sales, investigating the dimensions of the types of promotions is relevant for optimizing expenditures in marketing activities (Porto & Foxall, 2019). This investigation is because of the combined effect of multiple promotions (Raghubir et al., 2004), their durations (Heerde & Neslin, 2017), and the residual effect of actions (Dekimpe et al., 2005; Freo, 2005; Heerde & Neslin, 2017; Pauwels et al., 2002) can be different for various sales performance indicators, whether at the consumer level or the company level of analysis (Anderson & Fox, 2019).

Lemon and Nowlly (2002) found that promotions interact with each other and brand characteristics. The combined effects of promotions are more effective on lower-value brands than on higher-value brands. Swait and Erdem (2002) reinforce this finding and show evidence of the functionality of simultaneous sales promotions through the link between the temporal consistency of various promotions and the brands' sales performance. Therefore, the simultaneity of promotional typology can generate dynamic effects on sales.

Heerde and Neslin (2017) reveal that consumers become more sensitive to promotions. The duration of promotions makes consumers more sensitive to them and choose the promotional brand in the post-promotional period. Furthermore, Pauwels et al. (2002) demonstrate that the consumer-level sales components are stationary (return to their average) after the promotional period. Thus, after removing the promotional action, permanent effects are null in the brand choices, although short-term effects ex-

ist. Dekimpe et al. (2005) report that the impact of promotions on manufacturers' revenue is positive, but on retailers' revenue, it can be positive, negative, or neutral. In turn, Freo (2005) was one of the first to demonstrate residual dynamic effects (after removal) of promotions on a store's sales (revenue). The result showed that promotions generate an immediate, short-term, and long-term impact on sales, but the result depends on the store's product category.

Therefore, the debate on which type of promotion generates the most sales depends on its benefits to the retailer. A manager can ascertain these benefits through the dynamics of their effects on sales indicators. However, a behavioral approach can enlighten managers about what they do that works and what goes wrong in practice. The next section proposes to clarify the reason for this effectiveness in sales.

SALES PERFORMANCE AND THE OPERANT BEHAVIORAL ECONOMICS

Numerous metrics can form sales performance at five distinct levels: country, industry, company (business or store), product/service (category, brand, or SKU), and salesperson (or sales team). At the company level, revenue variation (growth), based on the total sales of goods or services, is one of the metrics most used by managers to assess business performance (Endres et al., 2020). Researchers and managers can measure these sales by numerous other complementary or equivalent metrics that demonstrate business growth, such as the number of transactions, customers, conversion rate, average billing size, and others (Farris et al., 2015; Peterson et al., 2015). The measures of these sales indicators have slight differences (Farris et al., 2015). The promotional activities that influence them can differ, and their effect can be temporally distinct (Dekimpe et al., 2005). Thus, a theoretical model that functionally explains the relationship between marketing efforts and the result of such efforts is necessary.

The foundation of Operant Behavioral Economics (OBE) by Foxall (1999, 2016a), derived from earlier work by Kagel and Winkler (1972), explains the relationships between marketing activities and the outcome of business performance (Larsen et al., 2020; Porto & Foxall, 2019). This field offers a consolidated theoretical framework from experimental or quasi-experimental research tested in the laboratory or a natural environment (Foxall, 2016b; Foxall et al., 2021). Skinner's (1969) three-term contingency model (stimulus: response ® consequence) supports the theoretical basis of OBE. The stimulus creates the conditions for the response to be emitted (behavior), and this relationship generates reinforcing or punishing consequences. These consequences feedback the stimulus-response relationship dynamically. Thus, reinforcers increase the probability of the same response occurring on the subsequent occasion, and punishment decreases that probability.

Foxall (1999, 2021) proposed using Skinner's model for the relationship between company and consumer. One of its advantages is to explain the relationship between consumer behavior and company behavior as a dyad relationship, addressing distinct levels of analysis. In this sense, sales performance metrics are aggregate indicators derived from consumer purchases (Foxall et al., 2021; Porto & Oliveira-Castro, 2015) and represent one kind of reinforcer for the company.

Specifically, the sales performance metric called revenue is the sum of the amount purchased by all consumers times the price paid over a period. Revenue only occurs if the transaction has been conditioned usually by regulatory conditions - formal or informal contracts (Vella & Foxall, 2011). To obtain a product, the consumer needs to pay for it (Foxall, 2021). The company conditions the purchases of this item with payments. The company earns by selling, and its consumers make by using the purchased products. Therefore, the increase in revenue is a win-win consequence (Porto, 2016). Revenue growth is

a reinforcer for the company because it allows expansion and surplus as a financial output (profit). The increase in revenue is, in this sense, a tertiary reinforcer (Catania, 2013), conditioned to the payments received by the consumer (secondary reinforcer), who will enjoy the purchased item (primary reinforcer).

Through commercial rules, the company increases the number of transactions by increasing sale contracts. The increase in the transactions performed in a period is also a conditioned reinforcer for the company (Alhadeff, 1982; Herrnstein, 1964; Kearney, 2015), like revenue, with the difference in the transaction being the sum of ordinal numbers. Complementary, the average billing size is revenue divided by the number of transactions (Peterson et al., 2015). In this sense, it is an average amount paid (Kumar & Rajan, 2009) for the set of transactions in a period in a store. If the company manages to increase all these metrics, it will obtain a greater reserve for profit, performing the same commercial activity. They represent the potential surplus for the company (Cowan, 2012).

However, the increase in the average billing size (Peterson et al., 2015) is dubious and can reinforce and punish the consumer. In situations in which neither party is obliged to enter a contract, if the average billing size increases due to the price of the same items purchased by consumers, it punishes them and reinforces companies as a lose-win consequence. In other words, the company wins, and the consumer loses. Suppose the average billing size increase was due to consumers' more substantial number of items purchased per transaction. In that case, it is usually a reinforcement to consumers because they choose to buy more items, and companies gain the amount paid (win-win result).

How much consumers and retailers gain or lose depends on the characteristics of the promotions and the consumers' response to them. The retailer needs to control promotional stimuli to obtain financial reinforcements derived from purchases. In the next section, the authors explain how this occurs.

BEHAVIORAL EXPLANATION OF THE RELATIONSHIP BETWEEN PROMOTIONAL DIMENSIONS AND SALES PERFORMANCE

Marketing activities that increase or decrease sales are business behaviors driven by demand (Foxall, 2020; Vella & Foxall, 2011, 2013). The firm's behavior that refers to marketing creates the scenario (discriminative stimuli - Catania, 2013) where consumers will buy. But the purchases may or may not occur, depending on how the marketing activities stimulated the consumer and the company. They may depend on whether the context is favorable for the execution of the sale or purchase and is associated with rewards (reinforcements) or losses (punishments) to the consumer. Many other stimuli present at the store can be neutral stimuli [or delta stimuli - (Catania, 2013)], as they are not correlated with reinforcers or punishers.

Retailers or service providers, in this sense, control the stimuli present at the store (or the service offering) to stimulate consumers' gains and simultaneously their gains (reinforcers) through commercial transactions (Porto, 2016). When effective for the company, promotional stimuli generate reinforcers (Porto, 2016) by increasing the number of consumers in stores and carrying out transactions (paying money for products). Thus, managers arrange non-monetary promotions to stimulate sales through additional gains. This kind of promotion is a discriminative stimulus that signals extrinsic reinforcers to consumers - the company conditions consumers to get something more (extraneous to the natural consequence of the item purchased). In contrast, managers arrange monetary promotions to stimulate sales through price reductions. They are discriminative stimuli that signal reinforcers by reducing the magnitude of punishers (Nord & Peter, 1980; Raghbir et al., 2004).

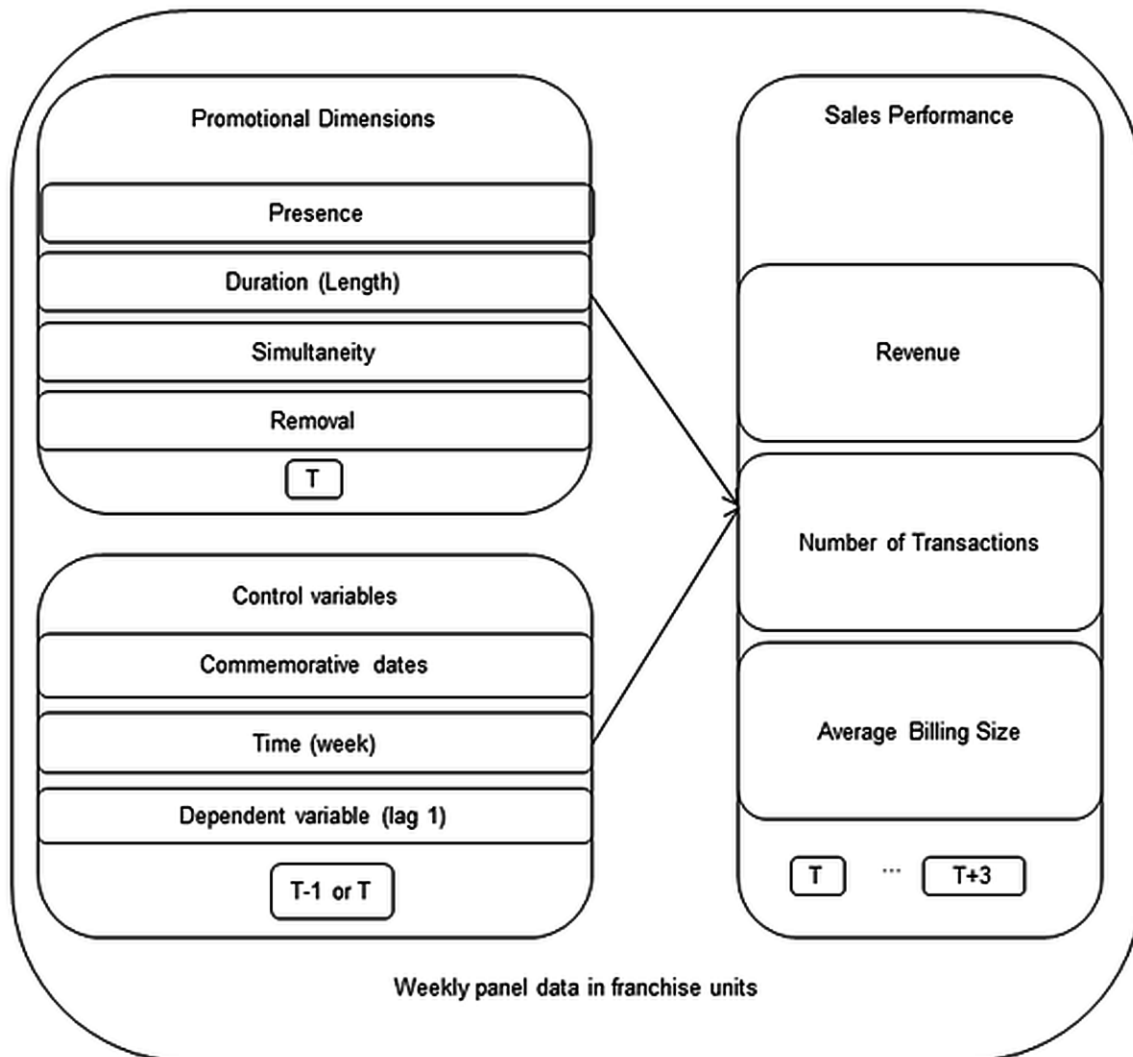
The presence of promotion is a discriminative stimulus that signals positive reinforcers to consumers in the case of inserting, for example, gifts (non-monetary promotion) and signals negative reinforcers in the case of withdrawing (or reducing) the price to be paid by them (Foxall, 2016b). If they make the purchase, the promotion increases the magnitude of positive conditioned reinforcers to the company (increase in sales). The promotion duration (length) indicates the period in which reinforcers to consumers will be available as the marketing activity begins and ends. In this sense, they are part of the stimulus control (Catania, 2013) that the retailer implements. When the promotion starts, the novelty of the stimulus may attract more consumers, but as time goes on, the promotion becomes less stimulating, losing some of its effect on sales.

The simultaneity of the promotions suggests that there are two or more possibilities for consumers to obtain positive reinforcers. They are concurrent reinforcement schedules (Mace et al., 2011), in which managers condition these schedules to different promotions. For example, in-restaurant promotions, if the consumer buys meal A, she gets gift X (free soda), but if she buys meal B, she gets gift Y (free dessert). As meals have different prices and costs, they can generate a different magnitude of conditioned reinforcers. However, from the company's perspective, if it offers these promotions simultaneously, it potentially increases its sales because it can attract more consumers through a greater variety of attractions. In other words, it makes the consumer's purchase scenario more stimulating, offering more discriminative stimuli. In this sense, simultaneity is an attempt to control stimuli to generate more effects on sales.

The removal of monetary promotions signals a positive punishment to the consumer in the case of returning to the regular price of the product. It signals negative punishment in the case of the withdrawal of gifts for non-monetary promotions (Foxall, 2016b; Mace et al., 2011). Although the company hopes that its reinforcements (maintaining high sales rates) will not change after promotions, they usually change downwards, thus negatively punishing the company. However, some short-term effects may slightly prolong promotions' secondary reinforcers (payments).

With this theoretical framework, the authors elaborate on the functional model of the present research represented in Figure 1. The model comprises the dependent variables formed by the sales metrics (revenue, amount of transaction, and average billing size). The independent ones refer to the behavioral promotion dimensions (presence, duration, simultaneity, and removal) and control variables (commemorative dates, days of the week, and lagged dependent variables). As the implementation of promotions takes place over time and may have residual effects later, the authors used immediate effects (T) and short-term effects (T+1 to T+3) to represent the sales performance metrics. This research covered this possibility.

Figure 1. Research model.



METHOD

The authors used a quasi-experimental longitudinal design with time series to investigate the dynamic effect of promotional dimensions on sales performance metrics. They want to infer whether the treatment had or not had the intended effect, but without random sampling (Cozby & Bates, 2017). The data came from two franchised restaurant companies specializing in Japanese cuisine located in upscale neighborhoods in the city of Brasília (Brazil) – Sushiloko. The franchisor defines itself as a chain of Japanese restaurants with a laid-back atmosphere with simple tables and a contemporary express menu (e.g., sushi, sashimi, temaki, and combos with soft drinks and desserts). It is a small Japanese fast-food restaurant chain. The average annual revenue of each franchisee is US\$ 416.540,89, with a marketing fee of 2%

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

of gross revenue. However, franchisees do not always perceive the effectiveness of these contributions (Herrington, 2005), justifying the importance of evaluating promotions.

The managers of the restaurants manipulated the promotional variables in a planned way for 476 days between 2015 and 2016 and verified the results in sales metrics. Then, the researchers collected the data came from the franchisee. There is a mandatory contribution in the contract for the franchisee based on a percentage of sales. The franchisor provides, among other benefits, promotional material, marketing design, advertising and publicity, accounting and finance, and marketing training.

The franchisor defines marketing activities based on the business strategy and an annual calendar. These promotions can be mandatory or optional to the franchisee, which has no decision-making power regarding the planning and implementation of promotions. The authors determined the data related to promotions based on the eight promotions adopted by the franchisee in its two units (Table 1). They obtained them in two stages. Preliminarily, the researchers surveyed which promotions the franchisee implemented in the period of analysis from the sales spreadsheet of each unit. Then the researchers conducted franchisee interviews to describe each promotion and its duration. Subsequently, the researchers checked the research on the placement of promotions on social networks (Facebook and Instagram).

Table 1. Promotions adopted at franchised units.

Promotion Name	Description	Duration (Length) in Weeks	Classification	Simultaneous Promotion Quantity	Post-Promotion Period in Weeks (Removal)
7-Years Campaign	Meal with promotional value + \$ 1.47 gets a gift	13	mixed (monetary and non-monetary)	0	5
Promo Hot	Meal with promotional value	9	monetary	1	5
Father's Day Mix	When one buys a predetermined meal, the drink is free	1	Non-monetary	1	5
Santa Combo	Predetermined meal (starter + main course + drink + dessert) with promotional value	10	monetary	1	5
Card (Coupons)	When purchasing any meal, the customer receives a card with six exclusive offers (meals with promotional prices)	22	monetary	2	5
Carnival Dessert Promotion	Free dessert coupons delivered to carnival blocks	10	Non-monetary	1	5
Carnival Promotion	Any mini combo + drink for promotional price	8	monetary	1	5
Easter Sushiloko	Meal with promotional value	1	monetary	1	5

The researchers aggregated the data weekly, representing 68 weeks for each company unit, totaling 136 valid cases. They also calculated the sampling power (for multiple regression with twelve predictors and mean effect size $f = 0.15$), which showed a value of 83.81%, enough to reduce the chances of occurrence of Type 2 Error, false negative.

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

The researchers relativized the dependent variables to standardize the unit of measurement, dividing each value by its mean. Thus, the revenue data, number of transactions, and average billing size, when equal to 1, mean that, in that week, its value is on the average of the entire analyzed period. When they are greater than 1, it is above average, and it is below average if they are less than 1.

The researchers coded the independent variables (Table 2). There were more weekly periods with monetary promotions than the period without them. In contrast, there were many more periods without non-monetary and mixed promotions than with them. Each franchisee unit is a small company (Brazilian National Confederation of Industry, 2022), with a weekly revenue average of US\$ 6,648.62 (S.D. = 802.42), a weekly average of 138.06 (S.D. = 21.91) transactions per week, and a weekly average billing size of US\$ 14.68 (S.D. = 1.30). Eleven point eighty percent of the analyzed weeks had at least the presence of commemorative dates (e.g., Mother's Day, Father's Day). The researchers used the weeks of the month as control variables, and their incidence is equitable in the two investigated franchisee units over time.

Table 2. Code and description of variables.

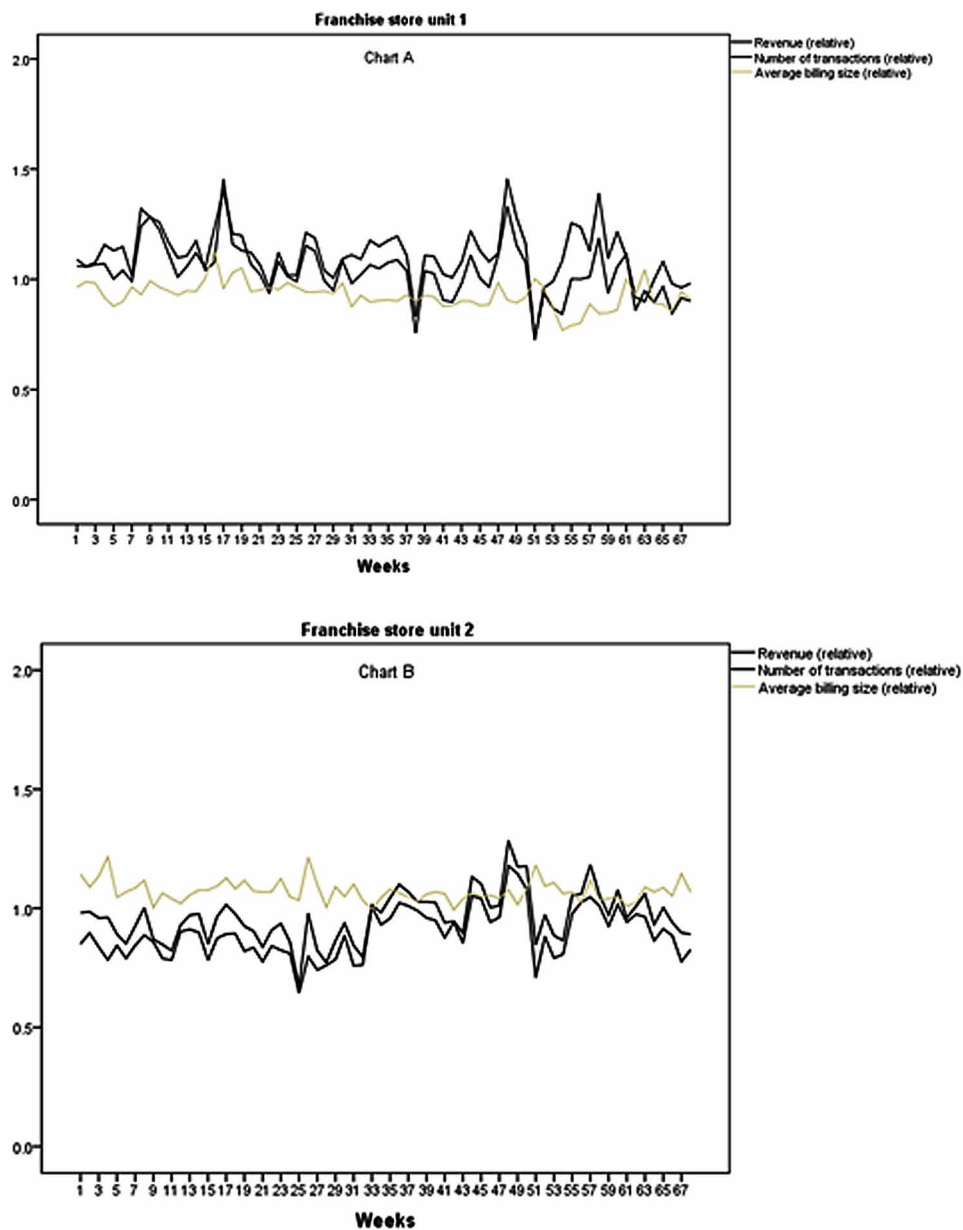
Variables	Code	Description	Percentage	Mean	Standard Deviation
Commemorative dates	0	Weeks without a commemorative date	88.20%	-	-
	1	Weeks with a commemorative date	11.80%		
Simultaneous promotion quantity	-	The weekly sum of simultaneous promotions	-	1.08	1
Promotion duration (length)	-	Accumulated weekly period of promotion duration	-	2.63	3.93
Promotion removal period	-1	Pre-promotion period	22.05%	-	-
	0	Promotion period	70.60%	-	-
	1	Post-promotion period	7.35%	-	-
Monetary promotion	0	Weeks without monetary promotion	45.59%	-	-
	1	Weeks with monetary promotion	54.41%		
Non-monetary promotion	0	Weeks without non-monetary promotion	83.80%	-	-
	1	Weeks with non-monetary promotion	16.20%		
Mixed promotion	0	Weeks without mixed promotion	80.90%	-	-
	1	Weeks with mixed promotion	19.10%		
Weekly revenue	-	Sum of total sales in value (\$) per week	-	6,648.62	802.42
Number of transactions per week	-	Sum of the number of transactions (invoices) per week	-	457.39	72.62
Average billing size per week	-	Revenue (\$) divided by the number of transactions per week	-	14.68	1.30

The researchers performed nine-panel data regressions, one for each combination of the dependent variable (revenue, number of transactions, and average billing size) in a weekly-based period (current week until three weeks later, totaling four weeks). Panel data regressions were necessary because the two units have quite different patterns of sales performance variables, which required the use of fixed-effect models (test to differentiate intercepts of groups $p \leq 0.05$). Figure 2 shows the performance behavior

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

of the two units. In Unit 1 (Chart 1), the franchisee obtains higher rates of the number of transactions and revenue. Unit 2 (Chart 2) obtains lower rates of these two indicators. Still, it gets a higher average billing size rate. Furthermore, Self et al. (2015) report that sales can differ for the same company even within micro-regions of the same city.

Figure 2. Sales performance charts of the two franchised units



Unpacking the Behavioral Dimensions of Promotions and Sales Performance

The researchers used the exogenous instrumental variable (number of commemorative dates in the week) since it correlated with the independent variables (dimensions of promotions) and the time in weeks to control seasonality effects. During the analysis, the dependent variables showed an error normal distribution (Kolmogorov-Smirnov with $p > 0.05$), with no indication of heteroscedasticity (Wald test independent of the distribution for heteroscedasticity $\chi^2 = 2.62$; $p > 0.05$) while the independent variables did not indicate the presence of multicollinearity ($VIF < 2$). These are statistical requirements so that the analyzed dataset can be considered consistent.

The authors developed twelve models to combine the dependent variables and the weekly period analyzed. For each model, the authors advanced the dependent variables for up to three weeks (lead T+1, T+2, and T+3) while they maintained the independent variables in the current time (T), also having their own lagged control dependent variable (T-1). As a result, the Durbin-Watson serial autocorrelation test on residuals did not present a problem (values close to 2).

RESULTS

Table 3 shows the results of the independent variables on revenue, subdivided into Model 1 (effect in the current week), Model 2 (effect in the subsequent week), Model 3 (effect two weeks later), and Model 4 (effect in three weeks later). All four models had moderately low explained variances between the two franchisee units and within each unit. The explained variances improved until T+2 (Model 3) and worsened in T+3 but still have an effect. Thus, the impact of promotional dimensions occurs more fully in up to two weeks on revenue. After that, the effect starts to wear off.

In Models 1, 2, 3, and 4, at least one of the promotional dimensions is significant, with a low standard error. In general terms, the dimensions that generated the most potent effects on revenue were the presence, removal, simultaneity, and duration of promotional actions. Thus, the research shows that promotions changed this performance metric over time (3 weeks later).

Table 3. Effect of promotions and control variables on revenue.

Independent Variables	Model 1		Model 2		Model 3		Model 4	
	Revenue (T)		Revenue (T+1)		Revenue (T+2)		Revenue (T+3)	
	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.
Intercept	0.65**	0.04	0.55**	0.01	0.59**	0.01	0.58**	0.04
Presence of non-monetary promotion	0.03**	0.01	0.05**	0.01	0.09**	0.03	0.02	0.03
Presence of monetary promotion	0.03**	0.01	0.03**	0.02	0.07**	0.03	0.01	0.01
Presence of mixed promotion	-0.01	0.01	-0.03	0.01	-0.15**	0.02	-0.14**	0.02
Duration (length) of non-monetary promotion	-0.01	0.00	-0.02**	0.00	0.01	0.00	-0.01	0.00
Duration (length) of monetary promotion	0.00	0.00	-0.01	0.00	-0.02**	0.00	-0.01**	0.00

Continued on following page

Table 3. Continued

Independent Variables	Model 1		Model 2		Model 3		Model 4	
	Revenue (T)		Revenue (T+1)		Revenue (T+2)		Revenue (T+3)	
	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.
Duration (length) of mixed promotion	-0.01**	0.00	0.01*	0.00	0.01**	0.00	0.01**	0.00
Simultaneous promotion quantity	0.02**	0.00	0.06**	0.00	-0.02*	0.01	-0.02	0.01
Removal of non-monetary promotion	0.04	0.00	0.06	0.01	-0.05	0.02	-0.04	0.02
Removal of monetary promotion	-0.10**	0.03	-0.10**	0.03	-0.04	0.02	0.01	0.02
Removal of mixed promotion	0.03	0.02	0.03	0.03	-0.04	0.04	0.02	0.01
Revenue (lag 1)	0.38**	0.01	0.42**	0.01	0.42**	0.01	0.47**	0.01
Commemorative dates	-0.04	0.03	0.00	0.00	-0.03	0.02	0.00	0.02
Time (weeks)	-0.01**	0.00	0.01**	0.00	0.00	0.00	-0.01	0.00
R ² between franchisee unit	39.81%		41.16%		43.11%		38.96%	
R ² within franchisee unit	33.45%		34.95%		37.17%		32.78%	

Note. *p ≤ 0.05; **p ≤ 0.01 S.E. Standard Error.

Figure 3 illustrates the effects on the revenue. Chart C shows that the presence (or implementation) of non-monetary promotion is better than the monetary one to generate revenue increases. Both cause positive and significant effects, with the short-term effect (one, two, and three weeks later) being greater than the immediate effect (current week). However, the short-term effect of mixed promotion is the strongest and most harmful to revenue.

Chart D demonstrates that the duration of monetary and non-monetary promotions has a short-term negative effect on revenue. The more time passes from the moment managers implement them, the promotions would slightly negatively impact one, two, or three weeks later. The opposite occurs with mixed promotion. It generates a tenuous positive short-term effect. So, while its presence has a strong negative impact on short-term revenue, it has a slight downside as time passes since its implementation.

Chart E illustrates that the simultaneity of two or more promotions implemented generates a small positive effect on revenue seen in the current and subsequent weeks. Chart F shows that only the withdrawal of monetary promotions hurts revenue, while the other promotions do not generate a significant effect. After the total removal of the non-monetary and mixed promotions, there is no effect on revenue in the current week (first week of removal) or subsequent weeks. In this way, there is evidence of generating a permanent impact, at least for longer than a month.

When comparing the result of Chart F with Chart C for the non-monetary one, the implementation of this promotion increases revenue. The revenue did not fall when the manager withdrew this promotion (it did not return to its pre-promotion level). The mixed promotion reduced the revenue, and after its removal, the revenue did not return to the pre-implementation level. Thus, it does not worth implementing it in the configuration as the managers conceived it. Removing promotions altogether has a solid negative slant with revenue. In this way, the monetary promotions increase the revenue with a total effect of 0.14 above the average of the company's revenue. Still, the revenue dropped by - 0.10 below its

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

average revenue when the manager withdrew it. It returns to its pre-implementation level but positively, making it worthwhile to implement it.

Figure 3. Charts of the effects of promotional dimensions on revenue.

Note. * $p \leq 0.05$; ** $p \leq 0.01$

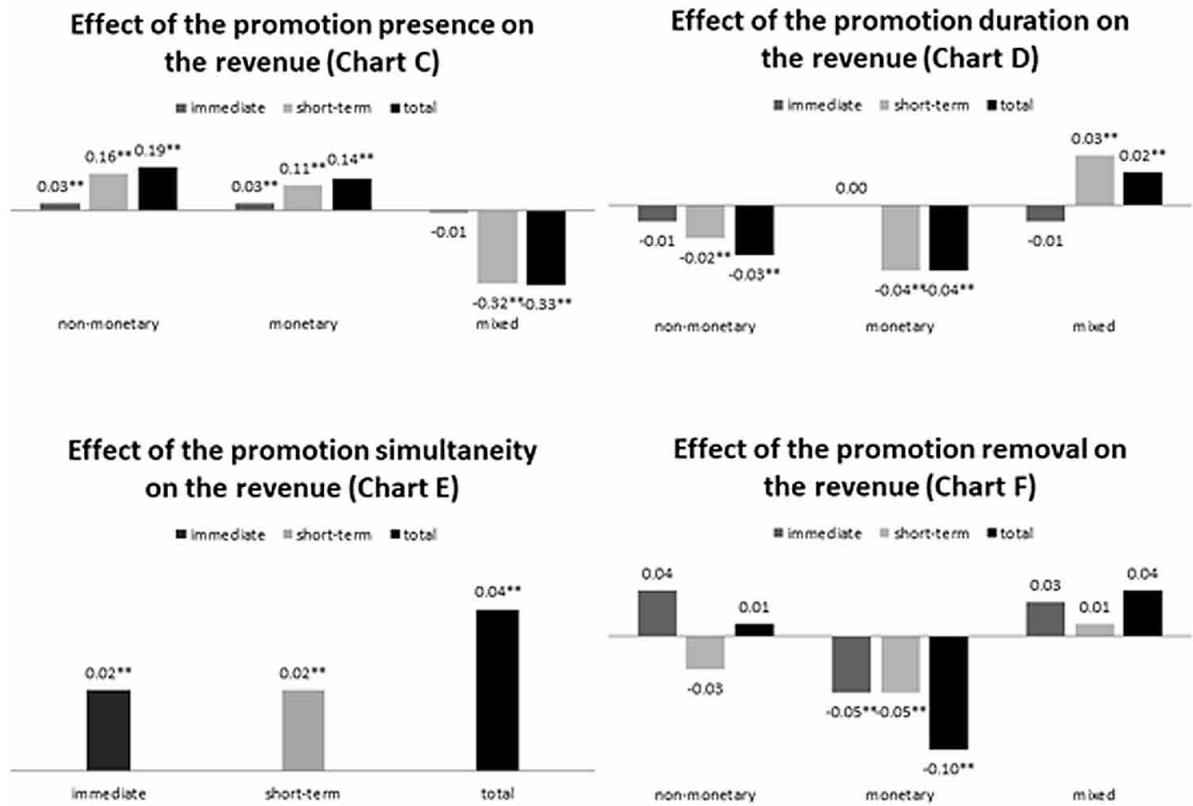


Table 4 shows the result of the independent variables on the number of transactions, subdivided into Model 5 (effect in the current week), Model 6 (effect in the subsequent week), Model 7 (effect two weeks later), and Model 8 (effect in three weeks later). All four models had moderately high explained variances between the two franchisee units and relatively low explained variances between each unit. The explained variances of the models improved until T+2 (Model 7) and worsened in T+3, but still had an effect. The effect of the promotional dimensions occurs more fully in up to two weeks on the amount of the transaction. After that, the effect starts to wear off.

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

In Models 1, 2, 3, and 4, at least one of the dimensions of promotions is significant, with a low standard error. In general terms, the dimensions that generated the highest significant effects on the number of transactions were the presence, removal, simultaneity, and duration of promotions. Thus, the execution of promotions changes this performance indicator over time (up to 3 weeks later).

Table 4. Effect of promotions and control variables on the number of transactions.

Independent Variables	Model 5		Model 6		Model 7		Model 8	
	Transactions (T)		Transactions (T+1)		Transactions (T+2)		Transactions (T+3)	
	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.
Intercept	0.78**	0.06	0.59**	0.04	0.69**	0.07	0.67**	0.10
Presence of non-monetary promotion	0.10**	0.06	0.06**	0.00	0.07**	0.05	-0.01	0.01
Presence of monetary promotion	0.10**	0.02	0.02**	0.00	0.18**	0.04	0.15**	0.01
Presence of mixed promotion	-0.02	0.03	-0.04**	0.00	-0.21**	0.00	-0.21**	0.02
Duration (length) of non-monetary promotion	-0.01	0.01	-0.02**	0.01	0.01	0.01	-0.01	0.00
Duration (length) of monetary promotion	-0.01	0.00	-0.01	0.00	-0.02**	0.00	-0.01*	0.00
Duration (length) of mixed promotion	-0.01**	0.00	0.01	0.00	0.02**	0.00	0.01*	0.00
Simultaneous promotion quantity	0.03**	0.01	0.03**	0.01	0.00	0.02	-0.03**	0.01
Removal of non-monetary promotion	0.00	0.00	0.03*	0.01	-0.07**	0.02	-0.07*	0.03
Removal of monetary promotion	-0.10**	0.03	-0.05**	0.02	0.00	0.01	0.03**	0.00
Removal of mixed promotion	0.01	0.01	0.02	0.03	-0.04	0.04	0.04**	0.01
Transactions (lag 1)	0.25**	0.03	0.37**	0.02	0.32**	0.04	0.35**	0.08
Commemorative dates	-0.04**	0.01	0.01**	0.00	-0.02	0.02	0.02**	0.00
Time (weeks)	-0.02**	0.00	0.02**	0.00	0.01*	0.00	0.00**	0.00
R ² between franchisee unit	63.75%		64.18%		66.24%		63.11%	
R ² within franchisee unit	31.84%		32.63%		36.69%		31.33%	

Note. *p ≤ 0.05; **p ≤ 0.01 S.E. Standard Error.

Figure 4 illustrates the results in the number of transactions. Chart G shows that monetary promotion's presence is better than the non-monetary one to increase the number of transactions. Both cause positive and significant effects, with the short-term effect (one, two, and three weeks later) being greater than the immediate effect (current week). However, the short-term effect of mixed promotion is the strongest and is negative on the number of transactions.

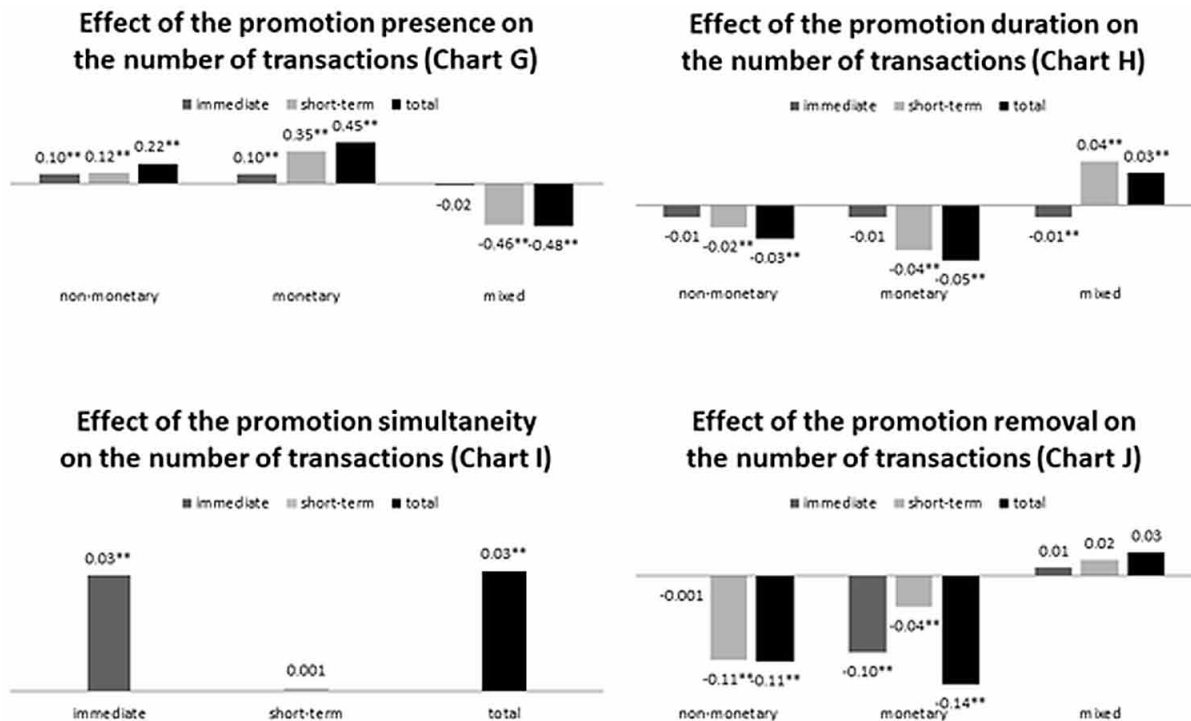
Unpacking the Behavioral Dimensions of Promotions and Sales Performance

Chart H demonstrates that the duration of monetary and non-monetary promotions has a short-term negative effect on the number of transactions. The more time passes from the moment managers implement them, the promotions would slightly negatively impact one, two, or three weeks later. The opposite occurs with mixed promotion. It generates an immediate and short-term positive tenuous effect. Thus, although its presence has a strong negative impact on the number of short-term transactions, it has a slight downside as time passes since its implementation.

Chart I illustrates that the simultaneity of two or more promotions generates a small positive effect on the number of transactions only in the current week. Chart J shows that both the withdrawal of monetary and non-monetary promotions negatively impacts the number of transactions. In contrast, the mixed one does not generate a significant effect. After the total removal of the mixed promotion, there is no significant effect on the number of transactions in the current week (first week of removal) or subsequent weeks. Thus, there is evidence of generating a medium-term impact, at least for more than one month.

When comparing the result of Chart J with Chart G, the non-monetary promotion increases the number of transactions (0.22 above average). When the manager withdrew it, the number of transactions dropped by half (- 0.11) and did not return to its pre-promotion level. The mixed promotion reduced the number of transactions, and, after its removal, it did not return to the pre-implementation level. Thus, it does not pay to implement it in the configuration as the managers conceived it. Withdrawal from current promotions has a negative slope with the number of transactions. In this way, the monetary promotion increases the transactions with a total effect of 0.45 above the company’s average number of transactions. Still, the transactions dropped to -0.14 below average when the manager withdrew them. The transactions did not return to their level before implementation, and they have a positive balance, making it worthwhile to implement them.

Figure 4. Charts of the effects of promotional dimensions on the number of transactions.
 Note. * $p \leq 0.05$; ** $p \leq 0.01$



Unpacking the Behavioral Dimensions of Promotions and Sales Performance

Table 5 shows the result of the independents on the average billing size, subdivided into Model 9 (effect in the current week), Model 10 (effect in the subsequent week), Model 11 (effect two weeks later), and Model 12 (effect in three weeks later). All four models had moderately high explained variances between the two franchisee units and relatively low explained variances between each unit. The explained variances of the models worsen until T+3 (Model 12) but still generate an effect. This result indicates that the impact of the promotional dimensions occurs more fully in the current week on the average billing size. After that, the remaining effect begins to dissipate.

In Models 9, 10, 11, and 12, all promotional dimensions are significant, except for simultaneous promotions. In general terms, the dimensions that generated the highest significant effects on the average billing size were the presence, removal, and duration of promotions. In this way, the promotions change this performance indicator over time (up to 3 weeks later).

Table 5. Effect of promotions and control variables on average billing size.

Independent Variables	Model 9		Model 10		Model 11		Model 12	
	A. Billing Size (T)		A. Billing Size (T+1)		A. Billing Size (T+2)		A. Billing Size (T+3)	
	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.	Estimate	S.E.
Intercept	0.80**	0.00	0.76**	0.06	0.83**	0.03	0.82**	0.03
Presence of non-monetary promotion	-0.06	0.04	-0.02	0.03	0.01	0.04	0.03	0.03
Presence of monetary promotion	-0.02**	0.01	-0.10**	0.01	-0.07**	0.01	-0.05**	0.01
Presence of mixed promotion	0.06*	0.03	0.10**	0.02	0.09**	0.02	0.07**	0.02
Duration (length) of non-monetary promotion	0.01	0.01	0.00	0.01	0.01	0.00	0.00	0.00
Duration (length) of monetary promotion	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Duration (length) of mixed promotion	-0.01*	0.00	-0.06**	0.00	-0.01**	0.00	-0.01**	0.00
Simultaneous promotion quantity	-0.01	0.00	0.00	0.01	0.00	0.01	0.00	0.00
Removal of non-monetary promotion	-0.02**	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Removal of monetary promotion	-0.01	0.02	-0.03**	0.02	-0.03**	0.02	-0.01	0.01
Removal of mixed promotion	0.01	0.01	-0.01**	0.00	0.01**	0.00	-0.02**	0.01
Average billing size (lag 1)	0.19**	0.00	0.25**	0.06	0.18**	0.02	0.20**	0.04
Commemorative dates	0.00	0.01	0.01**	0.00	-0.01	0.00	-0.02	0.01
Time (weeks)	0.00	0.00	-0.01	0.00	-0.01**	0.00	-0.01**	0.00
R ² between franchisee unit	76.29%		74.83%		74.21%		73.88%	
R ² within franchisee unit	33.22%		29.13%		27.12%		26.05%	

Note. *p ≤ 0.05; **p ≤ 0.01 S.E. Standard Error.

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

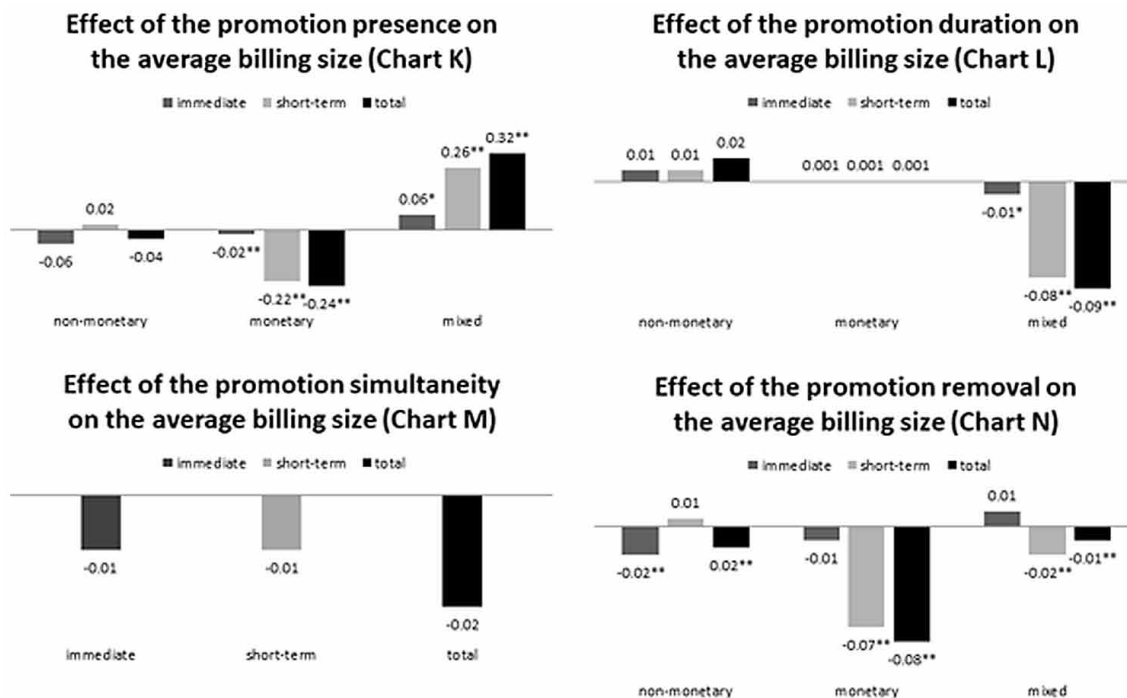
Figure 5 illustrates the results on the average billing size. Chart K shows that monetary promotion is negative, and the mixed one is positive on the average billing size, especially in the short term. The short-term effect of the mixed promotion is the strongest and is positive on the metric. The non-monetary promotion has no significant impact.

Chart L shows that only mixed promotion has a short-term negative effect on the average billing size. The more time passes from the moment managers implement them, the promotions would slightly negatively impact one, two, or three weeks later. Thus, despite having a positive impact on this metric, it generates a reverse effect, smaller than the positive effect of the implementation. The other promotions did not show a significant duration effect.

Chart M illustrates that the simultaneity of two or more promotions did not significantly affect the average billing size. Graph N shows the withdrawal of any of the promotions affects it. The withdrawal of non-monetary and mixed promotions adversely affects the monetary promotion and positively impacts the metric.

When comparing the result of Chart N with Chart K, the non-monetary promotion did not generate a significant effect on the average billing size. But when the manager removed it slightly reduced this indicator. There is evidence that it is not worth implementing if the objective is to increase the average billing size. When the manager implemented the mixed promotion, it dramatically increased the average billing size (0.32 above average), and after its removal, the average billing size decreased slightly (-0.01 below average). Withdrawing monetary promotions entirely negatively slopes with the average billing size. In this way, the monetary promotions reduce the metric with a total effect of -0.24 below the company's average. When the manager withdrew it, this metric fell further by -0.08 below its average. Therefore, it is not worth implementing it to optimize this indicator.

Figure 5. Charts of the effects of promotional dimensions on average billing size.
 Note. * $p \leq 0.05$; ** $p \leq 0.01$



DISCUSSION

The results show that promotional dimensions affect sales performance, corroborating studies on this subject (Brito & Hammond, 2007; Freo, 2005; Heerde & Neslin, 2017). However, their effectiveness depends on the specific dimension of these promotions and which performance metric one considers detect this effectiveness (Lemon & Nowlly, 2002; Raghurib et al., 2004). The dimensions that generate the most significant effect on the three sales indicators are the presence of promotions and their removal, demonstrating residual effects of promotions on sales, as pointed out by Freo (2005) and Dekimpe et al. (2005). Furthermore, there are effects of the simultaneity and duration of promotions for revenue and the number of transactions. There are effects only of the duration dimension for the average billing size, which previous research did not analyze.

Researchers and managers can use Operant Behavioral Economics to interpret the effectiveness of such promotions. Marketing managers are “experimenters” in a natural environment (Vella & Foxall, 2011; Porto & Oliveira-Castro, 2015), and they control the stimuli present in these environments. The promotions are configurations of discriminative stimuli (Foxall, 2016b) correlated with primary reinforcers aimed at consumers - enjoying better or greater amounts of goods, such as eating better or eating delicious food. It must also relate to conditioned reinforcers aimed at companies – increasing revenue or sales transactions of that food (Alhadeff, 1982; Herrnstein, 1964; Kearney, 2015).

In addition, promotions behaved either as extrinsic reinforcers (non-monetary) or as punishment reducers (monetary) to consumers or a mix of both (mixed promotion). Implementing a non-monetary promotion increases revenue, with or without simultaneous promotions. As time passes, there is a slight opposite effect, but revenue does not return to lower levels after this implementation, remaining at a higher level. The same happens for this type of promotion in the number of transactions, with a slight reduction in the number of transactions after the implementation. The effect of this promotion on the average billing size is slightly negative, but it only occurs significantly during the end of the promotion. Thus, the present research demonstrates that non-monetary promotional activity generates positive results in sales performance, corroborating Lowe and Barnes (2012), Reid et al. (2015), and Yi and Yoo (2011).

After the extrinsic reinforcement effect (allocation of gift), the punishment effect (its removal) does not systematically reduce the conditioned reinforcement to the company by up to one month. Non-monetary promotions are usually extrinsic reinforcers (Tarou & Bashaw, 2007). Gifts (e.g., getting a free soda or dessert) are arbitrary with the response to buy a plate of food arranged by the franchise’s manager. Still, they are extensions of the eating activity (drinking or eating more - dessert). They effectively provided a conditioned reinforcer (outcomes to the company). The marketing managers could plan the execution of this promotion more frequently to leverage sales, but they must not expect an effect on the average billing size.

On the other hand, monetary promotion increases revenue with or without simultaneous promotions. There is a slight opposite effect as the implementation time increases, but, unlike the non-monetary action, revenue practically returns to levels below the implementation periods, with a slightly positive balance. The same occurs for the number of transactions higher than the revenue. This study corroborates that monetary promotion behaves as a reduced cost to the consumer (Nord & Peter, 1980; Raghurib et al., 2004) or a reduced punishment to the consumer (Porto, 2016). By decreasing the punishment (price to be paid), which inhibits buying behavior, the environment becomes more favorable to the consumer. If many consumers purchase in the restaurant, the franchisee gets a secondary reinforcer (Vella & Foxall, 2013).

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

However, monetary promotion is harmful to the average billing size. It has adverse effects on this performance metric when managers implement it and remove it. This effect is also consistent with Operant Behavioral Economics. A smaller average billing size means that consumers paid a lower price with each purchase (a restaurant bill) or purchased fewer items, which is usually bad for the company. But for consumers, this effect can be positive because they save more money by buying the same items (Fagerström & Hantula, 2013; Larsen et al., 2020), or it can be harmful, not buy things they would like.

In this sense, monetary promotion can generate consumer surplus to the detriment of company surplus or cause a deficit for both (Cowan, 2012). Still, the present research did not investigate the source of the average billing size and cannot state this result with greater precision. However, the result demonstrates that these promotions cause a decision impasse. They have balances with positive weights in revenue and number of transactions but have a strongly negative balance in the average billing size.

Additionally, the implementation of mixed promotion reduces revenue. After implementation, the effect remains below the company's average revenue. Still, with the help of simultaneous promotions and an increase in their implementation time, there is a slight opposite effect (positive), not reversing the negative impact of the implementation. The same happens with this type of promotion if the indicator is the number of transactions. In this way, as arranged by the managers, the mixed promotion functioned as a punishment consequence for the company (Foxall, 2020), reducing revenue and the number of transactions.

However, this promotion encourages an increase in the average billing size. When implemented, it generates a strong positive effect on this performance metric, with some reversal as time passes. But when managers removed it, the negative impact of its removal was shallow. It generates a surplus for the company at the expense of the consumer (Cowan, 2012). Thus, the result demonstrates that this promotion again generates a decision impasse. It balances strongly negative weights on revenue and number of transactions, but it positively affects the average billing size. If increasing the average billing size is a business priority, managers should use this promotion.

The total explained variance of all twelve models is different within and between business units, being better between business units. This result shows that promotions can generate more apparent effects on the number of transactions and the average billing size compared between companies. In this way, the place or region where the franchisee installs the unit store (Self et al., 2015) may have more consumer traffic flow during more days of the week, which interferes with the effectiveness of promotions.

The promotions' immediate and short-term effects are not the same in the sales performance metrics but similar (in the same direction) in most results. However, the short-term impact (one to three weeks later) is greater than the immediate one. This impact shows why managers may be uncertain about implementing promotions (Ogden-Barnes & Minahan, 2015). They do not see a substantial immediate effect, and they are unsure if they should implement it. But if managers do so, they can see an aggregate effect (in monthly, quarterly, or annual indicators) that can be positive in a sales performance metric and negative in another. By not having guarantees of consumer movements in their establishment, they use promotions without knowing their specific effect. The present research sheds some light on this path, demonstrating when it pays and does not pay to use this marketing strategy.

THEORETICAL AND MANAGERIAL CONTRIBUTIONS

Managers can understand the effectiveness of promotions based on the theoretical framework of Operant Behavioral Economics. It can explain how to control the stimulus in the sales environment, offer extrinsic reinforcers, reduce punishments to consumers, and increase the intensity of conditioned reinforcers at the unit store level. This research showed that the promotional dimensions generate immediate and short-term impacts on sales performance, but there are differences between promotions typology, dimensions, and sales performance metrics. With the time horizon of this research, the results are generalizable to any company that uses promotions to generate increases in revenue, number of transactions, and average billing size. Although the researchers collected the data from a restaurant franchise company, the results of this research are not limited to conditions that only occur in franchises. For instance, managers use monetary and non-momentary sales promotions on a large scale to promote several types of products. This research took a sample from one franchisee that planned and used these promotions. It did not impair the internal validity of the analysis. However, discovering that the effectiveness is different between the company's units indicates that further research is necessary to compare promotional activities in stores with a different flow of consumers. This research provided actual results that could help management decide (1) what type of promotion to implement, (2) how long the promotions are in effect, (3) its simultaneity with other promotions, and (4) what to expect as a result in sales afterward they end.

One limitation is that there was no random assignment of the experimental conditions implemented by the managers, which makes room for the results in sales to be due to other activities not investigated. Another limitation concerns the investigation of medium-term, long-term, and permanent effects. However, researchers have shown that these effects do not exist for price-based promotions (Pauwels et al., 2002). Future research may better investigate the long-term or permanent effects of non-monetary or mixed promotions. The study did not aim to exhaust the topic addressed. Still, it can serve as a basis for explanations in real-life promotions in future endeavors, using one theoretical framework that has the tradition to explain the behaviors of consumers and firms in contexts (Foxall, 2020).

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

REFERENCES

- Alhadeff, D. A. (1982). *Microeconomics and human behavior: Toward a new synthesis of economics and psychology*. University of California Press. doi:10.1525/9780520314443
- Almeida, M. I. S., Coelho, R. L. F., Porto, R. B., & Santos, J. A. (2020). Predictors of intention-purchase correspondence and programmed reinforcement levels of specialty brands. *Brazilian Journal of Marketing*, 19(4), 738–761. doi:10.5585/remark.v19i4.11126
- Anderson, E. T., & Fox, E. J. (2019). How price promotions work: A review of practice and theory. In J.-P. Dubé & P. E. Rossi (Eds.), *Handbook of the Economics of Marketing*, 1 (pp. 497–552). Elsevier. doi:10.1016/bs.hem.2019.04.006
- Bell, D. R., Chiang, J., & Padmanabhan, V. (1999). The Decomposition of promotional response: An empirical generalization. *Marketing Science*, 18(4), 504–526. doi:10.1287/mksc.18.4.504

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

Brazilian National Confederation of Industry. (2022). *What is the difference between micro and small companies?* <https://www.portaldaindustria.com.br/industria-de-a-z/micro-e-pequena-empresa/#:~:text=Micro%20empresa%3A%20empresa%20que%20t%C3%AAm,a%2099%20pessoas%20na%20ind%C3%BAstria>

Brito, P. Q., & Hammond, K. (2007). Strategic versus tactical nature of sales promotions. *Journal of Marketing Communications*, 13(2), 131–148. doi:10.1080/14697010601081969

Catania, A. C. (2013). *Learning*. Sloan Publishing.

Cowan, S. (2012). Third-degree price discrimination and consumer surplus. *The Journal of Industrial Economics*, 60(2), 333–345. doi:10.1111/j.1467-6451.2012.00479.x

Cozby, P. C., & Bates, S. (2017). *Methods in behavioral research*. McGraw Hill.

Dekimpe, M. G., Hanssens, D. M., Nijs, V. R., & Steenkamp, J. B. E. (2005). Measuring short-and long-run promotional effectiveness on scanner data using persistence modelling. *Applied Stochastic Models in Business and Industry*, 21(4-5), 409–416. doi:10.1002/asmb.581

Endres, H., Helm, R., & Dowling, M. (2020). Linking the types of market knowledge sourcing with sensing capability and revenue growth: Evidence from industrial firms. *Industrial Marketing Management*, 90(10), 30–43. doi:10.1016/j.indmarman.2020.06.004

Fagerstrøm, A., & Hantula, D. A. (2013). Buy it now and pay for it later: An experimental study of student credit card use. *The Psychological Record*, 63(2), 323–332. doi:10.11133/j.tpr.2013.63.2.007

Farris, P., Bendle, N., Pfeifer, P. E., & Reibstein, D. (2015). *Marketing metrics: The manager's guide to measuring marketing performance*. F.T. Press. doi:10.1002/9781118785317.weom090164

Foxall, G. R. (1999). The marketing firm. *Journal of Economic Psychology*, 20(2), 207–234. doi:10.1016/S0167-4870(99)00005-7

Foxall, G. R. (2016a). Operant behavioral economics. *Managerial and Decision Economics*, 37(4-5), 215–223. doi:10.1002/mde.2712

Foxall, G. R. (2016b). *Consumers in context: The BPM research program*. Routledge. doi:10.4324/9781315659077

Foxall, G. R. (2020). The theory of the marketing firm. *Managerial and Decision Economics*, 41(2), 164–184. doi:10.1002/mde.3047

Foxall, G. R. (2021). A Nexus of bilateral contingencies. In G. Foxall (Ed.), *The Theory of the Marketing Firm: responding to the imperatives of consumer-orientation* (pp. 229–262). Palgrave Macmillan. doi:10.1007/978-3-030-86106-3_10

Foxall, G. R., Oliveira-Castro, J. M., & Porto, R. B. (2021). Consumer behavior analysis and the marketing firm: Measures of performance. *Journal of Organizational Behavior Management*, 41(2), 97–123. doi:10.1080/01608061.2020.1860860

Franses, P. H. (2006). Forecasting in marketing. In G. Elliot, C. W. J. Granger, & A. Timmermann (Eds.), *Handbook of Economic Forecasting* (pp. 983–1009). Elsevier. doi:10.1016/S1574-0706(05)01018-9

- Freo, M. (2005). The impact of sales promotions on store performance: A structural vector autoregressive approach. *Statistical Methods & Applications*, 14(2), 271–281. doi:10.1007/10260-005-0114-x
- Garretson, J. A., & Clow, K. E. (1999). The influence of coupon face value on service quality expectations, risk perceptions and purchase intentions in the dental industry. *Journal of Services Marketing*, 13(1), 59–72. doi:10.1108/08876049910256122
- Gedenk, K. (2019) Measuring sales promotion effectiveness. In C. Homburg, M. Klarmann, & A. Vomberg (Eds.), *Handbook of Market Research* (pp. 1-18). Springer. doi:10.1007/978-3-319-05542-8_32-1
- Gupta, S. (1988). Impact of sales promotions on when, what, and how much to buy. *JMR, Journal of Marketing Research*, 25(4), 342–355. doi:10.1177/002224378802500402
- Heerde, H. J. V., & Neslin, S. A. (2017). Sales promotion models. In B. Wierenga & R. V. D. Lans (Eds.), *Handbook of Marketing Decision Models* (pp. 13–77). Springer. doi:10.1007/978-3-319-56941-3_2
- Herrington, J. D. (2005). Are restaurant franchisees getting a positive return on their advertising fees? *Journal of Promotion Management*, 11(1), 71–81. doi:10.1300/J057v11n01_05
- Herrnstein, R. J. (1964). Secondary reinforcement and rate of primary reinforcement. *Journal of the Experimental Analysis of Behavior*, 7(1), 27–36. doi:10.1901/jeab.1964.7-27 PMID:14120136
- Kagel, J. H., & Winkler, R. C. (1972). Behavioral economics: Areas of cooperative research between economics and applied behavioral analysis. *Journal of Applied Behavior Analysis*, 5(3), 335–342. doi:10.1901/jaba.1972.5-335 PMID:16795356
- Kearney, A. J. (2015). *Understanding applied behavior analysis: An introduction to ABA for parents, teachers, and other professionals*. Jessica Kingsley Publishers.
- Khan, Z. (2016). Determinants of a successful cross-border knowledge transfer in franchise networks. *Journal of Asia Business Studies*, 10(2), 148–163. doi:10.1108/JABS-05-2015-0052
- Kumar, V., & Rajan, B. (2009). Profitable customer management: Measuring and maximizing customer lifetime value. *Management Accounting Quarterly*, 10(3), 1–18.
- Larsen, N. M., Sigurdsson, V., Breivik, J., Fagerstrøm, A., & Foxall, G. R. (2020). The marketing firm: Retailer and consumer contingencies. *Managerial and Decision Economics*, 41(2), 203–215. doi:10.1002/mde.3053
- Lee, C. W. (2002). Sales promotions as strategic communication: The case of Singapore. *Journal of Product and Brand Management*, 11(2), 103–114. doi:10.1108/10610420210423473
- Lemon, K. N., & Nowlys, S. M. (2002). Developing synergies between promotions and brands in different price–quality tiers. *JMR, Journal of Marketing Research*, 39(2), 171–185. doi:10.1509/jmkr.39.2.171.19089
- Lowe, B., & Barnes, B. R. (2012). Consumer perceptions of monetary and non-monetary introductory promotions for new products. *Journal of Marketing Management*, 28(5-6), 629–651. doi:10.1080/0267257X.2011.560889
- Mace, F. C., Pratt, J., Zangrillo, A., & Steege, M. (2011). Schedules of reinforcement. In W. W. Fisher, C. C. Piazza, & H. S. Roane (Eds.), *Handbook of Applied Behavior Analysis* (pp. 44–75). Guilford Press.

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

Nord, W. R., & Peter, J. P. (1980). A behavior modification perspective on marketing. *Journal of Marketing*, 44(2), 36–47. doi:10.1177/002224298004400205

Ogden, S., Minahan, S., & Bednall, D. (2017). Promotional competitions: A taxonomy of campaign framing choices integrating economic, informational, and affective objectives. *Journal of Promotion Management*, 23(4), 449–480. doi:10.1080/10496491.2017.1297971

Ogden-Barnes, S., & Minahan, S. (2015). *Sales promotion decision making: Concepts, principles, and practice*. Business Expert Press.

Palazon, M., & Delgado-Ballester, E. (2009). La evaluación de las promociones monetarias e non monetarias según la propensión a la promoción del consumidor. *Revista Española de Investigación de Marketing*, 13(1), 35–70.

Pauwels, K., Hanssens, D. M., & Siddarth, S. (2002). The long-term effects of price promotions on category incidence, brand choice, and purchase quantity. *JMR, Journal of Marketing Research*, 39(4), 421–439. doi:10.1509/jmkr.39.4.421.19114

Peterson, R. M., Gordon, G. L., & Krishnan, V. (2015). When sales and marketing align: Impact on performance. *Journal of Selling*, 15(1), 29–43.

Porto, R. B. (2016). The commercial cycle from the viewpoint of operant behavioral economics: Effects of price discounts on revenues received from services. *Rausp Management Journal*, 51(3), 310–322. doi:10.1016/j.rausp.2016.06.005

Porto, R. B., & Foxall, G. R. (2019). The marketing firm as a metacontingency: Revealing the mutual relationships between marketing and finance. *Journal of Organizational Behavior Management*, 39(3-4), 115–144. doi:10.1080/01608061.2019.1666774

Porto, R. B., & Oliveira-Castro, J. M. (2013). Say-do correspondence in brand choice: Interaction effects of past and current contingencies. *The Psychological Record*, 63(2), 345–362. doi:10.11133/j.tpr.2013.63.2.009

Porto, R. B., & Oliveira-Castro, J. M. (2015). Consumer purchase and brand performance. In G. Foxall (Ed.), *The Routledge Companion to Consumer Behavior Analysis* (pp. 175–201). Routledge.

Raghubir, P., Inman, J. J., & Grande, H. (2004). The three faces of consumer promotions. *California Management Review*, 46(4), 23–42. doi:10.2307/41166273

Reid, M., Thompson, P., Mavondo, F., & Brunsø, K. (2015). Economic and utilitarian benefits of monetary versus non-monetary in-store sales promotions. *Journal of Marketing Management*, 31(3-4), 247–268. doi:10.1080/0267257X.2014.939216

Santini, F. D. O., Vieira, V. A., Sampaio, C. H., & Perin, M. G. (2016). Meta-analysis of the long- and short-term effects of sales promotions on consumer behavior. *Journal of Promotion Management*, 22(3), 425–442. doi:10.1080/10496491.2016.1154921

Self, J. T., Jones, M. F., & Botieff, M. (2015). Where restaurants fail: A longitudinal study of micro locations. *Journal of Foodservice Business Research*, 18(4), 328–340. doi:10.1080/15378020.2015.1068670

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

- Sharma, A., Wali, O. P., & Joshi, R. M. (2020). A critical investigation of consumer response for monetary and non-monetary promotions across e-services. *Paradigm*, 24(2), 195–207. doi:10.1177/0971890720959530
- Skinner, B. F. (1969). *Contingencies of reinforcement: A theoretical analysis*. Meredith Corporation.
- Sunday, A., & Bayode, B. (2011). Strategic influence of promotional mix on organisation sale turnover in the face of strong competitors. *Business Intelligence Journal*, 4(2), 67–76.
- Swait, J., & Erdem, T. (2002). The effects of temporal consistency of sales promotions and availability on consumer choice behavior. *JMR, Journal of Marketing Research*, 39(3), 304–320. doi:10.1509/jmkr.39.3.304.19106
- Tarou, L. R., & Bashaw, M. J. (2007). Maximizing the effectiveness of environmental enrichment: Suggestions from the experimental analysis of behavior. *Applied Animal Behaviour Science*, 102(3), 189–204. doi:10.1016/j.applanim.2006.05.026
- Vella, K. J., & Foxall, G. R. (2011). *The marketing firm: Economic psychology of corporate behaviour*. Edward Elgar Publishing. doi:10.4337/9780857936509
- Vella, K. J., & Foxall, G. R. (2013). The marketing firm: Operant interpretation of corporate behavior. *The Psychological Record*, 63(2), 375–402. doi:10.11133/j.tpr.2013.63.2.011
- Weber, J. H. (1963). Can results of sales promotion be predicted? *Journal of Marketing*, 27(1), 15–19. doi:10.1177/002224296302700103
- Yi, Y., & Yoo, J. (2011). The long-term effects of sales promotions on brand attitude across monetary and non-monetary promotions. *Psychology and Marketing*, 28(9), 879–896. doi:10.1002/mar.20416

ADDITIONAL READING

- Foxall, G. R., Oliveira-Castro, J. M., & Porto, R. B. (2021). Consumer behavior analysis and the marketing firm: Measures of performance. *Journal of Organizational Behavior Management*, 41(2), 97–123. doi:10.1080/01608061.2020.1860860
- Larsen, N. M., Sigurdsson, V., Breivik, J., Fagerstrøm, A., & Foxall, G. R. (2020). The marketing firm: Retailer and consumer contingencies. *Managerial and Decision Economics*, 41(2), 203–215. doi:10.1002/mde.3053
- Porto, R. B., & Foxall, G. R. (2019). The marketing firm as a metacontingency: Revealing the mutual relationships between marketing and finance. *Journal of Organizational Behavior Management*, 39(3-4), 115–144. doi:10.1080/01608061.2019.1666774

KEY TERMS AND DEFINITIONS

Extrinsic Reinforcers: These are arbitrary, unnatural rewards that subsequently increase the chances of the same behavior occurring.

Unpacking the Behavioral Dimensions of Promotions and Sales Performance

Franchisee: A company that has a license to use the brand, production process, products, or business system, upon compliance with certain conditions of another owner company (franchisor).

Metrics: These are quantifiable measures used to analyze the outcome of a specific process, action, or strategy. They are the operationalization of performance measures.

Monetary Sales Promotions: A type of sales promotion that directly affects the price of the products paid by the consumer. Price discounts, coupons, and bonuses are examples.

Negative Reinforcer: The removal of an aversive stimulus following a behavior that makes it more likely that the behavior will occur again in the future.

Non-Monetary Promotions: A type of sales promotion that has no direct implication on the consumer's price paid for the goods. Cultural contests, sweepstakes, and the distribution of free samples are examples.


Positive Reinforcer: The addition of a stimulus following a behavior that makes it more likely that the behavior will occur again in the future.

Sales Promotion: This is a set of actions, methods, and resources that aim to increase the sales volume of products or services during a given time.

Chapter 9

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud? An Indian Perspective

Sandip Mukhopadhyay

 <https://orcid.org/0000-0001-9379-0088>

Institute of Management Technology, Ghaziabad, India

ABSTRACT

Cloud computing offers a paradigm shift in the development and usage of computing resources. While cloud computing has become the default mode of IT service delivery in internet companies, established companies face multiple challenges and uncertainties in adopting a cloud-based IT delivery model. Multiple studies have explored the above problem from the users' point of view. This research tries to address the same problem from cloud service providers' point of view. The qualitative study uses the theoretical framework of value-based selling and involves semi-structured in-depth interviews with eight senior managers with varying experience with cloud service providers, supported by secondary research such as scholarly publications and media reports. The study identified multiple strategies for acquiring more enterprise customers and ensuring higher cloud consumption by large enterprise customers. The research enhances the understanding of the adoption of cloud and other disruptive services and integrates the perspectives of buyers and sellers.

INTRODUCTION

For enterprises, information technology has moved from the peripheral role of an enabler of 'back-end activities' to being considered as the critical component of their business model. To sustain their technical leadership in an ever-changing world, the enterprises face the additional challenge of digitalizing their business, besides managing their existing IT infrastructure. Digital transformation involves changes in strategy, business model, process, and organization to create differential value by leveraging digital

DOI: 10.4018/978-1-6684-3430-7.ch009

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

resources and assets (Kane et al., 2015). In their digital transformation journey, enterprises increasingly depend on cloud computing to reduce the complexity of IT operations and enhance business–IT alignment and organizational agility (Hentschel et al., 2018; Wang et al., 2016). To summarize, cloud computing is one of the most impactful IT advancements that has changed the way IT capabilities are delivered (Kappelman et al., 2013). A 2016 survey among CXOs by IBM Institutes of Business Value (IBM, 2016) found that almost 70% of the surveyed companies have used cloud significantly to achieve multiple objectives.

IT sellers understand well the importance of cloud computing, which has impacted the fortunes of many IT products and service providers. Many early providers of cloud-based services (such as Microsoft, Amazon) could create significant value for themselves. At the same time, failure to adopt cloud has adversely impacted businesses of several traditional hardware, product, and service vendors. As most IT workloads are moving toward cloud, selling cloud has become very important for IT providers. IT companies are investing significantly in developing cloud-enabled products and enhancing their resources' cloud-related skills and capabilities. The board of traditional IT giant IBM decided to split the 100-year-old company to take advantage of high-growth cloud opportunities (Mint, 2020). It is becoming evident that, in addition to the technological changes (data center, virtualization, security), cloud will have a transformational impact on the IT market and providers (Hentschel et al., 2018).

Increased cloud adoption by large enterprises and smaller organizations has opened many new roles and opportunities for offering services that were not available earlier. The cloud service market (IaaS, PaaS, SaaS) is dominated by three big providers (i.e. Amazon, Microsoft, Google) as well as a number of alternative providers (i.e. IBM, Oracle, Salesforce) (Tozzi, 2021). Together, they are referred to as cloud platform providers. Most of these companies are product focused and need partners who can deliver services essential for making the best use of cloud IT. As a result, the role of cloud consultant, cloud aggregator, and cloud resellers is gaining importance.

Implementation partners are involved in providing consulting and advisory services related to cloud; they possess knowledge about the offerings of cloud platform providers and deep industry or domain knowledge (Hentschel et al., 2018). They offer services related to changes in existing IT applications to make them cloud-ready, migration of those applications to the cloud, development of new cloud-based applications, and ongoing management and governance of the cloud. In addition, several complementors develop applications exploiting the capabilities of the cloud platforms; the diversity and innovation of apps play a significant role in the initial adoption and increased cloud usage. Thus, cloud platform providers, app developers, and implementation partners are part of cloud service delivery ecosystem and collectively termed cloud service providers (CSPs). Small and large organizations using the cloud to replace their traditional IT infrastructure or develop new IT capabilities are called cloud consumers (Hentschel et al., 2018).

Despite the rapid adoption of the cloud, cloud consumers, particularly the enterprises, still face difficulties due to the ever-changing technology, proliferation of multiple providers, concern about security and regulation, and dependence on an already-developed on-premises IT infrastructure (Hentschel et al., 2018; Lal & Bharadwaj, 2020). To address these concerns, CSPs work with different types of buyers (economic, user, gatekeeper, coach) within an organization (Miller & Heiman, 1985) with varying degree of success. The adoption of the cloud by enterprises at present is primarily driven by sales efforts of CSPs of different types and capabilities. The effectiveness of the sales strategies of the cloud providers depends not only on their ability to convert the leads into customers but also their ability to increase cloud usage, which has not been studied adequately. It is very important to identify how these

CSPs ascertain the issues, barriers, constraints of cloud consumers and address them through their sales process. Though there are multiple studies of similar nature done by various companies and industry bodies (such as KPMG, IBM, Microsoft), there is a lack of academic research on this area, especially in India or other emerging economies. Moreover, theory-building research on technology adoption mostly focuses on users' points of view and ignores the CSP's perspective. Also, we have used the theoretical prism of value-based selling to focus on the tangible and intangible business impact or values delivered through cloud services (Alamäki & Korpela, 2021). This study attempts to address this research gap by focusing on the barriers to increased cloud adoption as perceived by CSPs. Our research addresses two broad research questions:

- RQ1: What are the actions the CSP should take to acquire more enterprise customers?
- RQ2: How should the sales strategy of the CSPs be modified to encourage higher cloud consumption by large enterprise customers?

To achieve our objective, we used a qualitative methodology and used semi-structured depth interviews as the primary data collection method. The rest of the article proceeds as follows. In the second section, we introduce our theoretical framework related to value-based selling in B2B (business-to-business) context and a summary of the existing literature on cloud. The third section describes our research method related to data collection and analysis, followed by a section that discusses the findings of the study. Finally, we conclude the paper by discussing the implications of the study's findings, its limitations, and suggestions for further research.

LITERATURE REVIEW

Value-based Selling

Value-based selling (VBS) has received widespread attention in B2B marketing and sales literature and higher adoption in the industry. The value-based strategy depends on the seller's ability to assist the customer in deriving value, which also creates higher value for the seller (Terho et al., 2012; Töytäri & Rajala, 2015). VBS has replaced other approaches of selling, such as product-focused, individual, and relationship-focused approaches, to emerge as the dominant mode in industrial exchanges, particularly in the high-value technology sales that is prevalent in the IT industry. The overall process of VBS can be divided into four sub-activities: (a) identification of value creation opportunity based on customer's context, pain points, and objectives; (b) co-creation of value proposition with customer; (c) facilitating customer learning and effective communication of value proposition to important stakeholders in the customer organization; (d) value delivery and measurement. While the first three activities take place during the sales and marketing phase, the value delivery and measurement occur once the sales process is successfully completed. The success of VBS depends on the seller's ability to understand customers' actual business needs and compelling reasons for acquiring the new IT capabilities. At the same time, the seller should be able to effectively communicate the superiority of its value proposition vis-à-vis that of the competitors. Traditionally, this was achieved by close interaction between buyers and sellers through information exchange, conducting multiple workshops and holding discussions with key stakeholders, and digital communication. However, the digital technologies adopted by large organizations

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

have radically changed the way sellers and buyers communicate and interact. Researchers and managers are yet to fully ascertain the impact of digital communication technologies on VBS, as the success of VBS approach in complex technology selling depends on close interactions between buyers and sellers. We have considered the following changes that have differentiated the current buyer–seller relationships from the earlier ones:

- Customers have more access to information than in the past. Information has empowered customers to make about 60% of their buying and purchase decisions before contacting the seller (Adamson et al., 2012).
- The importance of traditional media and mass communication has significantly decreased for B2B customers. At the same time, B2B decision-makers do not find social media platforms beneficial. To them, social media platforms are suitable for networking but have a minimal role in aiding them in the co-creation of value propositions or evaluation of the same. Nevertheless, research has found that valuable content (instead of the high volume of generic content) that focuses on customer needs and solves customer problems can motivate the customer and facilitate the development and evaluation of value proposition (Alamäki & Korpela, 2021).
- Due to the complexity of digital technology and the newly emerging skillsets, IT companies are increasingly using the ecosystem approach to work on large sales opportunities. In this case, the nature of communication and interaction does not remain dyadic. Sellers need to work with multiple ecosystem partners and customers to co-create, educate, and communicate a compelling value proposition (Alamäki & Korpela, 2021; Mukhopadhyay et al., 2021). At the same time, the focal company needs to monitor the interaction between its partners and its customers to avoid losing control over the account. Working with ecosystem partners also calls for extra effort in coordination and conflict resolution (Mukhopadhyay & Bouwman, 2018, 2019).

VBS also proposes that the value for a technology, product or solution in a particular setting need not depend on the features associated with it. The concept of value-in-use explains the value created through the customer's own processes and co-created with the combined efforts of the buyer and the seller (Macdonald et al., 2011).

Cloud Computing

In a simpler term, the cloud can be defined as renting IT infrastructure and applications on demand over the Internet, instead of having dedicated servers and applications (Mukhopadhyay et al., 2021). Due to its increased popularity, the cloud cannot be considered anymore as an emerging IT service delivery model; instead, it has become the preferred IT model for most enterprises for accessing software, hardware, database, network, or other computing infrastructure. Cloud has five key characteristics, four service models, and three delivery models, which are well defined in the literature (Table 1). Users can access, through their preferred access channels (e.g. laptops, desktops, smartphones, etc.), the required computing services via the cloud without intervention from the service provider. The CSPs need to ensure that the responsiveness (latency) of the services remain within the acceptable limit. The cost-advantage of the cloud derives from two of its characteristics – shared infrastructure and consumption-based or pay-per-use services. Based on the technical expertise of the buyer's organization, the buyer can procure IaaS (Infrastructure as a Service), PaaS (Platform as a Service), or SaaS (Software as a Service). IaaS

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

gives users access to storage, networking, servers, and other computing resources via the cloud. PaaS provides developers ready-to-use cloud-based platforms to develop and deliver applications. In SaaS, CSPs host, package, and deliver software application through the Internet (typically on a browser-based interface). In a public cloud, the services are available to everybody, the general public, or enterprises. The underlying infrastructure is owned by one of the CSPs. A private cloud is an on- or off-premises cloud infrastructure operated solely for an organization and managed by the organization or a third party. In a hybrid cloud, the traditional and cloud IT coexist.

Table 1. Key characteristics, service and delivery models of cloud.

Five Characteristics	Three Service Models	Three Delivery Models
<ul style="list-style-type: none"> ● On-demand self-service ● Ubiquitous network access ● Resource pooling ● Rapid elasticity ● Measured services 	<ul style="list-style-type: none"> ● Infrastructure as a service (IaaS/raw computing resources) ● Platform as a service (PaaS/environment-ready for software development) ● Software as a service (SaaS/ready-to-use software) 	<ul style="list-style-type: none"> ● Private cloud ● Public cloud ● Hybrid cloud

Several studies have investigated the cloud computing phenomenon and tried to identify the possible enablers and blockers. The blockers and enablers of increased cloud computing adoption can be grouped into three categories: technology, business, and domain-specific (Lal & Bharadwaj, 2020; Yang & Tate, 2012). While cost-saving has frequently been cited as a key driver for cloud adoption, researchers have identified other factors also such as the pay-per-use billing model, scalable IT services on demand, easy maintainability, and regular software update (Lal & Bharadwaj, 2020), and freedom from long-term IT capacity projection. When selecting an individual CSP, the service provider’s credibility and expertise in the cloud and other digital technologies (Mukhopadhyay et al., 2021), the extent of service adaptability or customization possibility (Hentschel et al., 2018), trustworthiness (Chan & Chong, 2012), and reputation (or brand) (Lee et al., 2013) become important. Researchers have highlighted that the cloud-based delivery model’s popularity stems from the fact that it allows the IT department to focus its available time and energy on sponsoring innovations that matter for the business and forging stronger partnerships with business leaders.

While multiple factors explain the growing popularity of cloud computing, fear of security and service disruption play major roles in dissuading large enterprises from adopting the cloud (Hentschel et al., 2018; Lal & Bharadwaj, 2020). The restrictions imposed by the government and the regulators of any particular country also play an important role. While senior leaders of established enterprises appreciate the flexibility and cost-advantage brought by the cloud, mid-level employees do not share the same enthusiasm. They associate cloud with loss of control over IT function, possible job loss, and diminished chances of career progression (Hentschel et al., 2018). Large companies with numerous legacy on-premises IT applications may not find moving to cloud a worthwhile goal to pursue, as they need to invest a lot in application modernization and migration amidst the fear of data loss. For these types of customers, CSPs are increasingly promoting hybrid cloud. Here, the customers continue to use legacy applications in their earlier format, while new applications development happens in cloud-compliant architecture, creating a business case for the co-existence of traditional (on-premises) and cloud IT in varying degrees. These two types of ITs can interact and communicate. The hybrid cloud computing

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

model also allows intermixing of private and public clouds to achieve higher efficiency (Srinivasan et al., 2015). From an economic point of view, public and private/in-premises IT infrastructure might be modeled as finding a balance between usage-based cost and fixed cost (Weinman, 2016).

From the literature survey, we can conclude that most of the academic studies have used the perspectives of the cloud consumers (Hentschel et al., 2018), and multiple theories of technology and innovation adoptions were being used to explain the cloud adoption phenomenon (Lal & Bharadwaj, 2020). The present cloud service market is hugely competitive, and early users have already adopted the cloud. As a result, to further penetrate the market, the CSPs have to play a much bigger role. The CSPs need to understand the customer's business objective, challenges, and aspirations and proactively develop compelling value propositions. A well-designed value proposition that addresses the barriers and creates value that provides a competitive advantage to the potential customers will motivate the buyers to migrate toward the cloud. As enterprises are less inclined to embrace cloud, CSPs need to focus on developing, validating, and communicating these value propositions to these buyers with significant IT requirements, based on the context and challenges they are facing (Hsu et al., 2014). In selling on-premises IT solution, the providers receive the contracted payment from the consumer organization based on successful development and deployment of IT solution. In cloud computing, the total revenue of the CSPs will depend largely on the amount of cloud consumption. So, other than selling and deploying the solution, CSPs need to encourage customer higher usage on an ongoing basis. The CSPs also need to be aware of the buying behavior of the customers; a transaction-focused buyer would look for well-understood IT functions (similar to utility business) at the best price (Jackson, 1985; Mukhopadhyay et al., 2021). Such types of buyers do not look for a long-term relationship; hence, the challenge of the supplier would be to convert these types of relationships into collaborative and longer time relationships (Mukhopadhyay et al., 2021).

METHODOLOGY

From the literature review section, we have identified multiple gaps. All the existing research focuses on customer perspectives and uses different types of technology diffusion theory (Davis et al., 1989; Venkatesh et al., 2012). Besides, extant research also focuses on initial adoption of technology, but to benefit from cloud sales, CSPs need to ensure continued and increased cloud usage by consumers (Mukhopadhyay & Upadhyay, 2022). This research tries to address those gaps by focusing on the perspectives of the CSPs and using the lens of VBS instead of technology diffusion. To investigate the same, this study employed a qualitative interview methodology. The interview method of data collection is suitable for exploring phenomena in depth, leading to detailed and comprehensive insights. To identify respondents for an interview, the author used purposive sampling. Managers working with CSPs and having at least five years of experience in the IT/technology domain are selected as respondents for interview. Based on the personal network of the author and using snowball techniques eight participants, working with different CSPs in India, were identified. The range of the experiences in IT industry for these eight participants vary from ten to twenty years, making them appropriate for our study. Though they have worked in multiple roles in their lengthy careers, their current job profile includes selling, solution development, or relationship management in the context of cloud solution. For conducting an effective semi-structured interview, we developed an interview protocol also. The first part of the interview protocol focused on the respondent's experience with the cloud and IT industry, the recent project

they had worked on and their roles in this context. The second part of the interview protocol focused on the manager's perception and assessment of the current barriers to increased cloud adoption. This part covers challenges faced by the sellers to convert the opportunities (enterprise customers) into customers or accounts. It also uncovers the challenges faced by the customer relationship teams to increase cloud consumption in these accounts. The third part focused on the mechanisms used by salespersons of CSPs to minimize these barriers and improve value for the buyers.

For data analysis, first, the recorded interviews were transcribed. Reading the transcripts carefully multiple times allowed us to appreciate the phenomenon and viewpoints of the participants (Jain et al., 2021). For further analysis, qualitative data analysis software ATLAS.ti was used. Multiple rounds of open coding using the tool were done. After the third round of coding, each code was reviewed carefully, the overlapping codes were merged, and some of the codes were renamed. Next, to achieve a structured and hierarchical coding structure, related codes were grouped under a higher-level theme. To augment the analysis, the memo function of ATLAS.ti was used to document reflection, which was very useful for developing arguments for interpreting the outcome of the analysis.

RESULTS AND DISCUSSION

The data analysis findings are grouped to answer the two research questions of this study.

Acquiring More Enterprise Customers

Large enterprise organizations have a very distinct attitude toward the cloud compared to younger internet companies. Internet organizations born in the internet era do not have the burden of legacy IT applications and architecture. They thrive on agility, speed, and the ease of innovation offered through cloud computing. This set of customers uses cloud computing by default and develop applications exploiting the modern architectural features of the cloud. The user's primary concerns are selecting the best cloud platform and implementation partner. Also, they need to decide on the optimum mix of IaaS, PaaS, or SaaS offerings. Typical examples of this type of organizations in the context of the Indian market are MakeMyTrip, Zomato, Flipkart. If we think of large enterprises, they have a long history of IT usage and matured processes for IT management and development. Most of them have strong internal IT teams, augmented by outsourcing arrangements with large IT providers. Managers in such organizations take pride in their control over internal IT landscapes and the quality of services offered by their team. In a growing economy, large in-house IT organizations provide employees with the scope for career development and learning newer technologies and processes. As these companies have invested a lot in acquiring computing and human resources for running efficient IT functions, they are not ready to disturb their existing way of working without a very detailed analysis. They need a roadmap for transformation, conduct a detailed analysis of return on investment, and are slower to adopt the cloud. In this context, the client relationship manager of a large IT provider commented, "The penetration that we all have expected in the enterprise area has not yet happened. So, there were a lot of anticipation that all the enterprise clients would move to the cloud. Though cloud has become a buzzword, that type of traction has not happened yet".

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

The study focusing on the core dimensions of VBS has identified multiple strategies which can effectively reduce large enterprises' inertia toward cloud and encourage them to adopt cloud to meet their IT requirements.

- **Engaging with the right stakeholders in buyer's organization:** The managers we interviewed have a favorable opinion about the CXOs or the leaderships of large organizations. The CXOs of the large enterprises are convinced about the business case of cloud that includes monetary and non-monetary benefits. But functional managers, particularly from the IT department, are less eager to pursue the cloud for the multiple reasons mentioned earlier. One of the respondents (senior consultant in a cloud consultancy organization) opined that "For this type of organization, the sales process should be top-driven. The sales activity should be aligned with the vision of the leadership team. If you are adopting a bottom-up approach, then it becomes difficult because you're going through that layer of hierarchy. Of course, everyone is also worried about cloud's impact on their career and skill".
- **Appropriate timing for proactive selling:** Large companies with in-house IT capabilities periodically need to refresh hardware, renew the software licenses, and negotiate contracts with the IT service providers. The cloud sales team should approach these companies during this renewal period to provide alternatives to their hardware or software capacity renewal initiatives. Promoting cloud at these junctures is likely to be more successful, as the companies can compare the cloud roadmap with traditional IT contract renewal option. Similarly, where an organization is on the growth path and wants to expand in a new market or develop a new product, they might be willing to evaluate the cloud as it may not impact their existing IT infrastructure usage.
- **Cloud for AI/ML initiatives:** Many large enterprises are also in the process of setting up or expanding their data warehouses or data lakes to develop innovative analytic solutions. Salespersons can position cloud effectively here, as it allows the customer to achieve the objectives in a smarter way. Procuring own infrastructure for analytic applications would be very time-consuming; the process would involve planning, designing, procuring, deploying, provisioning, and then going through the associated financial approval processes. With cloud, other than bypassing the lengthy procurement processes, the company can avoid significant capital investment also. When cloud is used in such cases and if the applications do not become popular, the IT infrastructure can be retired, while a popular application can expand its capacity effortlessly. Established companies generally lack agility in comparison to their younger competitors; cloud has made it easier for everybody to remain agile while experimenting with new technologies or applications. Setting up specialized capex-intensive, high-end and high-cost complex infrastructure for machine learning and artificial intelligence project is not required anymore. One of the senior cloud sales consultants commented: "Legacy organizations have a huge amount of data. And the challenge is, how can they leverage that data? How can they monetize that sort of data, derive some business insight out of that data and generate more revenue? This is when you'll be moving toward something like an AI and ML, and cloud will be an excellent way to experiment with a minimal upfront cost and time investment".
- **Roadmap to onboard existing customers:** Among the big three cloud providers, Microsoft has a unique advantage to acquire large enterprise customers. Many existing organizations use Microsoft products, possess existing licenses, and have considerable expertise in Microsoft technologies. Microsoft often targets these customers to convert them to the cloud with attractive incentives.

Among the alternative cloud providers, IBM has a large customer base in India for their managed service business. IBM often works to convert them to cloud customers in a planned manner.

- **Developing local customer success stories:** The financial aspects alone would not entice the movement of large customers toward the cloud. Cloud platform providers and implementation partners need to develop customer success stories and reference cases to emphasize customer satisfaction and value creation. Some managers suggested developing and highlighting local market and industry-specific use cases. Many interviewees suggested that references should be developed from Indian customers and, if possible, should be from the same or similar industry (of the prospective customers). Global companies tend to demonstrate references from European or North American customers which carry less weight with the Indian customers.
- **Proposing appropriate cloud architecture:** Managers (working with multiple CSPs) interviewed for this study identified two main technical and architectural concerns for enterprises' poor response to the cloud. First, the functional managers of legacy enterprises feared and disliked being at the mercy of the cloud provider. Other than losing control of the IT function, they were worried at the possibility of degradation of quality of the IT services. The second concern is their dependency on legacy applications, which are difficult to modernize for cloud architecture. As the applications are well tested and provide critical business functionalities, it does not make sense for them to invest a lot in replacing them with cloud-native modern applications. Many of the large IT system integrators offer them hybrid and multi-cloud applications to tide over these reservations. Hybrid cloud allows them to retain those legacy applications with large amounts of customer and transaction data while the front-end customer-facing applications are developed or modernized for the cloud. As different cloud platform providers are strong in different types of products, and they might differ in pricing, a large enterprise may select different cloud platform providers for different applications. One of the account executives with a large IT system integrator commented, "Suppose a big enterprise like Reliance has its CRM on Microsoft cloud and its inventory application in Amazon, besides having its own in-house legacy applications. All of those things will be managed and orchestrated by a provider like IBM or Accenture. The multi-cloud or hybrid cloud solution allows the customer to go for by picking up different things from different providers". Another sales director commented, "A multi-cloud scenario where different applications are located in different clouds but talk to each other ensures that customers are not tied to a particular vendor".
- **Partner ecosystem as force-multiplier:** Frequently, organizations implement cloud as part of their digital transformation roadmap. Digital transformation is not about implementing technology or solving discrete business issues (Kane, et al., 2015). It encompasses strategy changes, business model changes, process changes, and organizational changes. Such a change is complex and multidisciplinary and is led by the CEO and top management of a company. All of these make selling digital solutions a complex task. The traditional sales approach used in the IT and technology industry may not be suitable for selling digital transformation. A new approach is needed to help customers rethink their strategy. This requires an understanding of clients' industry landscape, competition, customers, and potential disruptions. Therefore, the sales professionals are not just advocating business benefits like operational efficiencies or growth but also advises their customers on transforming their business models.

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

The respondents mentioned that the big three cloud platform companies (AWS, Azure, and Google) primarily work with a product mindset. As these companies are unlikely to have strength in allied services areas, they nurture and leverage their partner ecosystem for selling, consulting, and delivering solutions. One of the directors in the partner organization mentioned, “During the selling phase, the partners work as extended sales arm of the cloud platform providers”. While the cloud platform providers are known for their innovation and scalability in cloud products, partners in the ecosystem can bring the necessary technical, business, and program management capabilities for digital transformation. Cloud platform providers carefully select the partners and invest financial and other resources to nurture the partner ecosystem. In a multi-tier partner network, partners are encouraged to move from standard to advanced or premium partner levels. Moving up the partner tier allows the partners to work on bigger deals and projects, receive specialized training from cloud platform providers, and collaborate for innovation. Respondents also provided examples of multiple similar collaborations. One of them is the alliance between E&Y and Microsoft, which allows Microsoft access to a large consultative sales team and an extensive service delivery team having expertise in business consulting and technology implementation (Milliward, 2021). However, some respondents mentioned that as most of the partners work with multiple cloud providers, the cloud platform providers need to engage with them carefully and deploy appropriate incentives to get most of these types of non-exclusive partnerships.

Ensuring Collaborative Long-term Relationships and Higher Cloud Consumption

In case of traditional IT, salespersons were more interested in ensuring higher value from initial sales that include hardware, software licenses, and implementation services. Cloud consumption is similar to consumption of utilities such as electricity or water. If users do not use cloud computing, they won't be charged. One of the sales directors working with a partner organization mentioned: “Salespersons want the customers to consume more and more of cloud services, and as a result, they would get more commission. So, we make efforts to increase cloud consumption by onboarding more workloads on the cloud. If currently two workloads are running in the cloud, we would want to increase it by two more and then again by two more”. To achieve the same, our analysis has identified three important relationship strategies, that the successful organizations deploy once the sales process is completed.

- **Effective customer experience management:** The study brings out the necessity of effective customer experience management and continuous training and communication to encourage the customer to use more of the cloud. Most enterprises start their cloud journey by migrating a few less important and peripheral workloads to the cloud. Both the cloud platform provider and implementation partner need to ensure that the customer has a very good experience in the proof-of-concept phase as well as during actual service migration. A positive experience often motivates the managers to open up more services for cloud.
- **Value realization:** The sales team should also demonstrate the value of cloud solutions using value calculators. For doing this, the consultant and sales team need to have a fair idea of the organizational key performance indicators (KPIs) prior to the cloud implementations, so that those can be compared with the post-cloud scenario. Also, customers must be trained to exploit cloud characteristics to reduce IT costs. A few customers might continuously use the entire cloud capacity without dynamically releasing them during the lean period. This practice does not exploit the

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

cloud’s dynamic provisioning feature and would lead to higher IT expenses compared to traditional IT and eventual customer dissatisfaction. In short, the sales team, along with the implementation team, should ensure the promised value realization.

- **Increasing stickiness and customer retention:** As many of the implementation partners work with multiple cloud platform providers, there are possibilities that customers shift their workloads from one cloud platform to a different cloud platform. Respondents mentioned that other than acquiring customers and increasing usage, the cloud platform providers need to increase stickiness with their platform. During the discussion, respondents explained multiple methods that can help in achieving increased stickiness that reduces enterprises’ intention to opt for another cloud platform (Table 2).

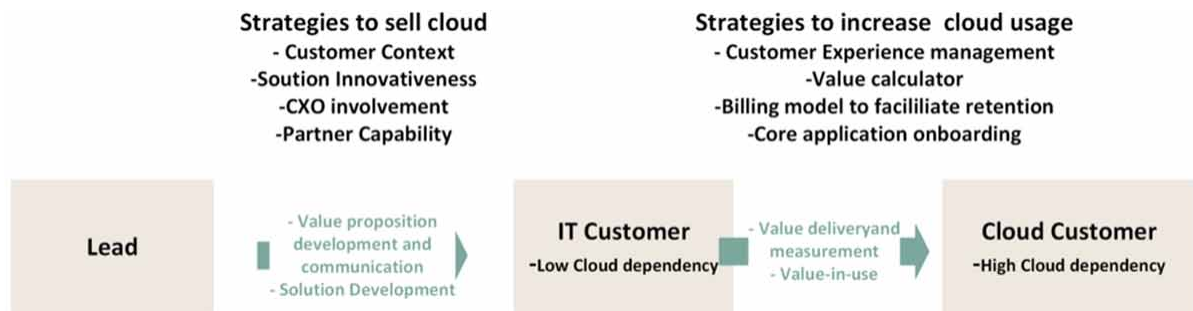
Table 2. Strategies to increase cloud platform stickiness.

Strategies to Achieve Stickiness	How It Works	Quotes
Onboarding core application	Enterprises generally select peripheral and low-risk applications to start their cloud journey. But once they put their core applications, (such as inventory management, CRM, financial and payment-related applications) in the cloud, the enterprises are less likely to move out of a particular cloud to another. In case of dissatisfaction, the sales team and implementation partner would find it easier to retain them by addressing their concerns.	Sales consulting manager: “Most of the customers would start their cloud movement by migrating peripheral applications to cloud and they might move to other cloud platforms, when they get a better deal. when customer has core and business-critical application in a particular cloud, it would increase their stickiness to that cloud. As customers are very protective about these applications, then do not disturb these applications so easily”.
PaaS instead of IaaS	IaaS cloud providers provide raw computing infrastructure, which makes it easier for the dissatisfied customer to opt for alternative providers. In the PaaS option, cloud platforms take care of system management and administration activities such as security, database configuration and tuning, and OS configuration. The PaaS customers find it difficult and riskier to migrate to an alternative provider.	Sales consulting manager: “A customer who has taken 20 virtual machines from AWS, but has not used any PASS services, such as managed databases is more likely to switch to other cloud platforms. In PASS, cloud platforms are responsible for databases management, tuning, security and infra issues. If customers are using more and more of PASS services, then it became difficult and risky for them to migrate from cloud A to cloud B”.
Innovative billing models to encourage long-term commitment	Cloud platform providers increase stickiness by also offering innovative billing models, where customers reserve the capacity for longer periods. When capacities are reserved for longer periods, such as one year or three years, cloud providers offer them significant discounts. But this ensures that the customer would continue with the cloud provider for that time period. Different cloud vendors have developed multiple mechanisms to make long-term commitment more attractive. Microsoft Azure allows its customers to return the unused reserved capacity after a certain period at a lesser price. Amazon does not buy back the assured commitment but allows the customers to resell that at their marketplace.	Client engagement manager: “When customers have visibility of their capacity requirements, they reserve the instances for one year or even three years. They know they are going to use them for 365 days, 24 hours in a year. They are bound to pay the cost for next 3 years, but they also get some decent discounts in the range of 30-50%, which changes from one cloud to another. These billing models also ensures that the customer would stay would me for the next 1 year or 3 years, as they have to pay the bill for that period anyway”.

CONCLUSION

From a practical perspective, this study may shed light on how to further popularize cloud adoption primarily among large enterprises. These enterprise customers show higher levels of inertia to embrace cloud due to historical reasons and the size of their operation. Understanding and designing appropriate value proposition and sales strategies to exploit emerging digital technologies can benefit both sellers and buyers. The study shows that rapid cloud adoption can also allow the company to innovate with AI/ML and big data technologies, as cloud allows the organizations to set up large data warehouses or data lakes without investing too much time, energy, and money. Also, many of the cloud providers such as Amazon, Microsoft, and IBM have a very strong presence in the analytics and big data arena, which would further enhance their ability to create value for their customers and themselves. This study based on VBS approach complements the earlier studies that have used technology diffusion approach. It establishes that the acceptance of new technology certainly needs an alternative mindset from the user organization. As a result, the salesperson’s capability and consultative selling approach can fasten the process. Though traditionally it has been thought that regulations like data localization hurt cloud acceptance, the regulator’s push for new technology can accelerate the user’s journey toward new technology. Although our study’s context is cloud computing, the findings apply to other emerging digital technologies that significantly impact a firm’s competitiveness. The study also highlights the aptness of VBS in this context compared to traditional selling approaches. While traditional selling approaches are primarily focused on converting the leads into accounts or customers, the VBS focuses on highlighting, designing, and communicating tangible value propositions to acquire the customer (Figure 1). For doing so, understanding customer context, solution innovativeness based on hybrid and multi-cloud solution, buy-in from senior leadership of buyers is required. A traditional sales approach stops after the account is acquired, VBS encouraged seller to monitor, encourage and increase cloud consumption by having close customer engagement. The customer relationship team works with customer and customer-generated data and co-create additional value-in-use that further enhances the relationship (Macdonald et al., 2011). The framework (Figure 1) derived from this study shows that while there are multiple difficulties in selling cloud to large enterprises, it is equally important to increase cloud consumption by encouraging more customer usage and transform the relationship from transactional to relationship and innovation focused.

Figure 1. A VBS approach of selling cloud.



One of the limitations of this study is that it is based on interviews with managers working in a specific regulatory, cultural, and institutional environment, that is, India. Further testing of the propositions, with data collected from other emerging and developed economies within a more international setting, is likely to yield interesting results, including cross-cultural insights related to technology adoption in organizations. Moreover, though we have uncovered interesting insights from managers, a larger sample size would have ensured better representation. A case study-based approach focusing on a few organizations' successful migrations from in-house to cloud IT can also complement and strengthen the findings of this study. Due to its qualitative nature, this study's findings possess limited statistical generalizability; the findings of this study can be tested through a large-scale quantitative study. In the case of traditional IT, salespersons realize their revenue by successful closure of the deal and eventual delivery of the technological features. In the case of cloud, CSPs need to have long-term engagement with the user organizations, as the revenue from an account depends a lot on the extent of usage. So, there would be scope of doing further research on the impact of effective account and client engagement on the adoption of cloud-based digital solutions. Besides, the study highlighted that progressive regulatory action could encourage rapid technology adoption. So, researchers can design further studies to enhance the current understanding of the impact of the regulator's action on the development and diffusion of disruptive technologies (Mukhopadhyay & Upadhyay, 2022).

ACKNOWLEDGMENT

The author is grateful to the anonymous reviewers whose valuable advice helped improve the quality of this article.

REFERENCES

- Adamson, B., Dixon, M., & Toman, N. (2012). *The end of solution sales*. Harvard Business School.
- Alamäki, A., & Korpela, P. (2021). Digital transformation and value-based selling activities: Seller and buyer perspectives. *Baltic Journal of Management*, 16(2), 298–317. doi:10.1108/BJM-08-2020-0304
- Chan, F. T., & Chong, A. Y. (2012). A SEM–neural network approach for understanding determinants of interorganizational system standard adoption and performances. *Decision Support Systems*, 54(1), 621–630. doi:10.1016/j.dss.2012.08.009
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User acceptance of computer technology: A comparison of two theoretical models. *Management Science*, 35(8), 982–1003. doi:10.1287/mnsc.35.8.982
- Hentschel, R., Leyh, C., & Petznick, A. (2018). Current cloud challenges in Germany: The perspective of cloud service providers. *Journal of Cloud Computing*, 7(1), 1–12.
- Hsu, P. F., Ray, S., & Li-Hsieh, Y. Y. (2014). Examining cloud computing adoption intention, pricing mechanism, and deployment model. *International Journal of Information Management*, 34(4), 474–488. doi:10.1016/j.ijinfomgt.2014.04.006

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

IBM. (2016). *IBM institute of business value hybrid cloud survey, 2016*. Retrieved from www.ibm.com/thought-leadership/institute-business-value/

Jackson, B. B. (1985). Build customer relationships that last. *Harvard Business Review*, *11*, 120–128.

Jain, S., Mishra, S., & Mukhopadhyay, S. (2021). Critical success factors for luxury fashion brands in emerging markets: Insights from a qualitative study. *Journal of Global Fashion Marketing*, *12*(1), 47–61. doi:10.1080/20932685.2020.1845765

Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2015). *Strategy, not technology, drives digital transformation: Becoming a digitally mature enterprise*. MIT Sloan Management Review and Deloitte University Press.

Kappelman, L., McLean, E., Luftman, J., & Johnson, V. (2013). Key issues of IT organizations and their leadership: The 2013 SIM IT trends study. *MIS Quarterly Executive*, *12*(4), 227–240.

Lal, P., & Bharadwaj, S. S. (2020). Understanding the drivers of cloud-based service adoption and their impact on the organizational performance: An Indian perspective. *Journal of Global Information Management*, *28*(1), 56–85. doi:10.4018/JGIM.2020010104

Lee, S. G., Chae, S. H., & Cho, K. M. (2013). Drivers and inhibitors of SaaS adoption in Korea. *International Journal of Information Management*, *33*(3), 429–440. doi:10.1016/j.ijinfomgt.2013.01.006

Macdonald, E. K., Wilson, H., Martinez, V., & Toossi, A. (2011). Assessing value-in-use: A conceptual framework and exploratory study. *Industrial Marketing Management*, *40*(5), 671–682. doi:10.1016/j.indmarman.2011.05.006

Miller, R. B., & Heiman, S. E. (1985). *Strategic Selling*. Miller Heiman Associates Inc., Time Warner Books.

Millward, W. (2021, Aug. 11). Microsoft adds massive cloud sales muscle with new EY deal. *CRN*. <https://www.crn.com/news/cloud/microsoft-adds-massive-cloud-sales-muscle-with-new-ey-deal?itc=refresh>

Mint. (2020, Oct. 8). IBM to break up company to focus on cloud computing after 109 years, ‘landmark day’ says CEO. *Livemint*. <https://www.livemint.com/companies/news/ibm-to-break-up-company-to-focus-on-cloud-computing-after-109-years-landmark-day-says-ceo-11602163922911.html>

Mukhopadhyay, S., & Bouwman, H. (2018). Multi-actor collaboration in platform-based ecosystem: Opportunities and challenges. *Journal of Information Technology Case and Application Research*, *20*(2), 47–54. doi:10.1080/15228053.2018.1479160

Mukhopadhyay, S., & Bouwman, H. (2019). Orchestration and governance in digital platform ecosystems: A literature review and trends. *Digital Policy, Regulation & Governance*, *21*(4), 329–351. doi:10.1108/DPRG-11-2018-0067

Mukhopadhyay, S., Pingali, S., & Satyam, A. (2021). *Selling IT: The Science of Selling, Buying, and Deal-Making*. Routledge India. doi:10.4324/9781003155270

Can Value-Based Selling Lead to Higher Enterprise Adoption of Cloud?

Mukhopadhyay, S., & Upadhyay, P. (2022). Institutional intervention in technology innovation: The struggle to increase mobile payment adoption. *Digital Policy, Regulation & Governance*, 24(1), 74–92. doi:10.1108/DPRG-01-2021-0002

Srinivasan, A., Quadir, M. A., & Vijayakumar, V. (2015). Era of cloud computing: A new insight to hybrid cloud. *Procedia Computer Science*, 50, 42–51. doi:10.1016/j.procs.2015.04.059

Terho, H., Haas, A., Eggert, A., & Ulaga, W. (2012). ‘It’s almost like taking the sales out of selling’: Towards a conceptualization of value-based selling in business markets. *Industrial Marketing Management*, 41(1), 174–185. doi:10.1016/j.indmarman.2011.11.011

Töytäri, P., & Rajala, R. (2015). Value-based selling: An organizational capability perspective. *Industrial Marketing Management*, 45, 101–112. doi:10.1016/j.indmarman.2015.02.009

Tozzi, C. (2021, Nov. 8). Who needs or doesn’t need alternative cloud? *ITProToday*. <https://www.itprotoday.com/hybrid-cloud/who-needs-or-doesn-t-need-alternative-cloud>

Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *Management Information Systems Quarterly*, 36(1), 157–178. doi:10.2307/41410412

Wang, N., Liang, H., Jia, Y., Ge, S., Xue, Y., & Wang, Z. (2016). Cloud computing research in the IS discipline: A citation/co-citation analysis. *Decision Support Systems*, 86, 35–47. doi:10.1016/j.dss.2016.03.006

Weinman, J. (2016). Hybrid cloud economics. *IEEE Cloud Computing*, 3(1), 18–22. doi:10.1109/MCC.2016.27

Yang, H., & Tate, M. (2012). A descriptive literature review and classification of cloud computing research. *Communications of the Association for Information Systems*, 31(1), 2. doi:10.17705/1CAIS.03102

ADDITIONAL READING

Anderson, J. C., Narus, J. A., Narayandas, D., & Seshadri, D. V. R. (2011). *Business market management (B2B): Understanding, creating and delivering value*. Pearson Education.

Anderson, J. C., Narus, J. A., & Van Rossum, W. (2006). Customer value propositions in business markets. *Harvard Business Review*, 84(3), 90. PMID:16515158

McAfee, A. (2011). What every CEO needs to know about the cloud. *Harvard Business Review*, 89(11), 124–132.

Urbach, N., & Röglinger, M. (2019). Introduction to digitalization cases: How organizations rethink their business for the digital age. In *Digitalization cases* (pp. 1–12). Springer. doi:10.1007/978-3-319-95273-4_1

KEY TERMS AND DEFINITIONS

B2B Marketing: Business-to-business marketing.

Cloud Consumer: Small and large organizations using the cloud to replace their traditional IT infrastructure or develop new IT capabilities are called cloud consumers.

CSP: Cloud platform providers, app developers, and implementation partners are part of cloud service delivery ecosystem and collectively termed cloud service provider (CSP).

Enterprise Customer: Larger, older organizations that have developed significant in-house IT capabilities over the years. IAAS: Infrastructure as a service.

PAAS: Platform as a service.


SAAS: Software as a service.

VBS: Value-based selling.

Chapter 10

Evaluating the Benefits of Omnichannel Retail: A Systematic Literature Review Focused on Consumers

Beatrice Failli Forzoni


 <https://orcid.org/0000-0002-0061-8965>

King Juan Carlos University, Spain

Ana Reyes-Menendez

King Juan Carlos University, Spain

Beatriz Rodríguez Herráez

 <https://orcid.org/0000-0003-4880-4596>

King Juan Carlos University, Spain

ABSTRACT

With the evolution of the retail industry, the concept of omnichannel has emerged as a new strategy that merges the online and the offline world. The purpose of this research is to evaluate the benefits of an omnichannel retail strategy through a systematic literature review focused on consumer-related concepts. This chapter follows an exploratory methodology to collect and analyze available literature on omnichannel retail, which also focuses on consumers. The results have been reviewed through a scientometric analysis and an in-depth, qualitative analysis to highlight the main research areas and find underexplored topics. With this chapter, the authors are bringing a significant scientific contribution by identifying and filling a research gap. In fact, the present systematic literature review highlights the consumer perspective and highlights new research areas that other authors are encouraged to explore to further enrich the omnichannel literature.

DOI: 10.4018/978-1-6684-3430-7.ch010

INTRODUCTION

In the past two decades, the retail industry has been impacted by the significant evolution of digital technologies and e-commerce systems. Such evolution created serious challenges in the retail sector which pressured on organisations to start a process of digital transformation (Verhoef et al., 2015).

With the growth of e-commerce, the dominance of traditional brick-and-mortar retail has declined, with a reduction of foot traffic and sales in physical stores. Indeed, according to Coresight Research, in 2019 9,275 retail stores were closed in the US, which corresponds to +34% store closures in just one year. In the same year, there have been only 4,455 store openings, that have only risen by 3% compared to 2018. Moreover, in 2020 the Covid-19 pandemic has forced consumers to disrupt their consumption habits, raising the number of consumers who buy online by 27.6% worldwide (Cramer-Flood, 2021).

A survey revealed that nearly two thirds of consumers prefer to buy in a store, despite purchasing mostly online (BigCommerce & PayPal, 2021). The boundaries between online and offline shopping are blurring, as consumers spend more time online but still enjoy the experience of physical stores. In fact, statistics forecast that the use of digital devices before or during shopping will influence 58% of in-store sales by the end of 2022 (Statista, 2020).

This scenario is pushing retail companies to invest more in omnichannel sales, in order to offer a better experience for consumers. Thus, they can offer consumers the benefits of online sales together with the advantages of the physical store experience, as consumers usually interact with multiple touchpoints during the purchase journey.

The objective of this chapter is to first assess the need for an additional systematic literature review in the field of omnichannel retail. Then, the existing review papers will be analysed to identify areas with research gaps. In particular, the chapter will be focused on evaluating the availability of studies related to the consumer perspective of omnichannel. In fact, the concept of omnichannel has been increasingly adopted by companies in the past years. This has increased the interest of researchers and several studies have demonstrated the benefits of an omnichannel strategy for retailers. But the omnichannel concept not only focuses on the organisation: it also involves the consumer. For this reason, the purpose of this chapter is to explore previous literature about omnichannel retail with a focus on consumers.

The present chapter starts with an overview of omnichannel retail, to give evidence of its increasing popularity and to highlight the main related concepts. Following this, the chapter presents a systematic literature review and a description of the methodology used. This is followed by an analysis of the results emerging from the systematic literature review and a discussion of the research findings.

BACKGROUND

Retail From Multi-Channel to Omni-Channel

The term “retail” refers to the sale of goods to end-use customers through multiple channels of distribution (Pride et al., 2018). The retail transaction takes place at the end of the supply chain: this final stage is often considered as the point in which all the company’s work and efforts are concretised in a sale. From the consumer perspective, instead, the purchase indicates the moment in which a consumer’s needs and demand are satisfied.

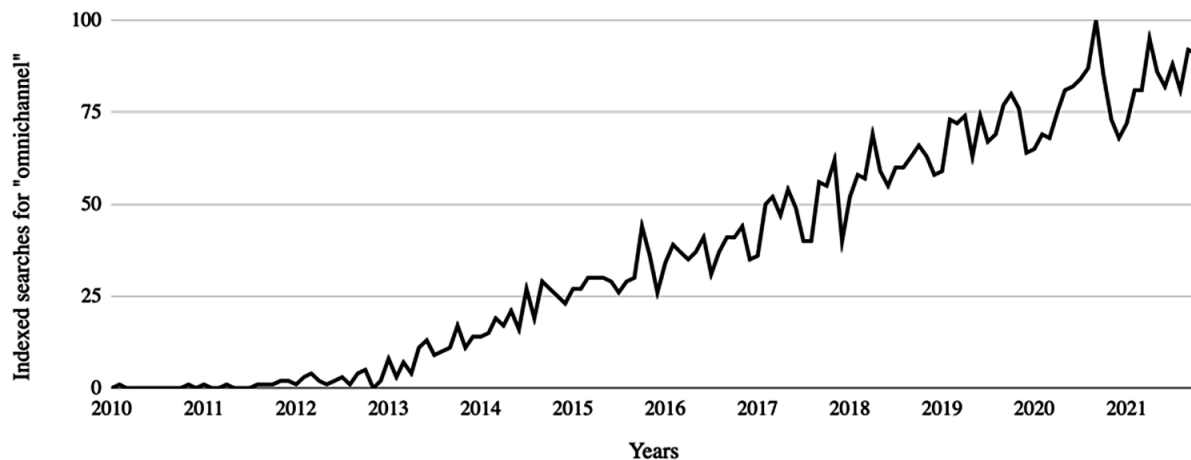
In retail, sales can take place through different channels, such as a brick-and-mortar retail store, an e-commerce website, or even by phone. According to Rigby (2011), sales channels can include the following: online stores, physical stores, kiosks, direct mail, catalogues, call centres, social media, mobile devices, gaming consoles, television, network appliances, home services. The available customer touchpoints are usually categorized in online and offline touchpoints.

In the late 90s, some retailers started to introduce e-commerce as an additional sales channel. Years after, with the evolution of e-commerce, online sales started to grow significantly compared to offline sales, especially for some categories of retail goods (Kotler & Stigliano, 2019). Managing multiple sales channels was defined with the term “multi-channel”, described by Neslin et al. (2006) as a retail technique to multiply the existing sales channels, both online and offline, in order to enhance customer value. Although this method increased the possibilities to reach consumers, the multi-channel approach often resulted in siloed organizations, where each department reached individual objectives, without focusing on common goals and losing track of the customer’s needs.

Today, the multi-channel approach has evolved in the so called “omni-channel” management approach, which consists of an evolution of the first one. The concept of omnichannel had a growing popularity in the past years. Figure 2 shows the growth of Google searches for the query “omnichannel”. On the other hand, Figure 3 shows how “multichannel” has decreased in popularity, leaving space for omnichannel growth.

Figure 1. Evolution of Google searches for “omnichannel”, worldwide
Source: Google Trends (2021)

Evolution of searches of 'omnichannel' worldwide. Source: Google Trends (2021)

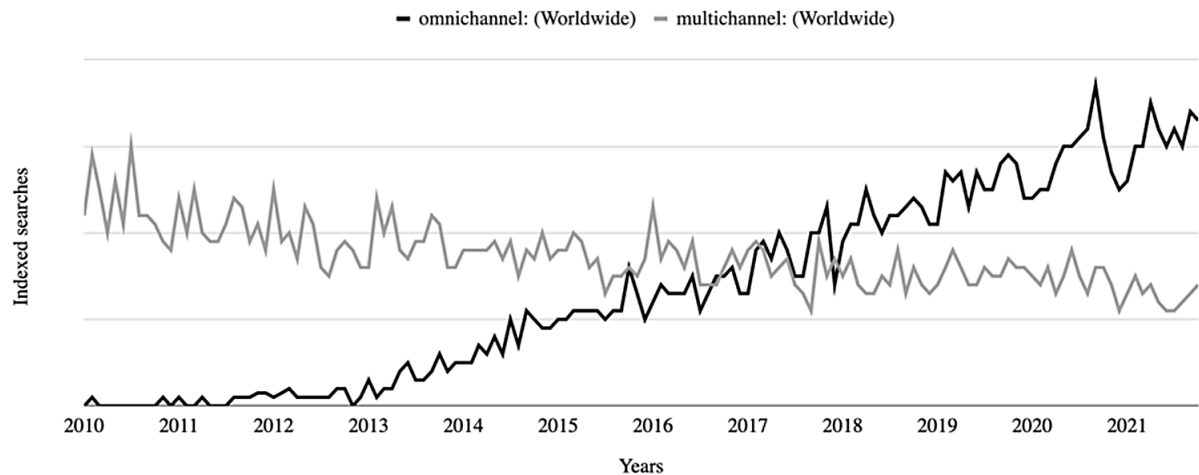


Evaluating the Benefits of Omnichannel Retail

Figure 2. Evolution of Google searches for “omnichannel” and “multichannel” worldwide

Source: Google Trends (2021)

Evolution of searches of 'Omnichannel' vs. 'Multichannel' worldwide. Source: Google Trends (2021)



The concept of omnichannel refers to the coordination and synergetic management of sales channels and customer touchpoints to maximize customer experience and company performance (Verhoef et al., 2015). In the above definition, more importance is placed on sales management, with an emphasis on the creation of synergies among different sales channels. With the introduction of the synergy concept,

Verhoef et al. mark the difference between a siloed approach – typical of the early multichannel sales concept – and the renovated omnichannel concept, which breaks the siloes between different sales channels or sales department. According to this definition, the firm’s performance is not the sole objective. The customer is put at the center and there is a higher attention to the purchase experience as a whole.

The concept of “experience” emerges in other definitions of omnichannel retailing. Rigby defined omnichannel retailing “an integrated sales experience that melds the advantages of physical stores with the information-rich experience of online shopping” (Rigby D., 2011).

The omnichannel approach is characterized by an increased focus on customers, called “customer centricity”. Thanks to the management effort in integrating the various channels, with the aim of creating a smooth and seamless customer experience, in omnichannel management the boundaries are blurred between online and offline channels (Verhoef et al., 2015).

Omnichannel retail was born to address the challenge of managing multiple sales channels and multiple touchpoints. With this new approach, a firm’s sales channels are unified and coordinated through a wholly centralized data management system under a common company strategy (Norbert & Rygl, 2015).

Channel integration and customer focus are the two main pillars that emerge in omnichannel management. These two aspects, that characterize omnichannel retail, contribute to make it a more sophisticated approach compared to multichannel retail (Picot-Coupey & Huré, 2016). To better understand the difference between omnichannel and multichannel, Picot-Coupey & Huré (2016) evaluated the focus, the scope, and the level of integration of channels, the focus of the company and the management objectives. The differences between the two approaches are summarized in Table 1.

Table 1. Multi- vs. Omni- channel approach

	Multi-channel Approach	Omni-channel Approach
<i>Channel focus</i>	Interactive channels only	Interactive and mass- communication channels
<i>Channel scope</i>	Retail stores, websites, direct marketing	Retail stores, websites, direct marketing, mobile channels, social media, customer touchpoints
<i>Channel integration</i>	Channel separation	Channel integration
<i>Company focus</i>	Focused on channels	Focused on channels, consumers, and brand at the same time
<i>Management objectives</i>	Different by channel	Cross-channel, unique, and shared objectives

Source: Picot-Coupey, Huré (2016)

Although customer centricity is one of the pillars of omnichannel sales, it is important to note that omnichannel is a company approach to manage different sales channels, with the aim to improve the customer experience. Nevertheless, consumers rarely perceive the adoption of omnichannel sales techniques. Consumers complete a series of desired and necessary actions, which are finalized to purchasing a product that satisfies a need or solves a problem. Along the customer journey, when consumers become aware of a certain brand, they see it as a unified identity and expect consistency across all touchpoints (Cook, 2014).

The fact that consumers do not perceive the difference when choosing a sales channel or when transitioning between different sales channels can be considered as a successful outcome of a well- implemented channel integration (Berman & Thelen, 2004).

On the other hand, we need to consider that consumers do not think about cross-channel, multi-channel or omni-channel. As Cook (2014) argued, consumers do not recognize or evaluate channels: they only see and choose a brand which offers a product that is “convenient and enjoyable and that offers them good value, both in terms of money and use of their time”.

As the proliferation of channels allows companies to offer more convenient opportunities for product research and purchase, every customer journey is shaped by the needs of each person. Activating a higher number of touchpoints can improve the customer experience, since a company can offer different options of research, evaluation, trial and purchase, tailored to the needs of every customer. However, if the touchpoints and the channels are managed in an independent manner, issues and inconsistencies can arise and result in a poor experience for the consumer (Oztürk & Okumuş, 2018).

For example, from the customer’s point of view, inconsistencies due to multi-channel retailing emerge when a customer finds different prices online and offline, or when the customer discovers different return policies depending on whether a product was bought online or in store. Another example could be the situation in which it is not possible to redeem an e-coupon at a physical store.

From the retailer’s viewpoint, evidence of the issues caused by a multi-channel approach and a lack of customer-centric view could arise when the retailer cannot share data across channels or integrate the inventory of the different channels (Mosquera et al., 2017)

Issues arise as consumers do not care whether a company has implemented an omnichannel strategy and integrated all its channels together. Consumers do not pay attention to whether a company has the organizational capabilities to deliver a pleasant experience to each consumer: consumers simply have

Evaluating the Benefits of Omnichannel Retail

needs and expectations, and their level of satisfaction will depend on the level of fulfilment of those expectations by the brand. Therefore, a company cannot justify to consumers the fact that different practices are adopted across different channels due to a lack of cross-channel integration.

Omnichannel is an approach that aims to improve the customer experience, by understanding and meeting consumers' expectations. The customer centricity, proper of this approach, is also characterized by the fact that omnichannel businesses are oriented at nurturing the brand-consumer relationship long-term, which means increasing customer profitability and lifetime value, as opposed to a multichannel strategy where the company focuses on short-term sales growth through the use of many channels simply to maximize sales (Magestore, 2019).

In the past few decades, consumers have become more empowered and demanding than they used to be years ago. They want seamless shopping experiences where they can benefit from the advantages of digital commerce and those of physical stores at the same time (Rigby, 2011). Consumers have changed their purchase behavior and retail firms have tried to adapt to keep their competitive advantage.

Research has shown that merging online sales with offline sales can result in more sales and can be beneficial for the retailers (Bhatt, 2020). In addition, some consumers have shown a preference to buy from firms that also have retail stores (Sharma & Sheth, 2004).

In a study from Ipsos and Google (2019), 83% of US shoppers declared to use online search before going to a store. Moreover, although e-commerce share of retail sales is growing, 80% or more of retail sales still happen offline (von Abrams, 2021).

As a response to this consumer behavior, organizations have understood the growing importance of omnichannel sales. In fact, one out of two e-commerce companies thinks that omnichannel has become more important today (Statista, 2021). Moreover, data from a global research have found that 47% of consumers want the ability to collect a product from a physical store within one day after they buy online (Soti.net, 2021). This suggests that consumers prefer to use both online and offline channels when making a purchase.

The importance of omnichannel sales has increased after Covid-19. In fact, omnichannel sales can represent an opportunity for the retail industry to recover after a long period of lockdown, imposed in many countries between 2020 and 2021.

The Changing Role of the Retail Store

With consumers researching and purchasing in an omnichannel way, and with the different channel choices that people have along their buying path, physical stores are no longer an essential touchpoint, although they can still be part of the customer experience. Previously, the retail store was the unique location where consumers must go in order to purchase goods. Nowadays, consumers can choose whether they want to visit a physical store or if they prefer an online store.

For decades, retailers have based their business model around their stores. Now, the scope of the retail store has evolved. In fact, as customers have the choice to purchase from the sales channel that is most convenient for them, in terms of value, time, or both (Cook, 2014).

Since the rise of e-commerce, several retail stores have shut down, but e-commerce has not completely replaced physical stores. Retailers who have been able to innovate and reinvent their strategy, not only have expanded their online sales channels, but they have also been able to integrate offline and offline touchpoints following an omnichannel approach. The increasing adoption of online channels by consumers also determines advantages for companies, as more consumer data can be tracked online. As

they browse online, consumers disclose information about themselves, their preferences and their purchase behavior, all data that represent an important source of insights (Blasco-Arcas et al., 2022). These insights can be leveraged to improve the customer experience, both online and offline. Online data can be used to make decisions related to product characteristics and in-store assortments. Therefore, online consumer data can help retailers to improve their overall strategy.

In 2022, the role of a retail store is not only to sell products. The store assumes a more holistic meaning within the customer experience, changing from being a “point of sale” to being a “point of touch” (Kotler & Stigliano, 2019). In fact, stores still play a crucial part to connect retailers with consumers, but they are no longer the only touchpoint where the customer interacts with a brand.

Omnichannel Consumer Behavior

It has been frequently observed how consumers have changed their purchase behavior in the past few years, mainly due to the use of the Internet and the entrance in the market of new, younger consumer segments (Reyes-Menendez et al., 2022). Some people prefer buying online, while other people prefer to live the experience of the store before purchasing a product. Very often, the consumer journey which goes through product awareness, discovery and purchase can happen across different channels, both online and offline. Some consumers have a prefer researching online, but they finally complete their purchase offline. Other people tend to be more attracted by the idea of touching and feeling a product, but they usually complete the purchase online at a later stage.

The described behaviors, known as “showrooming” and “webrooming” are frequent among digital consumers and demonstrate how the role of touchpoints can change when people are acting as omnichannel consumers.

Showrooming indicates the practice of consumers who gather data and examine product features and quality in physical stores and then purchase the product online (Neslin, et al., 2014). Webrooming, instead, refers to the situation in which a consumer searches for information about a product online and then buys in a physical store (Flavián et al., 2020).

Showrooming and webrooming are common examples to explain the omnichannel customer journey. These two phenomena demonstrate an evolution of the approach towards purchase: consumers are becoming increasingly channel agnostic, moving multiple times from online to offline and vice-versa, in order to satisfy their need when they want and through their preferred channel.

A study commissioned by Shopify to Forrester Consulting surveyed global consumers about their purchase habits (countries considered in the study: Australia, Canada, France, Germany, India, Italy, Japan, the Netherlands, New Zealand, the United Kingdom, and the United States). The results showed that in 2022 59% of shoppers are likely to engage in webrooming behaviors, researching online and purchasing in a store, while 54% of consumers are likely to have a showrooming behavior (Forrester Consulting, 2021). In order to adapt to this evolving consumer behavior, retail companies must adapt accordingly, achieving a better understanding of digital consumer needs, new digital trends and industry dynamics, and ensuring an omnichannel integration between online and offline touchpoints.

As a response to consumers’ omnichannel behavior, retailers have introduced specific solutions designed to bridge the gap between online and offline. The authors Picot-Coupey and Huré (2016) identified a list of omnichannel solutions, divided into two categories: web-to-store and store-to-web solutions. Web-to-store refers to omnichannel solutions which are aimed at bringing the online customers in store. Some examples are the following: wish list, click & collect, click & reserve, persistent shopping

Evaluating the Benefits of Omnichannel Retail

basket, store locator, promotions associated with online purchases, local SEO, in-store product availability, online appointment booking, geolocation coupons and promotions. Store-to-web solutions are designed to lead a customer visit the website and interact with online channels after visiting a physical store. Among the most common store-to-web solutions we can find digital loyalty cards, in-store virtual catalogues, promotion associated with physical store purchase, product ordering from in-store mobile/tablet device, omnichannel shopping basket (Picot-Coupey & Huré, 2016).

MAIN FOCUS OF THE CHAPTER

Issues, Controversies, Problems

The present study aims to provide an overview of the current development of research on omnichannel retail. A systematic literature review (SLR) is a research method that aims to describe the state of the art of a specific research area (Gerea et al., 2021). This paper focuses on omnichannel in the retail industry, focusing on previous research that analyses consumers' perspective.

Following previous authors, this research starts from a preliminary scan of the existing systematic literature reviews of omnichannel retail, with the aim to evaluate whether an additional literature review in this field is needed and what areas have not been covered yet (Snyder, 2019; Gerea et al. 2021). First, the database of Web of Science was used to find papers that included the following keywords in the title: "systematic review OR systematic literature review" AND "omnichannel OR omni-channel" AND "retail". The preliminary research yielded 17 results from 2017 to 2021. An additional filter was applied to these results in Web of Science to only select the articles by document type "review articles": as a result, only 10 systematic literature reviews remained to analyze. Table 2 summarizes the existing systematic literature reviews of omnichannel retail.

Table 2. Existing literature reviews of omnichannel retail

Authors	Article Title	Focus Area	Year	Methodology
(Cai & Lo, 2020)	Omni-channel management in the new retailing era: A systematic review and future research agenda	Company (logistics)	2020	Cytation Network Analysis (CNA)
(Melacini, Perotti, Rasini, & Tappia, 2018)	E-fulfilment and distribution in omni-channel retailing: a systematic literature review	Company (logistics)	2018	ND - systematic literature review methodology
(Raza & Govindaluri, 2021)	Omni-channel retailing in supply chains: a systematic literature review	Company (logistics)	2021	Network analysis, advanced bibliographic tools
(Olsson, Hellstrom, & Palsson, 2019)	Framework of Last Mile Logistics Research: A Systematic Review of the Literature	Company (logistics)	2019	ND - Syst lit rev
(Mishra, Singh, & Koles, 2021)	Consumer decision-making in omnichannel retailing: Literature review and future research agenda	Consumer	2021	Cognitive-affective- conative model
(Gerea, Gonzalez-Lopez, & Herskovic, 2021)	Omnichannel Customer Experience and Management: An Integrative Review and Research Agenda	Consumer	2021	Thematic analysis
(Joao & Pastore, 2019)	Research in omnichannel retail: a systematic review and quantitative content analysis	Company	2019	ND - Syst lit rev
(Taylor, Brockhaus, & Knemeyer, 2019)	Omnichannel fulfillment strategies: defining the concept and building an agenda for future inquiry	Company (logistics)	2019	ND - Syst lit rev
(Sahu, Naved Khan, & Gupta, 2021)	Determinants of Webrooming and Showrooming Behavior: A Systematic Literature Review	Consumer	2021	ND - Syst lit rev
(Lim, Jin, & Srail, 2018)	Consumer-driven e-commerce: A literature review, design framework, and research agenda on last-mile logistics models	Company (logistics)	2018	Protocol-driven methodology, combined with a snowballing technique

Source: Authors

Among the review articles object of this preliminary step, 14 articles (which corresponds to 70% of the initial selection) focus on the company perspective. The company-related papers analyze aspects related to the organization itself or related to the logistics of omnichannel. Only 3 of the retrieved review papers focus on the consumer perspective. This evidence suggests that an additional literature review in omnichannel retail can fill the existing lack of reviews that only focus on consumer-related omnichannel topics. Based on this, the authors have proceeded with writing the present chapter.

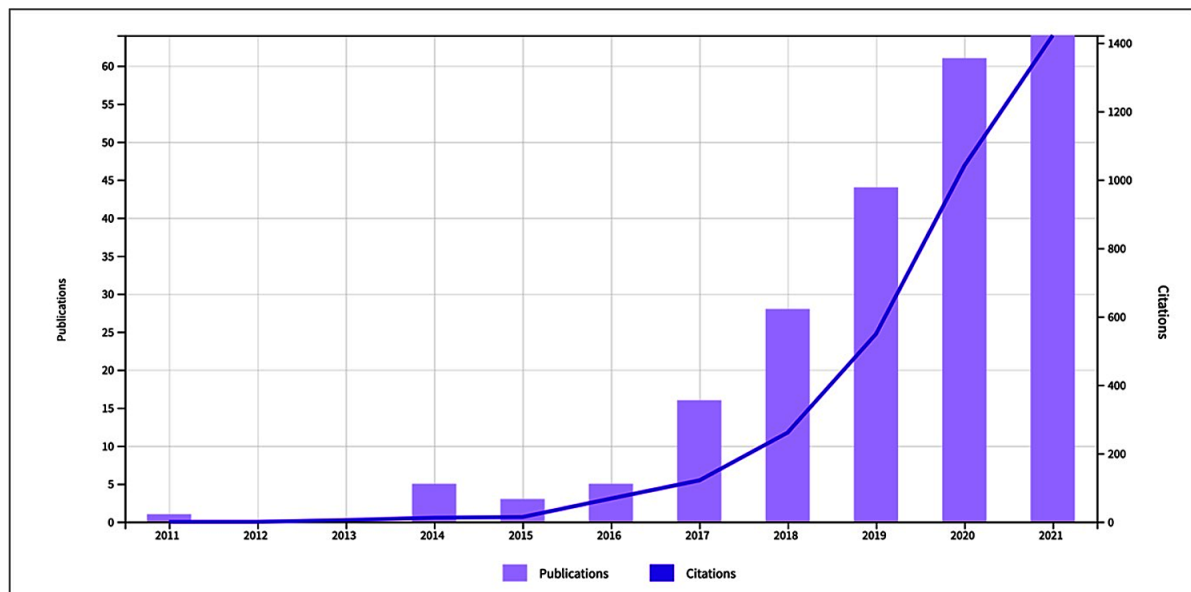
This research differs from previous studies in two ways. First of all, it is different from a topic perspective, as it is focused on an analysis of the existing literature about omnichannel retail that is also considering the consumers perspective or the impact of omnichannel management on consumers. Then, in terms of methodology, the Systematic Literature Review (SLR) approach is followed, paired with a quantitative and a qualitative analysis, following Reyes-Menendez et al. (2020).

In order to conduct the Systematic Literature Review, the scientific database of Web of Science was used to find relevant articles about the present topic. The search was based on the following query: “Omnichannel” AND “Retail” AND “Consumer OR Customer”. This way, it was possible to filter the studies which applied the omnichannel concept to the retail industry and that analyzed the topic in relation with consumers. In fact, as identified during the preliminary scan of existing literature reviews, a gap was identified in reviews focusing on the consumer perspective.

Evaluating the Benefits of Omnichannel Retail

Figure 4 shows the rising interest for omnichannel retail focusing on consumers. From an initial analysis of the existing literature on Web of Science, articles including the keywords “retail” AND “omnichannel” were compared to articles also including the keyword “consumer”. The articles including the keyword “consumer” are increasingly growing, while articles about omnichannel that do not include the consumer perspective saw a slight decline in 2021. This suggests that researchers are beginning to explore more the consumer perspective of omnichannel and this paper will contribute to enriching the current literature.

Figure 3. Publications and Citations on Web of Science (“omnichannel” AND “retail” AND “consumer” OR “customer”)
Source: Web of Science (2021)

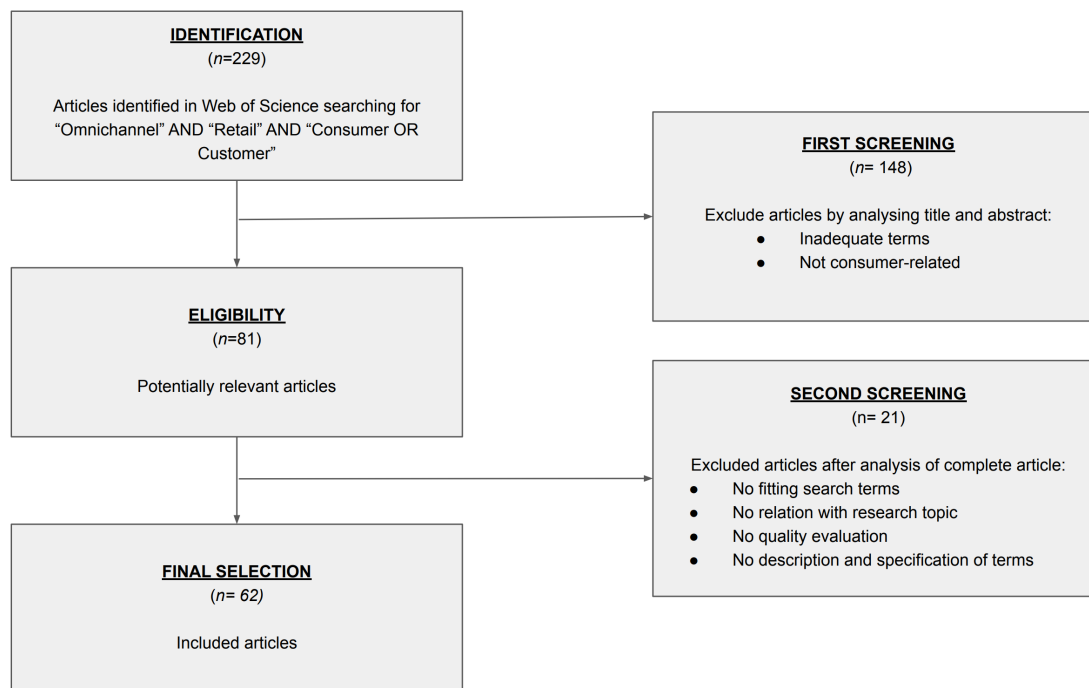


The search on Web of Science produced a total of 229 articles published between January 2011 and October 2021. The PRISMA Flow Diagram was used to filter the results. This diagram was first introduced by Moher et al. (2009) and following this author it was useful in this research to select only a restricted, highly relevant number of studies for further analysis.

Figure 5 shows the steps of the process that was followed to select relevant articles for this research. Starting from the 229 identified works, a first screening was performed by analysing titles and abstracts, in order to exclude articles with inadequate terms or not related to the consumer perspective. This first filter excluded 148 articles. The remaining, potentially relevant articles passed a second screening. The second screening consisted in an analysis of the full text. By reading the complete papers, the authors excluded articles which did not have fitting search terms, had no relation with the topic, lacked a quality evaluation, or missed a description of the key terms. The second screening excluded 21 articles. As a result, the PRISMA Model served to identify a final selection of 62 articles to further analyse in the present study.

Figure 4. PRISMA Flow Diagram

Source: Authors, following PRISMA Flow Diagram from Moher et al. (2009)



Results

The purpose of this study is to give evidence of the existing literature about omnichannel retail and to identify new emerging directions, specifically those concerning consumers. In fact, data from Web of Science presented earlier in this chapter gives evidence of the exponential growth of publications related to omnichannel retail and consumers. With this systematic literature review, the authors aim to provide a guideline for future research, by identifying emerging concepts related to consumers which can be useful both for researchers and for retail companies. The current section presents both a quantitative and a qualitative analysis of results, to give evidence of the existing works on omnichannel retail and to identify the most common topics analyzed by authors.

Exploratory Analysis of Results

1. Scientometric Analysis (Exploratory, Quantitative Analysis)

A scientometric analysis was adopted to analyze the existing research areas that have focused on omnichannel retail and on consumers, following the approach of Reyes-Menedez et al. (2019). Table 3 shows the results of this exploratory analysis. The table includes the journals where the articles selected with the PRISMA Model have been published, and the number of articles present in each journal. Then, the category is listed to show the specific research area, followed by the quartile to show the ranking of the journal category.

Evaluating the Benefits of Omnichannel Retail

The scientometric analysis demonstrates that the main research area that investigates omnichannel retail applied to consumers is Business (23 publications), followed by Management (14 publications), Computer Science (9 publications), and Psychology (5 publications). These results highlight that the omnichannel topic is attracting the interest of several authors, particularly in Business and Management. In addition to Business and Management, there are other different research fields emerging from this analysis, which include more technical subjects, but also humanistic subjects. Another research category that emerged from the following classification is Environmental Sciences and Sustainability, where 7 articles were published.

Table 3. Scientometric analysis

Journal	Findings	Category	Quartile
RESEARCH ADVANCEMENTS IN NATIONAL AND GLOBAL BUSINESS THEORY AND PRACTICE	1	Business	/
HCI IN BUSINESS, GOVERNMENT AND ORGANIZATIONS: SUPPORTING BUSINESS (HCIBGO 2017), PT II	1	Computer Science, Interdisciplinary Applications; Computer Science, Theory & Methods	Q4 Q4
INFORMATION & MANAGEMENT	1	Computer Science, Information Systems; Information Science & Library Science; Management	Q1
JOURNAL OF FASHION MARKETING AND MANAGEMENT	3	Business; Management	Q3
11TH EMAC REGIONAL CONFERENCE - CHALLENGING THE STATUS QUO IN MARKETING RESEARCH	1	Business	/
FRONTIERS IN PSYCHOLOGY	7	Psychology, Multidisciplinary	Q2
JOURNAL OF RETAILING AND CONSUMER SERVICES	20	Business	Q1
INDUSTRIAL MARKETING MANAGEMENT	2	Business; Management	Q1
JOURNAL OF SERVICES MARKETING	1	Business	Q2
JOURNAL OF STRATEGIC MARKETING	6	Business	/
DECISION SUPPORT SYSTEMS	3	Computer Science, Artificial Intelligence; Computer Science, Information Systems; Operations Research & Management Science	Q1
NEW CHALLENGES OF ECONOMIC AND BUSINESS DEVELOPMENT - 2017: DIGITAL ECONOMY	1	Business; Economics; Management Green & Sustainable Science & Technology;	/ Q3
SUSTAINABILITY	7	Environmental Sciences;	Q2
		Environmental Studies	Q2
INTERNATIONAL JOURNAL OF INFORMATION MANAGEMENT	1	Information Science & Library Science	Q1
JOURNAL OF BUSINESS RESEARCH	5	Business	Q1
INTERNATIONAL JOURNAL OF RETAIL & DISTRIBUTION MANAGEMENT	19	Business; Management	Q3
INTERNATIONAL JOURNAL OF PRODUCTION ECONOMICS	3	Engineering, Industrial; Engineering, Manufacturing; Operations Research & Management Science	Q1

Continued on following page

Table 3. Continued

Journal	Findings	Category	Quartile
MANAGEMENT-POLAND	1	Management	/
JOURNAL OF MARKETING CHANNELS	2	Business	/
JOURNAL OF RETAILING	4	Business	Q2
JOURNAL OF BRAND MANAGEMENT	1	Business; Management	Q3
PROCEEDINGS OF THE 52ND ANNUAL HAWAII INTERNATIONAL CONFERENCE ON SYSTEM SCIENCES	2	Computer Science, Theory & Methods	/
COMPUTERS IN HUMAN BEHAVIOR	1	Psychology, Multidisciplinary; Psychology, Experimental	Q1
ELECTRONIC COMMERCE RESEARCH AND APPLICATIONS	4	Business; Computer Science, Information Systems; Computer Science, Interdisciplinary Applications	Q3
ASIA PACIFIC JOURNAL OF MARKETING AND LOGISTICS	1	Business	Q3
INTERNATIONAL JOURNAL OF APPLIED BEHAVIORAL ECONOMICS	1	Economics	/
TRAVEL BEHAVIOUR AND SOCIETY	1	Transportation	Q2
PERSPECTIVES ON THE USE OF NEW INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN THE MODERN ECONOMY	1	Computer Science, Information Systems; Computer Science, Interdisciplinary Applications; Economics Computer Science, Interdisciplinary Applications;	/ Q1
JOURNAL OF ENTERPRISE INFORMATION MANAGEMENT	1	Information Science & Library Science;	Q1
		Management	Q2
		Management;	Q1
MANAGEMENT SCIENCE	7	Operations Research &	
		Management Science	Q2
EUROPEAN MANAGEMENT JOURNAL	1	Business; Management	Q2
BUSINESS MANAGEMENT THEORIES AND PRACTICES IN A DYNAMIC COMPETITIVE ENVIRONMENT	1	Business; Management	/
BRITISH FOOD JOURNAL	1	Agricultural Economics & Policy; Food Science & Technology	Q3
JOURNAL OF THE ACADEMY OF MARKETING SCIENCE	3	Business	Q1
SYNERGY OF BUSINESS THEORY AND PRACTICE: ADVANCING THE PRACTICAL APPLICATION OF SCHOLARLY RESEARCH	1	Business	/
ADVANCES IN NATIONAL BRAND AND PRIVATE LABEL MARKETING	1	Business; Communication	/
FUJITSU SCIENTIFIC & TECHNICAL JOURNAL	1	Engineering, Electrical & Electronic	Q4
<i>Total number of publications</i>	62		

Source: Authors

2. In-depth Qualitative Analysis

After the quantitative analysis, a qualitative analysis is necessary to evaluate which aspects related to consumers have been investigated by previous publications on omnichannel retail focusing on consumers.

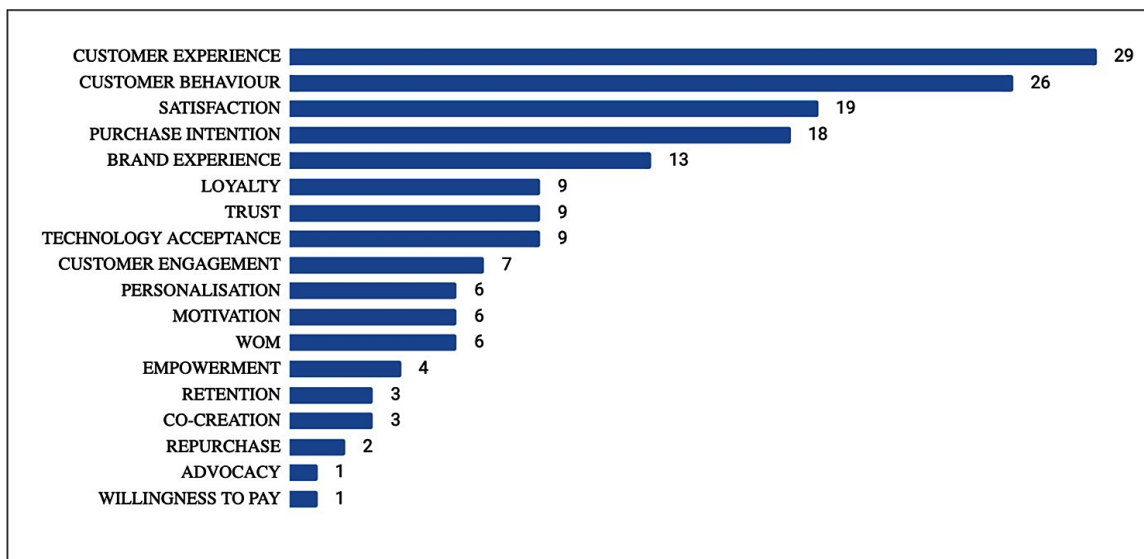
Following the approach of Reyes-Menendez et al. (2019), the qualitative analysis was performed to demonstrate the most common variables addressed by previous authors. Figure 6 summarizes the most addressed consumer-related topics in publications about omnichannel retail.

A number of 18 variables were identified by analyzing the papers' keywords and by reading the full text to verify the actual presence of the suggested keywords.

Figure 6 shows that the most popular research areas focus on the consumer experience, behavior, satisfaction and purchase experience. Out of 62 papers, nearly 50% explore customer experience, 42% focus on customer behavior, and around 30% deal with consumer satisfaction and purchase intention. These variables are followed by brand experience, which is present in 13 papers. Then, four concepts are present in several articles that varies between 9 and 7, which indicates a rising interest but also an opportunity to continue research in these fields. These four concepts are customer loyalty, trust, technology acceptance and customer engagement. The list is completed by 9 variables which are the least explored ones, as less than 10% of the analyzed papers investigates them. These 9 variables are personalization, motivation, word of mouth (WOM), empowerment, retention, co-creation, repurchase, advocacy and willingness to pay. Although some authors have mentioned them in the context of omnichannel retail, such areas are currently still underexplored. It is interesting to note that among these 9 least popular areas of research four variables refer to the post-purchase phase of the customer journey. This piece of information suggests a gap in the existing omnichannel literature in relation with the post-purchase.

Figure 5. Most investigated topics and number of papers for each topic

Source: Authors' elaboration from Web of Science data



After an initial classification of the main variables in Figure 6, the in-depth analysis continues with an additional classification of the 18 selected concepts. Table 4 gives a more comprehensive picture of each variable. The table provides a description of each concept and includes the full list of the authors of each paper, following Antolín-Prieto et al. (2021).

Table 4. Qualitative analysis of variables

Variable	Description	Authors	Number of Papers
CUSTOMER EXPERIENCE	Customer experience refers to a series of interaction between a consumer and one or several brands, related to research, purchase, or product consumption.	Hsia et al. (2020) (Lynch & Barnes, 2020) Ameen et al. (2021) Gereá et al. (2021) Juaneda-Ayensa et al. (2016) Blom et al. (2017) Shi et al. (2020) Le et al. (2021) Kaczorowska-Spychalska (2017) Tueanrat et al. (2021) Paz et al. (2020) Gao et al. (2021) Zhang et al. (2018) Mishra et al (2021) Flavian et al. (2021) Siqueira et al. (2020) Sanchez-Perez et al. (2014) Baek et al. (2020) Mencarelli et al. (2021) Herrero-Crespo et al. (2021) Bell et al. (2020) Sebald et al. (2020) Johnson et al. (2021) Tyrvaínen et al. (2019) Rhee et al. (2021) Towers et al. (2021) Herhausen et al. (2019) Togawa et al. (2017)	29
BRAND EXPERIENCE	Brand experience refers to sensations, feelings and response of a customer to a brand's stimuli which are part of the brand communication, product, or environment.	Tyrvaínen et al. (2018) Tyrvaínen et al. (2020) Juaneda-Ayensa et al. (2016) Blom et al. (2017) Silva et al. (2018) Frasquet-Deltoro et al. (2021) Li et al. (2019) Baek et al. (2020) Yeh et al. (2021) Bauerova et al. (2021) Bolton et al. (2021) Towers et al. (2021) Herhausen et al. (2019)	13
PERSONALISATION	Process that enables to modify a product or a service based on single consumer's preferences.	Wetzlinger et al. (2017) Hsia et al. (2020) Tyrvaínen et al. (2020) Juaneda-Ayensa et al. (2016) Kim et al. (2022) Tyrvaínen et al. (2019)	6
CUSTOMER ENGAGEMENT	Series of interactions between a customer and a company that build and reinforce the relationship between the two.	Lynch et al. (2020) Cocco et al. (2020) Lee et al. (2019) Gao et al. (2021) Baek et al. (2020) Teichert et al. (2020) Towers et al. (2021)	7
CONSUMER BEHAVIOUR	Set of motivations and actions that a person is taking when researching or purchasing a product or service.	Lynch et al. (2020) Cocco et al. (2020) Kleinlercher et al. (2020) Lee et al. (2019) Shankar et al. (2021) Nendwich (2017) Gao et al. (2021) Juaneda-Ayensa et al. (2016) Blom et al. (2017) Du et al. (2019) Kaczorowska-Spychalska (2017) Lazaris et al. (2022) Paz et al. (2020) Valentini et al. (2020) Rodríguez-Torrico et al. (2017) Park et al. (2021) Flavian et al. (2021) Fiestas et al. (2021) Sanchez-Perez et al. (2014) Rai et al. (2021) Kozlova et al. (2019) Herrero-Crespo et al. (2021) Johnson et al. (2021) Bauerova et al. (2021)	26

Continued on following page

Evaluating the Benefits of Omnichannel Retail

Table 4. Continued

Variable	Description	Authors	Number of Papers
		Frasquet et al. (2017) Towers et al. (2021)	
MOTIVATION	Set of conscious or unconscious forces that drive consumer actions.	Nendwich (2017) Kang (2019) Rodriguez-Torrico et al. (2017) Fiestas et al. (2021) Sebald et al. (2020) Herhausen et al. (2019)	6
WORD OF MOUTH (WOM)	Consumer-to-consumer communication about a product or service.	Tyrvainen et al. (2020) Lee et al. (2019) Mishra et al. (2021) Flavian et al. (2021) Siqueira et al. (2020) Teichert et al. (2020)	6
ADVOCACY	Type of consumer behaviour that consists into expressing opinions about the brand (usually positive) to other consumers.	Rhee, HL; Lee, KH (2021)	1
REPURCHASE	Repeated purchase of a product or service over time.	Lee et al. (2019) Kim et al. (2020)	2
LOYALTY	Ongoing relationship between a client and a brand, that results into repeated interactions or purchase.	Li et al. (2018) Gao et al. (2021) Frasquet-Deltoro et al. (2021) Li et al. (2019) Iyer et al. (2018) Rhee et al. (2021) Bauerova et al. (2021) Christoforou et al. (2019) Frasquet et al. (2017)	9
RETENTION	Ability of a company to build loyalty and to maintain their clients for a certain period of time.	Li et al. (2018) Gao et al. (2021) Mishra et al. (2021)	3
SATISFACTION	A measurement of how happy a client is in relationship with the experience with a brand or product.	Lee et al. (2019) Ameen et al. (2021) Shankar et al. (2021) Gao et al. (2021) Tueanrat et al. (2021) Silva et al. (2018) Frasquet-Deltoro et al. (2021) Huang et al. (2019) Li et al. (2019) Zhang et al. (2018) Mishra et al. (2021) Yeh et al. (2021) Mencarelli et al. (2021) Iyer et al. (2018) Rhee et al. (2021) Bolton et al. (2021)	19
		Frasquet et al. (2017) Herhausen et al. (2019) Togawa et al. (2017)	
TRUST	It indicates the confidence that a consumer has towards a company's communication and product/service quality.	Tyrvainen et al. (2018) Wetzlinger et al. (2017) Ameen et al. (2021) Silva et al. (2018) Huang et al. (2019) Zhang et al. (2018) Flavian et al. (2021) Yeh et al. (2021) Frasquet et al. (2017)	9
TECHNOLOGY ACCEPTANCE	Extent to which a customer accepts and uses a specific technology.	Wetzlinger et al. (2017) Gereia et al. (2021) Juaneda-Ayensa et al. (2016) Kim et al. (2022) Kim et al. (2020) Paz et al. (2020) Park et al. (2021) Herrero-Crespo et al. (2021) Tyrvainen et al. (2019)	9

Continued on following page

Table 4. Continued

Variable	Description	Authors	Number of Papers
PURCHASE INTENTION	Probability that a consumer will buy a product or service.	Gao et al. (2021) Gerea et al. (2021) Shi et al. (2020) Kim et al. (2022) Kaczorowska-Spychalska (2017) Lazaris et al. (2022) Silva et al. (2018) Kang (2019) Valentini et al. (2020) Rodriguez-Torrico et al. (2017) Park et al. (2021) Flavian et al. (2021) Fiestas et al. (2021) Baek et al. (2020) Johnson et al. (2021) Bauerova et al. (2021) Towers et al. (2021) Herhausen et al. (2019)	18
CONSUMER EMPOWERMENT	Process of providing consumers with the ability and resources to meet their needs or achieve their goals.	Kleinlercher et al. (2020) Le et al. (2021) Zhang et al. (2018) Mishra et al. (2021)	4
CO-CREATION	Collaborative development of a product or service, where customers influence the characteristics of a product/ service according to their preference.	Kim et al. (2020) Tueanrat et al. (2021) Kang (2019)	3
WILLINGNESS TO PAY	Intention of a consumer to pay the price set for a specific product/service.	Chatterjee et al. (2017)	1

Source: Authors

SOLUTION AND RECOMMENDATIONS

In the present chapter, the authors presented a systematic literature review of omnichannel retail focusing on the consumer perspective. This research was carried on as from a preliminary review of existing literature review papers, only 3 analyzed articles about consumers. On one hand, the scientometric analysis revealed that Business and Management are the main subjects that investigate omnichannel retail. On the other hand, the qualitative analysis highlighted the main variables described in the consumer-related publications that were objects of this research.

The variables that have been identified with the qualitative analysis are the following: customer experience, customer behavior, satisfaction, purchase intention, brand experience, loyalty, trust, technology acceptance, customer engagement, personalization, motivation, word of mouth (WOM), empowerment, retention, co-creation, repurchase, advocacy, willingness to pay.

Customer experience appeared in 29 of the 62 analyzed papers, consumer behavior appears in 26 papers, satisfaction was addressed by 19 papers, purchase intention was mentioned in 18 papers, brand experience was found in 13 articles. These five concepts were the most common areas of research related to omnichannel retail. Loyalty, trust, and technology acceptance followed as these topics were cited 9 times among the papers that were object of this literature review. Then, the authors identified customer engagement, mentioned in 7 articles, then motivation, personalization, and word of mouth, present in 6 papers. Then, among the least explored areas that have been highlighted by this work are consumer em-

Evaluating the Benefits of Omnichannel Retail

powerment (in 4 papers), retention and co-creation (cited in 3 papers) and repurchase (cited in 2 papers). Finally, the concept of advocacy and willingness to pay were found only one time each, suggesting the need to further explore these concepts in the context of omnichannel retail.

The variables analyzed in this paper can be used both by companies in the retail industry and by researchers focusing on omnichannel retail to identify the main areas where an omnichannel strategy can have an impact related to consumers.

From the qualitative analysis, there was evidence of a large focus on more general concepts, such as customer experience and customer behavior. Another popular topic among the analyzed papers was the purchase moment, and in particular the customer's purchase intention and satisfaction. However, the research highlighted a gap with regards to more specific concepts and especially topics related to the post-purchase phase.

FUTURE RESEARCH DIRECTIONS

This paper provided a meaningful contribution to the existing omnichannel literature. First, it provides an overview of previous works, that researchers can use as a theoretical framework, as well as a guideline to orient their future research direction. Second, this work fills a gap among the existing systematic literature reviews about omnichannel retail, because very few SRL papers only focus on analysing customer-centric publications.

In addition, the systematic literature review that was executed in this paper highlighted that some research topics are currently underexplored, also among consumer-related articles. The qualitative analysis of results gave evidence of some very common variables examined in omnichannel retail papers, but it also showed that a large number of topics are not being addressed enough in the existing literature. In particular, the authors noticed that half of the listed variables are present in less than 10% of the papers. Among these least popular areas of research, four out of nine variables refer to the post-purchase phase of the customer journey, which is therefore an area that deserves further attention from the academic community.

Future researchers are invited to leverage the present chapter to further explore the consumer-perspective of omnichannel retail, especially the least researched areas such as willingness to pay, advocacy, repurchase, retention, word of mouth, and other variables highlighted in the present chapter.

CONCLUSION

The retail industry has been strongly impacted by digital transformation. As retailers have adapted to a hybrid way of working, introducing online channels in their company strategy and integrating them with traditional, offline channels, the concept of omnichannel became more popular among industry practitioners, and in the academic field.

This chapter gives evidence of the growing interest of omnichannel retail in the past ten years. Relevant data was presented through Google Trends and Web of Science, to assess the research trend for this chapter's topic, among companies, consumers, and academic researchers. Upon a preliminary scan of existing review papers about omnichannel retails, the authors of this paper have confirmed the lack of systematic literature reviews of omnichannel which highlighted consumer-related concepts. There-

fore, need for an additional literature review in this field was evident. The exploratory analysis included two steps. First, a scientometric analysis was performed to adopt a quantitative approach. Second, an in-depth analysis of the variables examined in existing papers was conducted to provide a qualitative perspective of the reviewed literature.

Results from the quantitative analysis have demonstrated that omnichannel retail and consumer-related concepts are analyzed across a wide range of research areas. In fact, previous works have been published in journals that belong to different categories and different quartiles. The two most popular categories were Business and Management. However, it is also possible to observe journals which belong to more technical categories, such as Computer Science, and publications related to humanistic categories, such as Psychology.

The qualitative analysis was executed to categorize and evaluate the content of existing consumer-related publications. The variables that the authors identified give an indication of the most popular research areas. However, the in-depth analysis revealed that consumer-related concepts are often very general. Customer experience and behavior are the most explored concepts among the analyzed papers. This suggests that researchers are already aware of the impact of an omnichannel retail strategy on consumers. Another popular variable was consumer satisfaction, aspect that suggests potential benefits of omnichannel retail on consumers. Nevertheless, more specific definitions, such as empowerment, retention, co-creation, repurchase, or advocacy, were mentioned in 4 or less papers, which means that less than 7% of the examined works include these concepts in their analysis.

In conclusion, the findings of this chapter can be used by future researchers, not only in the field of business and management, but also other fields. In fact, this systematic literature review shows the possibility to explore omnichannel retail from different perspectives. Other researchers are encouraged to leverage this chapter as a future research agenda, to explore emerging topics that need further attention.

REFERENCES

- Ameen, N., Tarhini, A., Shah, M., & Madichie, N. (2021). Going with the flow: Smart shopping malls and omnichannel retailing. *Journal of Services Marketing*, 35(3), 325–348. doi:10.1108/JSM-02-2020-0066
- Antolín-Prieto, R., Ruiz-Lacaci, N., & Reyes-Menendez, A. (2021). KPIs for Mobile Apps and Digital Data Management in Healthcare. *Management and Marketing for Improved Competitiveness and Performance in the Healthcare Sector*, 238-265.
- Baek, E., Choo, H., Wei, X., & Yoon, S. (2020). Understanding the virtual tours of retail stores: How can store brand experience promote visit intentions? *International Journal of Retail & Distribution Management*, 48(7), 469–666. doi:10.1108/IJRDM-09-2019-0294
- Bauerova, R., & Bracinikova, V. (2021). Customer's Choice of Purchasing Channel: Do Channel Characteristic, Brand, and Loyalty Matter When Shopping in Hybrid Retailers? *Sustainability*, 13(5), 2453. doi:10.3390/s13052453
- Bell, D., Gallino, S., & Moreno, A. (2020). Customer Supercharging in Experience-Centric Channels. *Management Science*, 66(9), 4096–4107. doi:10.1287/mnsc.2019.3453

Evaluating the Benefits of Omnichannel Retail

Berman, B., & Thelen, S. (2004). A guide to developing and managing a well- integrated multi-channel retail strategy. *International Journal of Retail & Distribution Management*, 32(3), 147–156. doi:10.1108/09590550410524939

Bhatt, S. (2020). *An Empirical Analysis of Retailers' Perception towards E-Retailing with Reference to the Brick-and-Click Approach*. Academic Press.

BigCommerce & PayPal. (2021). *2022 Consumer Spending Trends: An Omnichannel Report*. Retrieved from BigCommerce: https://www.bigcommerce.com/resources/guides/consumer-spending-trends-cdl-report/?utm_medium=pressrelease&utm_source=businesswire&utm_campaign=tp_global_us_mm_acq_omni_ct_2021_q2_paypal-omni-report-pr&utm_content=paypal-omni-report-pr&gl=1*p1cwsr*_ga*NjU

Blasco-Arcas, L., Lee, H. H., Kastanakis, M. N., Alcañiz, M., & Reyes-Menendez, A. (2022). The role of consumer data in marketing: A research agenda. *Journal of Business Research*, 146, 436–452.

Blom, A., Lange, F., & Hess, R. (2017). Omnichannel-based promotions' effects on purchase behavior and brand image. *Journal of Retailing and Consumer Services*, 39, 286–295.

Blom, A., Lange, F., & Hess, R. (2017). Omnichannel-based promotions' effects on purchase behavior and brand image. *Journal of Retailing and Consumer Services*, 39, 286–295.

Bolton, R., Gustafsson, A., Tarasi, C., & Witell, L. (2022). Designing satisfying service encounters: Website versus store touchpoints. *Journal of the Academy of Marketing Science*, 2–12.

Cai, Y.-J., & Lo, C. (2020). Omni-channel management in the new retailing era: A systematic review and future research agenda. *International Journal of Production Economics*.

Chatterjee, P., & Kumar, A. (2017). Consumer willingness to pay across retail channels. *Journal of Retailing and Consumer Services*, 34, 264–270.

Christoforou, T., & Melanthiou, Y. (2019). The Practicable Aspect of the Omni-Channel Retailing Strategy and Its Impact on Customer Loyalty. *Synergy of Business Theory and Practice: Advancing the Practical Application of Scholarly Research*, 239-260.

Cocco, H., & Demoulin, N. (2020). Seamless Shopping in Omnichannel Retailing: The effect of Channel Integration on Consumers' Responses. *11TH EMAC Regional Conference - Challenging the Status Quo in Marketing Research*, 32-41.

Cook, G. (2014). Customer experience in the omni-channel world and the challenges and opportunities this presents. *Journal of Direct, Data and Digital Marketing Practice*, 15(4), 262–266.

Cramer-Flood, E. (2021). *Global Ecommerce Update 2021*. Retrieved from eMarketer: <https://www.emarketer.com/content/global-ecommerce-update-2021>

Deloitte. (2017). *Holiday Survey: Ringing In the Retail*. Deloitte University Press.

Du, S., Wang, L., & Hu, L. (2019). Omnichannel management with consumer disappointment aversion. *International Journal of Production Economics*, 215, 84–101.

- Fiestas, J., & Tuzovic, S. (2021). Mobile-assisted showroomers: Understanding their purchase journey and personalities. *Journal of Retailing and Consumer Services*, 58.
- Flavián, C., Gurrea, R., & Orús, C. (2020). Combining channels to make smart purchases: The role of webrooming and showrooming. *Journal of Retailing and Consumer Services*.
- Flavian, C., Gurrea, R., & Orus, C. (2021). Mobile word of mouth (m-WOM): Analysing its negative impact on webrooming in omnichannel retailing. *International Journal of Retail & Distribution Management*, 49(3), 394–420.
- Forrester Consulting. (2021). *The Future of Retail Report: Trends for 2022*. Shopify.
- Frasquet-Deltoro, M., Molla-Descals, A., & Miquel-Romero, M. (2021). Omnichannel retailer brand experience: Conceptualisation and proposal of a comprehensive scale. *Journal of Brand Management*, 28(4), 388–401.
- Gao, F., & Su, X. (2017). Omnichannel Retail Operations with Buy-Online-andPick-up-in-Store. *Management Science*, 63(8), 2481–2490.
- Gao, W., Fan, H., Li, W., & Wang, H. (2021). Crafting the customer experience in omnichannel contexts: The role of channel integration. *Journal of Business Research*, 126, 12–22.
- Gerea, C., Gonzalez-Lopez, F., & Herskovic, V. (2021). Omnichannel Customer Experience and Management: An Integrative Review and Research Agenda. *Sustainability*, 13(5), 1–5.
- Herhausen, D., Kleinlercher, K., Verhoef, P., Emrich, O., & Rudolph, T. (2019). Loyalty Formation for Different Customer Journey Segments. *Journal of Retailing*, 95(3), 9–29.
- Herrero-Crespo, A., Viejo-Fernandez, N., Collado-Agudo, J., & Perez, M. (2021). Webrooming or showrooming, that is the question: Explaining omnichannel behavioural intention through the technology acceptance model and exploratory behaviour. *Journal of Fashion Marketing and Management*.
- Hsia, T., Wu, J., Xu, X., Li, Q., Peng, L., & Robinson, S. (2020, December). Omnichannel retailing: The role of situational involvement in facilitating consumer experiences. *Information & Management*, 57(8), 1–7.
- Huang, E., Lin, S., & Cheng, K. (2019). How does Omnichannel Integration Quality Affect Consumers' Stickiness Intention. *Proceedings of the 52nd Annual Hawaii International Conference on System Sciences*, 4753-4762.
- Ipsos & Google. (2019, February). *Google/Ipsos, Global Retail Study*. Retrieved from Think with Google: thinkwithgoogle.com/consumer-insights/consumer-trends/store-visit-after-online-research-data/
- Iyer, P., Davari, A., & Mukherjee, A. (2018). Investigating the effectiveness of retailers' mobile applications in determining customer satisfaction and repatronage intentions? A congruency perspective. *Journal of Retailing and Consumer Services*, 44, 235–243.
- Joao, B., & Pastore, R. (2019). *Research in omnichannel retail: a systematic review and quantitative content analysis*. *Revista Brasileira de Marketing*.

Evaluating the Benefits of Omnichannel Retail

- Johnson, O., & Ramirez, S. (2021). The influence of showrooming on Millennial generational cohorts online shopping behaviour. *International Journal of Retail & Distribution Management*, 49(1), 81–103.
- Juaneda-Ayensa, E., Mosquera, A., & Murillo, Y. (2016). Omnichannel Customer Behavior: Key Drivers of Technology Acceptance and Use and Their Effects on Purchase Intention. *Frontiers in Psychology*, 7, 3–8.
- Kaczorowska-Spychalska, D. (2017). Consumer perspective of omnichannel commerce. *MANAGEMENT-POLAND*, 21(2), 95–108.
- Kang, J. (2019). What drives omnichannel shopping behaviors? Fashion lifestyle of social-local-mobile consumers. *Journal of Fashion Marketing and Management*, 23(2), 224–238.
- Keyes, D. (2019). *Consumers want to use click-and-collect*. Retrieved from Business Insider: <https://www.businessinsider.com/us-consumers-want-bopis-2019-3?r=US&IR=T>
- Kim, K., Han, S.-L., Jang, Y.-Y., & Shin, Y.-C. (2020). The Effects of the Antecedents of “Buy-Online-Pick-Up-In-Store” Service on Consumer’s BOPIS Choice Behaviour. *Sustainability*.
- Kleinlercher, K., Linzmajer, M., Verhoef, P., & Rudolph, T. (2020). Antecedents of Webrooming in Omnichannel Retailing. *Frontiers in Psychology*, 57.
- Kotler, P., & Stigiliano, G. (2019). *Retail 4.0*. Mondadori.
- Kozlova, O., Sukhostav, E., Anashkina, N., Tkachenko, O., & Shatskaya, E. (2019). Consumer Model Transformation in the Digital Economy Era. *Perspectives on the Use of New Information and Communication Technology (ICT) in the Modern Economy*, 726, 279–287.
- Lazaris, C., Vrechopoulos, A., Sarantopoulos, P., & Doukidis, G. (2022). Additive omnichannel atmospheric cues: The mediating effects of cognitive and affective responses on purchase intention. *Journal of Retailing and Consumer Services*, 64.
- Le, A., & Nguyen-Le, X. (2021). A moderated mediating mechanism of omnichannel customer experiences. *International Journal of Retail & Distribution Management*, 49(5), 595–615.
- Lee, Z., Chan, T., Chong, A., & Thadani, D. (2019). Customer engagement through omnichannel retailing: The effects of channel integration quality. *Industrial Marketing Management*, 77, 90–101.
- Li, R., Li, Y., Liu, H., & Huang, Q. (2019). Cross-Channel Integration and Customer Retention in Omnichannel Retailing: The Role of Retailer Image and Alternative Attractiveness. *Proceedings of the 52nd Annual Hawaii International Conference on System Sciences*, 4713-4722.
- Lim, S., Jin, X., & Srari, J. (2018). Consumer-driven e-commerce: A literature review, design framework, and research agenda on last-mile logistics models. *International Journal of Physical Distribution & Logistics Management*.
- Lynch, S., & Barnes, L. (2020). Omnichannel fashion retailing: Examining the customer decision-making journey. *Journal of Fashion Marketing and Management*, 24(3), 471–439.

- Melacini, M., Perotti, S., Rasini, M., & Tappia, E. (2018). E-fulfilment and distribution in omni-channel retailing: A systematic literature review. *International Journal of Physical Distribution & Logistics Management*.
- Mencarelli, R., Riviere, A., & Lombart, C. (2021). Do myriad e-channels always create value for customers? A dynamic analysis of the perceived value of a digital information product during the usage phase. *Journal of Retailing and Consumer Services*, 63.
- Mishra, R., Singh, R., & Koles, B. (2021). Consumer decision-making in omnichannel retailing: Literature review and future research agenda. *International Journal of Consumer Studies*.
- Mishra, S., Malhotra, G., Chatterjee, R., & Shukla, Y. (2021). Consumer retention through phygital experience in omnichannel retailing: Role of consumer empowerment and satisfaction. *Journal of Strategic Marketing*, 2–8.
- Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2009). Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. *Journal of Clinical Epidemiology*, 62(10), 1006–1012.
- Mosquera, A., Olarte, C., & Juaneda Ayensa, E. (2017). Understanding the customer experience in the age of omni-channel shopping. *Icono14*, 15(2), 166- 185.
- Nendwich, M. (2017). Customer behaviour in retailing and influencing factors during the purchase in the context of omnichannel retailing. *New Challenges of Economic and Business Development - 2017: Digital Economy*, 398-406.
- Neslin, S., Grewal, D., Leghorn, R., Shankar, V., Teerling, M., Thomas, J., & Verhoef, P. (2006). Challenges and opportunities in multichannel customer management. *Journal of Service Research*, 95–112.
- Neslin, S., Jerath, K., Bodapati, A., Bradlow, E., Deighton, J., Gensler, S., ... Zhang, Z. (2014). The interrelationships between brand and channel. *Marketing Letters*, 25.
- Norbert, B., & Rygl, D. (2015). Categorization of multiple channel retailing in Multi-, Cross-, and Omni-Channel Retailing for retailers and retailing. *Journal of Retailing and Consumer Services*, 170–178.
- Olsson, J., Hellstrom, D., & Palsson, H. (2019). Framework of Last Mile Logistics Research: A Systematic Review of the Literature. *Sustainability*.
- Oztürk, S., & Okumuş, A. (2018). The birth of omni-channel marketing and new dynamics of consumers' approach to retail channels. In *Marketing Management in Turkey* (pp. 247–272). Emerald Publishing Limited.
- Park, J., & Kim, R. (2021). The effects of integrated information & service, institutional mechanism and need for cognition (NFC) on consumer omnichannel adoption behavior. *Asia Pacific Journal of Marketing and Logistics*, 33(6), 1386–1414.
- Paz, M., & Delgado, F. (2020). Consumer Experience and Omnichannel Behavior in Various Sales Atmospheres. *Frontiers in Psychology*, 11, 3–10.

Evaluating the Benefits of Omnichannel Retail

Picot-Coupey, K., & Huré, E. (2016). Channel design to enrich customers' shopping experiences: Synchronizing clicks with bricks in an omni-channel perspective - the Direct Optic case. *International Journal of Retail & Distribution Management*, 33(3), 336–368.

Pride, W., Ferrell, O., Lukas, B., Schembri, S., Niininen, O., & Casidy, R. (2018). *Marketing Principles* (3rd Asia-Pacific ed.). Cengage.

Rai, H., Verlinde, S., & Macharis, C. (2021). Who is interested in a crowdsourced last mile? A segmentation of attitudinal profiles. *Travel Behaviour & Society*, 22, 22–31.

Raza, S., & Govindaluri, S. M. (2021). Omni-channel retailing in supply chains: A systematic literature review. *Benchmarking*.

Research, C. (2019). *US Store Closures 2019 Outlook: No Light at the End of the Tunnel*. Retrieved from Coresight Research: <https://coresight.com/research/us-store-closures-2019-outlook-no-light-at-the-end-of-the-tunnel/>

Reyes-Menedez, A., Filipe, F., & Saura, J. R. (2019, September). The importance of behavioural data to identify online fake reviews for tourism businesses: A systematic review. *PeerJ. Computer Science*, 5–13.

Reyes-Menendez, A., Palos-Sanchez, P., Saura, J. R., & Santos, C. R. (2022). Revisiting the impact of perceived social value on consumer behavior toward luxury brands. *European Management Journal*, 40(2), 224–233.

Reyes-Menendez, A., Saura, J., & Palos-Sanchez, P. (2020). Identifying Key Performance Indicators for Marketing strategies in Mobile Applications: A Systematic Literature Review. *International Journal of Electronic Marketing and Retailing*, 11, 259–277.

Rhee, H., & Lee, K. (2021). Enhancing the Sneakers Shopping Experience through Virtual Fitting Using Augmented Reality. *Sustainability*, 13–11.

Rigby, D. (2011). *The Future of Shopping*. Retrieved from Harvard Business Review: <https://hbr.org/2011/12/the-future-of-shopping>

Rodriguez-Torraco, P., Cabezudo, R., & San-Martin, S. (2017). Tell me what they are like and I will tell you where they buy. An analysis of omnichannel consumer behavior. *Computers in Human Behavior*, 68, 465–471.

Sahu, K., Naved Khan, M., & Gupta, K. (2021). Determinants of Webrooming and Showrooming Behavior: A Systematic Literature Review. *Journal of Internet Commerce*.

Sanchez-Perez, M., Estrella-Ramon, A., Segovia-Lopez, C., & Marin-Carrillo, M. (2014). Multichannel Retailing and Consumer Behaviour: Strategy Design and Implementation. *International Journal of Applied Behavioral Economics*, 3(4), 17–39.

Saura, J. R., Palos-Sánchez, P., & Cerdá Suárez, L. M. (2017). Understanding the Digital Marketing Environment with KPIs and Web Analytics. *Future Internet*, 9(4), 76–89.

Sebald, A., & Jacob, F. (2020). What help do you need for your fashion shopping? A typology of curated fashion shoppers based on shopping motivations. *European Management Journal*, 38(2), 319–334.

- Shankar, A., Gupta, M., Tiwari, A., & Behl, A. (2021). How does convenience impact showrooming intention? Omnichannel retail strategies to manage global retail apocalypse. *Journal of Strategic Marketing*, 2–8.
- Sharma, A., & Sheth, J. (2004). Web-based Marketing: The Coming Revolution in Marketing Thought and Strategy. *Journal of Business Research*, 2–6.
- Shea, B.J., & R. B. (2017). AMSTAR 2: A critical appraisal tool for systematic reviews that include randomised or non-randomised studies of healthcare interventions, or both. *BMJ (Clinical Research Ed.)*, 3–5.
- Shi, S., Wang, Y., Chen, X., & Zhang, Q. (2020). Conceptualization of omnichannel customer experience and its impact on shopping intention: A mixed-method approach. *International Journal of Information Management*, 50, 325–336.
- Silva, S., Martins, C., & de Sousa, J. (2018). Omnichannel approach: Factors affecting consumer acceptance. *Journal of Marketing Channels*, 25(1-2), 73–84.
- Siqueira, J., Pena, N., ter Horst, E., & Molina, G. (2020). A 2020 perspective on Spreading the word: How customer experience in a traditional retail setting in fluences consumer traditional and electronic word-of-mouth intention. *Electronic Commerce Research and Applications*, 40, 1–15.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339.
- Soncini, A. (2020, February 18). *BOPIS is the next wave of ecommerce. Are you ready?* Retrieved from DigitalCommerce360: <https://www.digitalcommerce360.com/2020/02/18/bopis-is-the-next-wave-of-ecommerce-are-you-ready-for-that/#:~:text=Because%20BOPIS%20is%20popular%20with,will%20offer%20BOPIS%20by%202021.&text=Omnichannel%20retailers%2C%20take%20note%3A%20BOPIS,trend%20is%2>
- Soti.net. (2021). *From Bricks to Clicks: State of Mobility in Retail 2021 Report*. Retrieved from Soti.net: https://soti.net/industries/retail?utm_source=vanity&utm_medium=organic&utm_campaign=2021-02-retail-report#report
- Statista. (2020). *Value of digitally influenced retail sales in the United States from 2014 to 2022*. Retrieved from Statista: <https://www.statista.com/statistics/1117519/us-digitally-influenced-retail-sales/#:~:text=Digitally%20influenced%20retail%20sales%20in%20the%20U.S.%20from%202014%2D2022&text=In%202018%2C%20digital%2Dimpacted%20retail,trillion%20U.S.%20dollars%20by%202022>
- Statista. (2021). Retrieved from Statista: <https://www.statista.com/statistics/1174137/view-omnichannel-strategy-ecommerce-companies-worldwide/#:~:text=Almost%20one%20in%20two%20e,for%20their%20business%20in%20>
- Taylor, D., Brockhaus, S., & Knemeyer, A. (2019). Omnichannel fulfillment strategies: Defining the concept and building an agenda for future inquiry. *International Journal of Logistics Management*.

Evaluating the Benefits of Omnichannel Retail

Teichert, T., Rezaei, S., & Correa, J. (2020). Customers' experiences of fast food delivery services: Uncovering the semantic core benefits, actual and augmented product by text mining. *British Food Journal*, 122(11), 3513–3528.

Togawa, T., Sato, T., & Saito, J. (2017). Media Processing Technologies for Affective Digital Marketing. *Fujitsu Scientific and Technical Journal*, 53(5), 38–46.

Towers, A., & Towers, N. (2021). Framing the customer journey: Touch point categories and decision-making process stages. *International Journal of Retail & Distribution Management*, 1–41.

Towers, A., & Towers, N. (2021). Framing the customer journey: Touch point categories and decision-making process stages. *International Journal of Retail & Distribution Management*.

Tueanrat, Y., Papagiannidis, S., & Alamanos, E. (2021). A conceptual framework of the antecedents of customer journey satisfaction in omnichannel retailing. *Journal of Retailing and Consumer Services*, 61, 1–10.

Tyrvaainen, O., & Karjaluo, H. (2018). Omnichannel experience - Towards successful channel integration in retail. *Research Advancements in National and Global Business Theory and Practice*, 1325-1338.

Tyrvaainen, O., Karjaluo, H., & Saarijarvi, H. (2019). The role of personalization and hedonic motivation in driving customer experience. *Business Management Theories and Practices in a Dynamic Competitive Environment*, 1885-1887.

Tyrvaainen, O., Karjaluo, H., & Saarijarvi, H. (2020). Personalization and hedonic motivation in creating customer experiences and loyalty in omnichannel retail. *Journal of Retailing and Consumer Services*, 57, 3–9.

Valentini, S., Neslin, S., & Montaguti, E. (2020). Identifying omnichannel deal prone segments, their antecedents, and their consequences. *Journal of Retailing*, 96(3), 310–327.

Verhoef, P., Inman, J., & Kannan, P. (2015). From Multi-Channel Retailing to Omni-Channel Retailing. Introduction to the Special Issue on Multi-Channel Retailing. *Journal of Retailing*, 3–4.

von Abrams, K. (2021, July 7). *Global Ecommerce Forecast 2021*. Retrieved from eMarketer: <https://www.emarketer.com/content/global-ecommerce-forecast-2021>

Wang, R. J.-H., Malthouse, E. C., & Krishnamurthi, L. (2016). How Mobile Shopping Affects Customer Purchase Behavior: A Retailer's Perspective. *Let's Get Engaged! Crossing the Threshold of Marketing's Engagement Era*.

Wetzlinger, W., Auinger, A., Kindermann, H., & Schonberger, W. (2017). Acceptance of Personalization in Omnichannel Retailing. *HCI in Business, Government and Organizations: Supporting Business (HCIBGO 2017)*, 10294, 114-129.

What is Omnichannel Retail. (2019). Retrieved from Magestore: <https://www.magestore.com/what-is-omnichannel-retail/>

Yeh, C., Lin, H., Gau, Y., & Wang, Y. (2020). What drives customers' purchase behavior in a click- and-mortar retailing context: A value transfer perspective. *Journal of Enterprise Information Management*.

Zhang, M., Ren, C., Wang, G., & He, Z. (2018). The impact of channel integration on consumer responses in omnichannel retailing: The mediating effect of consumer empowerment. *Electronic Commerce Research and Applications*, 28, 181–193.

ADDITIONAL READING

Cliquet, G., Picot-Cou, K., & Basset, G. (2018). *Retailing. Management et marketing du commerce: Les nouveaux comportements du consommateur, Le multicanal, Des cas d'entreprises françaises et internationales*. Dunod.

Gupta, S. (2018). *Driving Digital Strategy: A Guide to Reimagining Your Business*. Harvard Business press.

Hemsey, M. (2012). *Omnichannel loyalty: designing the ultimate customer experience*. Kobie Marketing.

Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.

Palmatier, R. W., Sivadas, E., Stern, L. W., & Ansary, A. I. (2021). *Marketing channel strategy: An omni-channel approach*. Langara College.

Parker, R., & Hand, L. (2009). *Satisfying the Omnichannel Consumers Whenever and Wherever They Shop*. IDC Retail Insights.

Payne, E., Peltier, J., & Barger, V. (2017). Omni-channel marketing, integrated marketing communications, and consumer engagement: A research agenda. *Journal of Research in Interactive Marketing*, 11(2), 185–197. doi:10.1108/JRIM-08-2016-0091

Reis, J. (2018). *Digital Transformation: A Literature Review and Guidelines for Future Research*. Trends and Advances in Information Systems and Technologies.

Salvietti, G., Ziliani, C., Teller, C., Ieva, M., & Ranfagni, S. (2022). Omnichannel retailing and post-pandemic recovery: Building a research agenda. *International Journal of Retail & Distribution Management*. Advance online publication. doi:10.1108/IJRDM-10-2021-0485

Ziliani, C., & Leva, M. (2020). *Loyalty Management: From Loyalty Programs to Omnichannel Customer Experiences*. Routledge.

KEY TERMS AND DEFINITIONS

Consumer Behaviour: Conscious or unconscious actions undertaken by a person in relation to a brand or a product/service, during research, purchase, or post-purchase.

Customer Experience: A series of interaction between a consumer and one or several brands, related to research, purchase, or product consumption.

Customer Satisfaction: A measurement of how happy a client is in relationship with the experience with a brand or product.

Evaluating the Benefits of Omnichannel Retail

Digital Transformation: The process through which the society, including consumers and organisations, change their habits, processes, and ways of working as a consequence to the advance of digital technologies.

Multi-Channel: Management approach consisting in the adoption of multiple sales channels, without focusing on the integration between them.

Omni-Channel: Management approach that consists into an evolution of multi-channel management where the existing sales channels are integrated together to offer a better customer experience.

Retail: Sales of goods from a company to final consumers through a number of different channels, online or offline.


Showrooming: Type of consumer behaviour that consists into visiting a retail store with the main purpose of doing product research, before buying the product on a digital channel.

Webrooming: Type of consumer behaviour that consists into researching product information online, before purchasing in a physical store.


Chapter 11

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship

Ana Lima

 <https://orcid.org/0000-0001-7804-8010>
CEOS, ISCAP, Polytechnic of Porto, Portugal

José Duarte Santos

 <https://orcid.org/0000-0001-5815-4983>
CEOS, ISCAP, Polytechnic of Porto, Portugal

Israel Anjos

ISCAP, Polytechnic of Porto, Portugal

ABSTRACT

With the market increasingly competitive, the search for new sources of revenue becomes increasingly challenging, especially when promoting new products, services, and providing experiences that are perceived as having high value. As the integration between online and physical channels becomes necessary, an approach that is continuously evolving, called omnichannel retail, emerges. The strategies that configure the omnichannel imply a great challenge for companies. It consists of providing different alternatives to consumers so that all points of contact are integrated and, at the same time, make sense for both companies and consumers. This contribution portrays this complex and holistic way in which the fashion industry continually reinvents itself, given the perception of consumers. Meeting this challenge by unifying the operations of physical and virtual stores, omnichannel strategy aims to add more value to the experience of consumers and, at the same time, establish a competitive edge in the market.

DOI: 10.4018/978-1-6684-3430-7.ch011

INTRODUCTION

Transformations in “traditional” retail have occurred at an increasingly accelerated pace, especially with the advent of new technologies and devices such as smartphones, tablets, software/applications (apps), digital coupons, mobile payments, among others. Technology has made it possible to optimize interaction and convenience between the customer and the company (Daugherty et al., 2019). It is important to note that, through technological advances and the democratization of digital media, consumers have also changed the way they relate to these media, and the participation of different devices grows exponentially (Rigby, 2011). Omnichannel is the fusion of two terms from two languages — Latin and English, respectively — where “omnis” stands for “whole” and “channel” means “channel”.

The emergence of omnichannel has transformed the way traditional ecommerce business operates, subsequently bringing fundamental changes to consumer expectations and decision-making processes (Mishra et al., 2020). Omnichannel is an emerging retailing trend that has revolutionized conventional retailing by integrating all customer touchpoints into a unified and holistic experience. Thus, the concept is based on the idea that a company, in order to become more accessible to its consumer, needs to be available at any time, regardless the location. In practice, this means that a brand needs to make an effort to be present in the main channels of communication with the consumer, such as the most accessed social media: Twitter, Instagram, LinkedIn and Facebook, e-commerce platforms (either through its own website or integrated into another space) and, whenever possible, having a physical store within easy location (Koelle, 2018; Mason & Knights, 2019).

With the exponential growth of internet access, being present on the main platforms is vital for the company to become known and, consequently, expand its sales possibilities. Thus, the company also offers the security that the customer can count on its business whenever they need it, regardless of the channel used. The dissemination of products and services through various channels is extremely advantageous for a company, especially in the current market context. One of the main characteristics of any consumer in the modern era is immediacy and the need for proactivity. In this way, the customer got used to buying numerous alternatives that make his life easier (Binnie, 2018; Koelle, 2018).

Omnichannel has assumed a certain role in e-commerce, however, an omnichannel company is characterized by its linear form of communication across all channels, regardless of whether they are online channels (through the web, applications, social media, etc.) or offline channels (through television, physical stores, etc.) (Infra.commerce, 2021).

In addition, these companies aim to implement strategies that promote positive experiences, sometimes going beyond customer expectations, by communicating the value of their brand in every interaction opportunity that arises. That is, they move the customer through a unique, personal and personalized impact, regardless of the available channel (Wright & Snook, 2016) to establish long-term relationships.

In this chapter, there is a reflection on the Fashion industry as an example of Omnichannel retailing process.

PURCHASE CHANNELS AND MULTICHANNEL MANAGEMENT

The Channel Concept

A channel can be defined as a means of contact that is used for a company and its consumers to interact (Brynjolfsson et al., 2013). However, in the past, a channel was just a way of buying and selling, being reduced to a transaction of goods. Currently, a channel is much more than that, as it is a means to establish relationships between customers and companies, regardless of whether there is a purchase or not (Deloitte, 2015). Channels are the means that connect the company's products and/or services to its potential consumers, and it is important to understand which channels exist, what are the main differences between them and how the consumer behaves towards each one, and this is essential to boost sales (SEBRAE, s.d).

There are different types of channels, and they serve different purposes: sales channel; distribution channel; relationship channel; service channel; marketing channel (SEBRAE, (s.d.)). Table 1 presents the description of channel types.

Table 1. channel types

Channel Type	Description
Sales channel	General term that covers all types of channels, whose objective is to offer, commercialize, distribute and deliver your company's solutions to customers, products or services.
Distribution channel	It's another way of calling sales channels. However, this term is more often used for products and, especially, for logistical issues, although it is not related only to that.
Relationship channel	It is a sales channel focused on the relationship/interaction between company and consumer.
Service channel	It is a sales channel that makes the company available to answer consumer questions/needs.
Marketing channel	It is a sales channel that aims to deal with strategic marketing actions, aiming at greater reach of the target audience.

Source: Adapted from SEBRAE, s/d, p. 3.

Regarding the sales channels it is important to mention the existence of direct channels and indirect channels (SEBRAE, s.d.). Table 2 presents a better description of each channel typology.

Table 2. Channel typology

	Direct	Indirect
Examples	Sales team and resellers	Franchises, wholesalers and partner stores
Benefits	The company will not have to share the profits with anyone else, as it will do the entire operation itself.	Indirect sales channels can offer complementary advantages such as: recognition and appreciation of the brand in the market, distribution of merchandise, resale of products, partner's website to help with publicity, among others.
Profit	If the company opts for direct sales channels, it tends to have a higher profit margin.	Companies dealing with indirect sales channels tend to have lower profit margins.
Investment	As the operation is done internally, the initial investment is higher.	When choosing partners, the initial investment becomes smaller, since these solutions already have well-structured operations.

Source: Adapted from SEBRAE, s.d., p. 4.

Concerning distribution channels, they are further divided into three areas: physical or offline channel, in which there is an involvement with physical presence and mutual interaction (Agatz et al., 2008); the online channel that is defined through a virtual interaction between the customer and the company (Piotrowicz & Cuthbertson, 2014); and the mobile channel, which is presented by some authors as a form of extension of the online channel and by others, due to the strength and impact it has acquired, as an autonomous channel, since it is different from the usage patterns and in the value chain (Santos et al., 2020).

The Physical Channel (Offline), the Online Channel and the Mobile Channel

The strategic choice for the channel can be determined by some factors, among them, one can reflect on the category in which the product and/or service is inserted and on the segment itself, namely in relation to the physical channel and the online channel (Pauwels et al., 2011). However, it is important to point out that innovation is vital for companies, and this must be strategically present in the channels that make sense. In this sense, Reinartz et al. (2011) pointed out three categories of external factors that are assumed to be the greatest challenges and opportunities for innovation:

- **Consumer-based challenges:** the authors emphasize that consumer involvement is essential for the development of innovation.
- **Challenges based on the industry:** given the scenario that characterizes the current market, innovative and effective management requires good management of the market and the distribution/supply chain in a competitive environment.
- **Challenges based on legal and regulatory factors:** it is necessary to meet the legal and regulatory conditions that enable the creation of an environment necessary for innovation, as well as for research and development. Since the stability or volatility of policies and legal systems can have a strong impact on innovation and performance in the field of research and development.

The physical channel is a face-to-face channel and is also known as a traditional channel. This channel assumes similar functions to the online channel, such as transport, storage and maintenance, however, it plays a more active role in terms of product sales and after-sales, taking into account the segment. At the same time, the physical channel provides services related to the commercial offer, as well as product promotion information. Offline channels present some benefits in relation to online channels, from the physical existence of a store that gives the customer a sense of security, capable of creating a rich sensory experience, an aspect that is difficult to overcome by the online channel. line (Enders & Jelassi, 2000).

In the online channel, in most cases, physical distribution has to face the challenges related to the transport, storage and maintenance of the product. This is a channel that also has services related to the commercial offer, information for collection and promotion, product orders, sales, after-sales and financial service (Lendrevie et al., 2011). However, as mentioned in relation to the offline channel, the online channel may have some disadvantages, since it is not possible to examine the products, the difficulties in returning the products are usually greater, and there is still fear and distrust towards security issues, lack of confidentiality regarding personal information provided (Bhatnagar et al., 2000).

Regarding the online channel, Rose et al. (2012) highlights three sources of control that are important to improve the online consumer experience, such as:

- The ease of use.
- The customization of the space that allows the consumer to develop a feeling of personal control.
- The permanent challenge and telepresence-sensation of virtual presence in the online store.

In the mobile channel, it is necessary to consider that physical distribution assumes transport, maintenance and storage as its main functions. However, when it comes to services, the mobile channel is essentially limited to information, sales, and after-sales (Lendrevie et al., 2011).

OMNICHANNEL MANAGEMENT

Concepts and Perspectives

The omnichannel concept has gained considerable relevance in recent years as it is a strategy that emerges as an evolution of the multichannel strategy, and, above all, due to the growth of online and mobile channels (Verhoef et al., 2015). For a better understanding of this concept, it is important to understand the origin of the word, since “omni” derives from the Latin “omne”, whose meaning refers to “whole/whole”. Thus, “omnichannel refers to a set of channels that represent a unified whole” (Oliveira, 2017, p. 7). Tambo (2015) define omnichannel is defined as a set of integrated processes and decisions that support a unified view of a brand from product purchase, return, and exchange standpoint irrespective of the channel (in-store, online, mobile, call center, or social). Verhoef et al. (2015) define omnichannel management as “the synergetic management of the numerous available channels and customer touch-points, in such a way that the customer experience across channels and the performance over channels is optimized”. Given its practical relevance, omnichannel research has evolved substantially in recent years, offering insights in terms of conceptualization (Beck & Rygl, 2015; Rigby, 2011), strategic aspects (Rai et al., 2019) and functional strategies that enhance the omnichannel capability of organizations (Larke et al., 2018; Jin et al., 2020).

An omnichannel strategy aims to provide a similar shopping experience, regardless of the channel used (Mason & Knights, 2019). This approach puts the customer at its center (Staflund & Kersmark, 2015) and, according to Rigby (2011), this similar shopping experience results from the combination and integration of the advantages of digital and physical channels. The omnichannel concept does not refer to the different channels as independent or divergent, on the contrary, in a complementary way. That is, through effective integration, with properly aligned processes, it contributes substantially to increasing customer satisfaction and also enhances the chances of success for companies (Oliveira, 2017). Companies understood that by establishing an online presence, they could simultaneously conquer new audiences, innovate and add value to the shopping experience (Barbosa, 2019). The linear approach of the omnichannel strategy involves aggregating all retail operations in an integrated concept, to ensure that the consumer experience is continuous and pleasant, regardless of the chosen channel – television, computer, physical store, catalog or mobile device (Larke et al., 2018).

According to Monteiro (2014), the more platforms companies are present, whether physical or online, the more purchase possibilities they offer consumers and, therefore, more than multichannel, the omnichannel strategy interconnects all business segments, so that brands do not lose consistency in the offer. Savastano et al. (2016) argue that through the omnichannel strategy, it is possible to achieve a more complete and accurate view of the customer’s history, thus making it possible to formulate more

personalized and assertive experiences. Barbosa (2019, p. 11) clarifies: “Consumers have expectations regarding the integrated use of online, offline and mobile channels”.

For example, Fashion retail companies create innovative offers by integrating their channels, to increase consumers’ satisfaction, maximize impact and value for the company. In this sector, the concept of Bricks and Clicks is extensively explored, which consists of the integration of contact points from physical stores, online stores and even partners. Strategic and responsible management, so that objectives are always in line with all points of contact (Picot-Coupey et al., 2016). The omnichannel journey is highly valued by fashion consumers, being important to satisfy them, increase loyalty and witness through popular word-of-mouth (Kumar & Reinartz, 2016). The omnichannel experience becomes increasingly relevant in the fashion sector. Although consumers continue to prefer, for the most part, to buy in physical stores, according to a study by the company Wirecard – it shows that they are increasingly involved, and even require companies to update themselves. The survey was carried out with 4,500 consumers from eight countries on different continents and indicates that 70% of them prefer to buy in physical stores, even though 93% of the respondents said that they look for products online before purchasing them. On the other hand, there are 39% of consumers buying via computer and 32% buying via mobile device, and even these indicate (88%) that before buying online and/or mobile, they prefer to know the products in the store. physics (Portugal Têxtil, 2020a).

Omnichannel, Multichannel and Crosschannel

Through technological advances, the world undergoes constant transformations in the most varied sectors and the retail context is no different (Verhoef et al., 2015). Furthermore, it is necessary to bear in mind that it is not the responsibility of consumers to think about distribution channels; they want their needs to be met and to be answered in an appropriate, empathetic, fun way that offers them value, be it monetary, emotional, and even temporal (Cook, 2014).

In this new era, new channels emerged, and it started by talking about multichannel, and then talking about omnichannel and cross channel. Multichannel strategies involve choosing the channels in which the company should be present to respond to the market needs (Geyskens et al., 2002). And multichannel management implied sensitivity to design – visuals, services and usability, development, coordination, branding and channel evaluation. The objective is to increase perceived value for customers through efficient customer acquisition, retention, and development. However, this practice began to be questioned, as it did not include customer management at the heart of the channels and the integration of the retail mix (Neslin et al., 2006).

In this sense, the multichannel flap evolved into an omnichannel flap, where the physical flap joins the online flap (Brynjolfsson et al., 2013). Some studies showed that most omnichannel customers are not being served effectively, because companies cannot target specific customer needs with their existing channels (Hoogveld & Koster, 2016). Moreover, Joseph (2015) argue that many retailers reinforced technically their multichannel platforms (web, mobile, physical store, social media, and etc.), but operate them in isolated business processes.

The omnichannel consumer is an evolution of the multichannel consumer, the difference the difference lies in the fact that consumer can use all channels simultaneously and not separately. However, through the omnichannel, the consumer can transit through the various channels, always evolving in their journey (Koelle, 2018; Ortis & Casoli, 2009).

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship

Omnichannel management is understood as a synergistic management of all channels and forms of contact with the consumer, whose main purpose is to optimize performance and consumer experience through the respective channels (Verhoef et al., 2015). In this vein, omnichannel retail portrays an integrated sales experience that brings together the benefits of physical and online stores (Rigby, 2011).

According to Koelle (2018), omnichannel can be understood as a strategy that aims to provide a more satisfactory customer experience, considering all contact points, both online and physical. In this way, it appears that the omnichannel consumer is a more informed consumer and that when entering a physical store, he knows what he is looking for, what he will find and at what price (Cook, 2014). Even though many retailers have recognized the importance of omnichannel strategies, there is a significant cutoff between what customers want and the omnichannel capabilities that retailers are providing today (Hansen & Sia, 2015).

According to Bell et al. (2014), retailers that use omnichannel strategies do so because the particularities of online and offline channels are different. Much of the information available about products, for example, is also communicated in different ways, as is the way in which they are delivered. Figure 1 illustrates the combinations of online and offline channels.

Figure 1. combinations of online and offline channels.

Source: Bell et al., 2014.

Delivery of information	Offline	Traditional Retail	Showroom
	Online	Online research and in-store purchase	Online Retail

Regarding cross channel, this is a form of communication that companies consider in the current market trends, and they are also starting to use. According to Koelle (2018), cross channel is an intermediate stage between multichannel and omnichannel; according to Beck and Rygl (2015), it is a sales channel model that allows the customer to relate to one or more channels, however, this interaction occurs partially.

The Figure 2 illustrates the visual representation of the cross-channel integration.

Figure 2. Cross channel integration.

Source: Taís, 2016.



According to Taís (2016) communication to be effective, it must be strategically planned from the initial steps. Companies must consider the channels, their respective points of contact, and must adapt the particularities to the respective messages to match customers' desires.

In this type of channel, the consumer can browse and communicate through different company channels (Rangaswamy & Van Bruggen, 2005). Despite the purpose of providing a series of competitive advantages, becoming multichannel is not a simple and economical task, especially for companies that are starting their journey (Rangaswamy & Van Bruggen, 2005).

In addition, the challenges increase substantially because it is necessary that each consumer is understood in an individualized/singular way. The omnichannel strategy emerges precisely for this purpose of responding to all these preferences; enhancing the chances of success for companies and at the same time, are meeting customer expectations (Mason & Knights, 2019). To this end, it is important to mention some essential aspects (Binnie, 2018; Mason & Knights, 2019):

- **Integrate and standardize all channels:** Standardization is a way to guarantee a brand's identity and reinforce its professionalism in front of a customer. In addition, omnichannel is the challenge of establishing channel integration. This happens because in a virtual establishment, at no time, it can be considered as something apart from the physical company. In other words, the management process needs to be integrated with all sales channels used by a brand. In other words, the customer must access any platform on which a company is located and understand that it is the same brand, the same work, the same service, among other aspects. Fortunately, there are software that can assist in the integration of several areas, such as: marketing, service, sales, logistics, stock, accounting, among others, making administration and processes more practical and automated.
- **Aligning logistics and stock operations:** Aligning logistics and stock systems is another procedure that allows for good omnichannel management. If a customer wants to exchange a product he bought in a virtual store in a physical establishment, for example, the part must be available in the local stock. Furthermore, it is appreciable that the same varieties present on digital platforms

are found in physical stores. After all, many consumers tend to search for an outfit or shoe on the internet but prefer to try on and complete the purchase at the store.

- **Research in technology:** As seen, the use of intelligent systems is of paramount importance to maintain good omnichannel management. However, hiring these services, training employees and implementing these tools in each area of the company, often involves a large financial investment and effort; which can be a huge difficulty for brands that are starting their business. In addition, it is necessary to carry out continuous maintenance, adjustments and updates of the software and other technologies used in order to meet the needs of the company and maintain the integrity and security of the management system.
- **Meet customer expectations:** Each consumer prefers a particular channel, product/service and must be understood by the company individually. In addition, new developments appear day by day and quickly, so adapting to new opportunities can also be a great challenge. Thus, a continuous update is necessary so that customer expectations are duly met. Another important factor is the need for a communication channel in which the consumer's opinion can be heard or that is available to receive suggestions for implementations that favor the brand's shopping experience. It is also important to point out that the application of the omnichannel concept in retail still presents several challenges that, to be deconstructed, requires the advancement of technology. This indicates the need for the fashion industry to develop together with digital tools and propose solutions together to lead brands to success.

It is pertinent to make a reflection on the challenge of the impossibility of a consumer to try a product. This can be understood as a weakness of online fashion retail, unlike other products, this industry suffers a lot from this issue. For this reason, the various omnichannel solutions can help retailers optimize their strategies and processes, thus providing interesting solutions that can bring an integrated alignment across their different channels and thus bring more options to the consumers (Barbosa, 2019).

Much has been said about the role played by omnichannel in e-commerce as a fundamental element to promote a better shopping experience, capable of increasing customer satisfaction and loyalty levels. But this is not just a passing trend or the new concept of the moment, it is an adaptation to a process that already occurs naturally in the consumption journey. Whether the brand is adapted or not, consumers are already used to omnichannel practices. Behaviors such as showrooming (searching for products in physical stores and then purchasing them online) and webrooming (the opposite way: virtual research and face-to-face purchase), are expressions of how new technologies influence the process of acquiring goods, making the barriers between the physical and digital worlds more homogeneous (Larke et al., 2018; Staflund & Kersmark, 2015).

It is a common practice, for example, for a customer to search for an item online while in a physical establishment, whether to seek more information about its specifications, such as technical details and/or even the opinion of other consumers, in order to verify if the offered price is consistent with the values available in virtual stores. For a long time, this type of behavior was seen as a threat by traditional retail sellers. However, over time, managers have understood that this is an already consolidated habit and, instead of fighting it, it is necessary to think of ways to incorporate it into the shopping experience offered by the company itself (Larke et al., 2018; Staflund & Kersmark, 2015).

It is important to point out that the fashion industry soon understood that in order to win over the consumer, the focus was not necessarily on the online or offline scope, but on a combination of both through an integrated experience that puts the desires and desires in the foreground. the customer's

needs. In this way, the participation of the fashion sector was of fundamental importance to break this paradigm and reinvent the way of marketing the respective sector (Diamond et al., 2015).

Physical Channel Optimization

In the scope of the omnichannel strategy, although the online channel and the mobile channel are important, the offline channel is central, although the other two are motivating the need to integrate the multichannel, the physical store is crucial because it is where the customer presents most of its requirements and needs (Cook, 2014; Neslin et al., 2006).

Therefore, it is crucial that the physical store and employees are fully aware of the impact of their services on the customer journey. For this, it is necessary to have information on the different platforms, which is equally important and to have a shared and reliable stock, in addition to sticking to the different payment alternatives, as the market makes available today (Brynjolfsson et al., 2013).

In this way, the optimization of the offline channel through omnichannel management makes it possible to meet customer requirements and, at the same time, favors an increase in the efficiency of the physical store's performance, both in terms of sales, as well as in terms of the quality of the service (Cook, 2014; Piotrowicz & Cuthbertson, 2014).

Channels and Areas of Operation

There is a growing need to integrate communication and marketing in recent years. This is because consumers are increasingly finding it easier to choose and select channels, content and messages (Porcu et al., 2012). "In addition to being the main element of persuasion for the company to create a connection with the markets, communicate ideas and the positioning of the brand, products and services to stakeholders" (Barbosa, 2019, p. 11).

Through effective communication integration, it is possible to simplify the development and implementation of more efficient and persuasive campaigns, in addition to contributing to the evolution of the brand, both in terms of market share and financially. The consistency of the message based on an omnichannel strategy is far superior to the others that maintain other ways of being in the market (Cook, 2014).

One of the great opportunities and challenges for the fashion retail industry is to integrate demand from all channels with in-store service. Physical stores are, increasingly, distribution centers that respond to online orders (Zebra, 2018) and that allow you to try products for sale online (Deloitte, 2014). In the fashion sector, sizes are still an obstacle to the realization of online purchases, despite brands presenting some alternatives regarding the size guide and simple returns/exchanges, to encourage the online vehicle (Diamond et al., 2015).

Online fashion retail has some delivery modalities, at home/office or click-and-collect, in which online orders are collected from the store (to reduce delivery costs). Click-and-collect orders are often shipped along with the replenishment of merchandise to the store. Click-and-book is another alternative offered by stores; based on the omnichannel strategy, as the customer makes reservations online to pick up in a physical store (Hübner et al., 2016). These modalities, click-and-collect and click-and-book, are very important to create traffic in both channels (physical and online), which favors an increase in sales (Gallino & Moreno, 2014).

Through these new purchase possibilities made available to customers, it is possible to provide greater convenience, which results in satisfied and loyal customers. For this reason, it can also be perceived as a benefit for companies in the medium/long term (Cao et al., 2016). In addition, these new opportunities, from a marketing point of view, allow creating new moments to engage customers inside the stores (Bernon et al., 2016).

Companies and consumers are in tune with physical stores as a complementary space to the shopping experience. The collection of information and the moment of purchase can occur at different times and consumers often need assistance (Wright & Snook, 2016). “Companies started experimenting with showrooming, where the search for information and product evaluation is done in store and the purchase is online, and webrooming where the exact opposite happens” (Barbosa, 2019, p. 12). Showrooming and webrooming are prominent buying trends in omnichannel fashion retail and positively affect the intention to create content for social media (Kang, 2018).

Currently, the showroom is understood by several authors as an opportunity to approach and engage customers who most need information, as it allows the salesperson to use their knowledge in order to generate sales (Kang, 2018; Neslin et al., 2006). Gallino and Moreno (2014) argue that the showroom has two main objectives in fashion retail, namely increasing demand and reducing operating costs. In addition, the authors add that the showroom is essential to increase brand awareness and perception of existing channels, as well as attracting new customers. Rigby (2011) predicted that the environment and layout of stores, as well as interactions between customers and employees and the use of in-store technologies would progress rapidly.

Digital commerce is on a continuous rise, and it is estimated that by 2026, the channel that will generate the most revenue will be the physical store. However, the shopping experience in a physical store is quite peculiar, as customers increasingly make use of technology, namely through in-store smartphone, or tablet apps, to obtain more information about the products or check stocks (Carroll & Guzman, 2015). Therefore, it is essential that brands can integrate all their channels, acting homogeneously; either through social media (such as Twitter, Instagram, LinkedIn and Facebook), as well as on e-commerce platforms (online and mobile) or even in physical stores (Clatworthy, 2019).

It is appreciable that there is continuity and a common thread, which makes the customer always recognize the brand. Fashion retailers currently create experiences of interaction, personalization and immediacy, as physical stores are no longer just spaces with exposed products, but a fundamental part of a complete experience. As an example, some fashion stores already provide internet within their facilities so that customers can use social media or brand websites to share or search for information (Payne et al., 2017).

According to the study entitled «How Global is the Business of Retail?», the most interesting market for international fashion retailers remains London, with 57.9% of the world's brands being present in the English capital. Portugal is in the 30th position of a list of 61 countries, registering 34.1% of international retailers (Monteiro, 2016).

The fashion industry continues to grow in Portugal, and in 2018, they generated a turnover of 15 billion euros. According to Iberinform, the percentage of 11.5% corresponds to Portuguese exports in this area (Dinheiro Vivo, 2021). The world of fashion and retail are going through several changes, highly motivated by globalization, new technologies and actors (Diamond et al., 2015). Portugal has adjusted to the new needs of the market in this area and has managed to attract international investors to the national market (Baptista, 2018).

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship

The omnichannel strategy has numerous advantages for companies, however, it is not an easy task, mainly because of the costs involved in unifying all processes. This complex strategy becomes more comprehensive and therefore manages to serve various types of customers looking for more satisfying experiences (Bijmolt et al., 2021). However, there are challenges facing fashion brands to implement an omnichannel strategy. The integration of all channels – offline, online and mobile – is a major challenge, as it is necessary to create a standardization of them so that they guarantee the brand identity (Gallino & Moreno, 2014).

It is of paramount importance that the customer can identify the company at all points of contact (Simone & Sabbadin, 2017). The consistency of the channels and the respective devices are a fundamental element for the standardization of the brand concept. Prices and promotions, delivery/returns policies and stocks are fundamental for the standardization and success of communication. It is essential that the customer find what he is looking for, whether in an online and/or offline context, so that he can identify himself and thus build good memories. In the event of an exchange of an item purchased online at a physical store, it is convenient that this item is also available there (Berman & Thelen, 2018). In this way, it is understood that the standardization of all channels is quite relevant for the success of the strategy (Gallino & Moreno, 2014).

Investment in technology is also essential to keep the omnichannel strategy working well. However, it is also worth noting the investment in hiring new services, promoting employee training and implementing the right tools in different areas of the companies. This set of attributes sometimes results in a large investment, which can be a barrier for certain companies. Furthermore, the technology requires maintenance, updating and adaptation (Frazer & Stiehler, 2014; Mason & Knights, 2019).

Customer Relationship Management (CRM) is also a major challenge for the implementation of an omnichannel strategy, as it involves their expectations and preferences. Each customer has a predisposition for a certain type of channel, but there must be a standardization among all, allowing them to experience the various options (Berman & Thelen, 2018; Cava, 2021).

It is extremely important for companies to continually update themselves, so that customer needs and expectations are always in line with reality. Channels, especially online (easier when measuring metrics), allow for two-way communication, which makes customers feel more involved. This is due to the possibility of sharing suggestions and/or complaints regarding the brand, product/service (Picot-Coupey et al., 2016; Stephens, 2017).

The offline channel optimization, on the other hand, aims to meet customer expectations, not only with an attractive layout, but also with new strategies such as: click-and-collect or click-and-book where the customer can select the physical store. of your choice to pick up the order or one of the collection points. This strategy requires a huge challenge for companies, as it requires continuous improvement and updating (Bernon et al., 2016).

Effective management of distribution channels through the integration of logistical processes, namely storage, distribution, as well as inventory, is extremely important for companies to obtain reliable data and meet the respective demand (Ozuem & Azemi, 2017; Picot-Coupey et al., 2016). Another important issue to highlight refers to the significant number of returns. This is because it is an important challenge of continuous improvement, given that a product can travel through several channels, and even so, brands have to ensure identity and positioning throughout the process (Hübner et al., 2016).

The omnichannel strategy provides some advantages, as it refers to a more holistic management and tunes all dimensions of the brand in favor of more positive and stable results. Customer satisfaction and consequent loyalty and word of mouth are an interesting dynamic that can be extracted through this strat-

egy. The fact of making the brand ubiquitous is very appreciable so that it can accompany its customer, regardless of circumstances or moments (Binnie, 2018; Kumar & Reinartz, 2016).

The fashion sector is something that portrays important particularities; for example, it is common for individuals to shop while watching television or even when going to bed (Portugal Têxtil, 2020b). In this way, synergies between the various channels allow the brand experience to be richer and more complete, which maximizes customer satisfaction (Herhausen et al., 2015).

Following the previous points, through greater customer satisfaction, greater customer involvement is expected, and consequently, will favor increased profits. All this based on more efficient operations and by increasing the number of sales. More satisfied customers also share more, buy more, which is an important complement to attracting new customers (Mulpuru et al., 2011).

The consistency of the message is a fundamental premise for achieving brand uniformity. The omnichannel strategy seeks to motivate increased demand, reduce operating costs, increase brand awareness, the perception of existing channels and attract new customers. Greater store traffic, combined with the opportunity to cross-sell, are also seen as advantages. Another factor that is enhanced by the omnichannel strategy refers to the opportunity to be in foreign markets (Bell et al., 2018).

Online and mobile channels are essential to understand market trends, namely through customer product/service research. Obviously, there is an offline complementarity, also with a lot of impact (Oliveira, 2017). One of the common practices in the fashion sector is to map the entire journey of customers so that it is possible to formulate more adjusted offers in front of the points of contact with the respective stakeholders (Bernon et al., 2016).

By its essence, fashion responds very quickly to changes, always seeking to position itself according to market needs, not only in temporal matters (such as the seasons), but also under other more volatile perspectives (Rizvi & Siddiqui, 2019). For example, according to a survey carried out by the company Social Miner, the impacts of COVID-19 made brands quickly adjust to the needs of today, favoring the offer of casual and sporty clothing, so that individuals were more comfortable at home (Social Miner, 2020).

The development of tools in favor of more personalized marketing is ongoing, and obviously, this is also part of the omnichannel strategy. The analysis of the entire atmosphere and customer involvement, understanding its dynamics, are essential aspects for companies to be able to individualize their proposals and optimize their results (Portugal Têxtil, 2019).

The omnichannel strategy must be based on the sustainability of the business, so that it can have the structure to triumph in an extremely competitive market (Liu & Xu, 2020). Companies in this sector are continually reinventing themselves and it is very important that they adjust to new trends so as not to lose market share (He et al., 2020). It is no longer enough for fashion brands to rely solely on excellent design, they must be relevant and differentiating in their attitude and positioning, making use of all the channels at their disposal. Among them, the reach of communication through social media stands out, which play an increasingly representative role in building the customer-brand relationship (Binnie, 2018; Wright & Snook, 2016).

Consumer trends in fashion are increasingly volatile and companies need to get involved and invest in innovation in the sector. Exclusive collaborations, the use of sustainable/ecological materials and modernization are some of the concepts that brands are increasingly betting on to reinvent themselves and get closer to their customers, who are increasingly demanding and informed (Portugal Têxtil, 2019).

CUSTOMER RELATIONSHIP

Motivations

Barbosa (2019) indicates in his study that the main motivator that leads a company to change its business model to an omnichannel model refers to the need to differentiate itself from the competition, making it more competitive through customer focus. In addition, other motivators also make companies opt for omnichannel management, from customer prospecting to the needs of offline channel optimization and, above all, increasing sales (Cook, 2014; Lima, 2015; Stafflund & Kersmark, 2015).

However, it is opportune to mention the situational motivators and the individual motivators. Situational motivators refer to the specific moment of purchase and reflect the more rational justifications of customers in the purchase process; namely, the availability of information (Carvalho, 2019). Individual motivators, on the other hand, include emotional/intrinsic attributes, as well as previous experiences (Haas & Kenning, 2014).

The literature on this subject also highlights the existence of many adversities for omnichannel management. Part of these contributions indicate that the lack of understanding, commitment, and maturity of companies since the origin of channel integration, as one of the major obstacles to an effective omnichannel management (Cook, 2014; Deloitte, 2015; Rigby, 2011).

Buying Motivations on Omnichannel

The motivations behind the purchase over the internet are essentially divided into two groups: utilitarian benefits and hedonic benefits. The utilitarian benefits correspond to communication, search for information, convenience, and economic factors. The hedonic benefits, on the other hand, consider living with reference groups, participation in communities, entertainment/hobby (Gertner & Diaz, 1999; Teo et al., 1999).

Thus, it is understood that when the consumer is driven by utilitarian motivations, he intends to obtain a benefit with a more functional character and, when he is driven by hedonic motivations, the consumer acts more strongly with an emotional nature (Addis & Holbrook, 2001).

Several studies indicate consumers' preference to opt for the convenience of online shopping, however, according to Chang et al. (2005), there are some preponderant aspects, they are these:

- **Perceived characteristics of the Internet as a sales channel:** despite fraudulent cases, the consumer preserves good security on the Internet, as well as confidence in the online environment, whether due to the information available, selection of information, price, value of discounts, trends, perception of needs and control.
- **Consumer characteristics:** gender, age, education, household, income, Internet experiences, previous online purchases, innovativeness, personality and technology acceptance.
- **Product characteristics:** personalization of products and services, use of shop windows, brand awareness, type of product, perceived product quality and use of merchandising.

Regarding the motivations to interact with brands on social media, Sukoco and Wu (2010) highlight consumer self-esteem and the pleasure of acquiring knowledge about something, as well as belonging to a brand community, connecting with other members and obtaining of a social status.

Customer Behavior

Despite the help of several indicators and metrics, mapping consumer behavior through the entire purchase journey is a very complex task. This is because not everything can be understood through numbers and sensitivity must be raised in the search for a better understanding of implicit factors, which stand out (Rani, 2014):

- Psychological: thoughts, motivation, feelings.
- Personal: personality and self-image, lifestyle, age and stage in the life cycle, occupation, economic circumstances.
- Cultural: culture/subculture and social class.
- Social: reference groups, family roles and status.

Currently, the customer has a very complex behavior and companies must take this aspect into account, so they must align their strategies with what the customer expects from their shopping experience (Kourimsky & Berk, 2014). In fact, they don't just go shopping, they want to be part of the buying process and have them adapt to their needs (Cook, 2014; Deloitte, 2015).

Another relevant aspect to note is the fact that the customer has a wide range of technologies and devices. This fact imposes a great adaptation and monitoring challenge on the part of companies, which must continually update and integrate their processes in the most varied channels (Kourimsky & Berk, 2014).

From the point of view of the omnichannel strategy, the customer combines their shopping experience with technology and uses it to facilitate the purchase itself (Brynjolfsson et al., 2013). "In fact, there is a set of general consumer characteristics, which are relevant to mention" (SEBRAE, s.d., p.7):

- Consumers are moving more and more evenly between physical and digital media. This behavior was even called phygital – union of the terms physical and digital, in English (SEBRAE, s.d.).
- Consumers are multichannel, that is, they use more than one medium to interact with brands and products of interest (SEBRAE, s.d.),
- In a survey carried out to understand the shopping journey of consumers at Christmas 2017, it was found that 51% of purchases took place in virtual stores. This indicates that the level of representation of physical and digital channels is on an equal footing (SEBRAE, s.d.),
- Consumers are increasingly using the internet to look for opinions and evaluations of solutions they want to purchase. In many cases, the research takes place in the digital environment and the purchase in the physical environment (SEBRAE, s.d.).

Through omnichannel, the customer makes his purchase under his own conditions, as he sees fit and with complete convenience; precisely this experience that makes him repeat the whole process again (Cook, 2014).

CONCLUSION

Omnichannel customer behavior is an emerging topic of the information systems, marketing strategy and marketing research fields. The essence of omnichannel is to satisfy customers' needs and improve their shopping experiences so that the purchase process is simple, intuitive, and enjoyable. There are several types of channels – sales, distribution, relationship, service, and marketing – and today, we can still talk about physical channel, online channel, and mobile channel. The choice of the last three must be made according to the product and the market segment. With the constant transformations in retail, mainly due to new technologies, e.g., smartphones, tablets, applications – companies have the possibility to interact with the customer in different ways. On the other hand, they also need to adapt to these changes, not least because the customer's habit also undergoes changes as they increasingly use technologies and new online purchasing processes.

Therefore, companies bet on several channels. In this way, it is necessary to plan a multichannel management to obtain a more in-depth view of the customer, as well as their needs and it will be easier for you to understand consumer behavior. Both academia and management agree that the overall experience quality is one of the most important elements that affect customers' shopping intention and define the success of an omnichannel business approach. Thus, it is vital for companies to understand customers' expectations of omnichannel experience and serve the customers appropriately. Is mandatory to think from the ground up and develop a context-specific conceptualization of omnichannel customer experience and a strategy for the long-term.

REFERENCES

- Addis, M., & Holbrook, M. B. (2001). On the conceptual link between mass customisation and experiential consumption: An explosion of subjectivity. *Journal of Consumer Behaviour*, 1(1), 50–66. doi:10.1002/cb.53
- Agatz, N. A. H., Fleischmann, M., & van Nunen, J. A. E. E. (2008). E-fulfillment and multi-channel distribution – A review. *European Journal of Operational Research*, 187(2), 339–356. doi:10.1016/j.ejor.2007.04.024
- Baptista, M. F. V. de A. (2018). *Portuguese fashion designers: Behaviours for an international business* [PhD Thesis]. ISCTE IUL Repositório.
- Barbosa, J. R. R. (2019). *The process of implementing the omnichannel model in retail: Portuguese case studies* [O processo de implementação do modelo omnicanal no retalho: Casos de estudo portugueses] [PhD Thesis]. Escola de Economia e Gestão. Universidade do Minho.
- Beck, N., & Rygl, D. (2015). Categorization of multiple channel retailing in Multi-, Cross-, and Omni-Channel Retailing for retailers and retailing. *Journal of Retailing and Consumer Services*, 27, 170–178. doi:10.1016/j.jretconser.2015.08.001
- Bell, D. R., Gallino, S., & Moreno, A. (2014). How to win in an omnichannel world. *MIT Sloan Management Review*, 56(1), 45.

- Bell, D. R., Gallino, S., & Moreno, A. (2018). Offline Showrooms in Omnichannel Retail: Demand and Operational Benefits. *Management Science*, 64(4), 1629–1651. doi:10.1287/mnsc.2016.2684
- Bento, A. (2012). Quantitative and qualitative research: Dichotomy or complementarity [Investigação quantitativa e qualitativa: Dicotomia ou complementaridade] [Associação Académica da Universidade da Madeira]. *Revista JA*, 64(7), 40–43.
- Berman, B., & Thelen, S. (2018). Planning and implementing an effective omnichannel marketing program. *International Journal of Retail & Distribution Management*, 46(7), 598–614. doi:10.1108/IJRDM-08-2016-0131
- Bernon, M., Cullen, J., & Gorst, J. (2016). Online retail returns management: Integration within an omnichannel distribution context. *International Journal of Physical Distribution & Logistics Management*, 46(6/7), 584–605. doi:10.1108/IJPDLM-01-2015-0010
- Bhatnagar, A., Misra, S., & Rao, H. R. (2000). On risk, convenience, and Internet shopping behavior. *Communications of the ACM*, 43(11), 98–105. doi:10.1145/353360.353371
- Bijmolt, T. H. A., Broekhuis, M., de Leeuw, S., Hirche, C., Rooderkerk, R. P., Sousa, R., & Zhu, S. X. (2021). Challenges at the marketing–operations interface in omni-channel retail environments. *Journal of Business Research*, 122, 864–874. doi:10.1016/j.jbusres.2019.11.034
- Binnie, L. (2018). *The Future of Omni-Channel Retail: Predictions in the Age of Amazon*. Emerald Lake Books.
- Brynjolfsson, E., Hu, Y. J., & Rahman, M. S. (2013). Competing in the Age of Omnichannel Retailing. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/competing-in-the-age-of-omnichannel-retailing/>
- Cao, J., So, K. C., & Yin, S. (2016). Impact of an “online-to-store” channel on demand allocation, pricing and profitability. *European Journal of Operational Research*, 248(1), 234–245. doi:10.1016/j.ejor.2015.07.014
- Carroll, D., & Guzmán, I. (2015). *The New Omni-Channel Approach to Serving Customers*. Strategy Implications for Communications Service Providers. <https://docplayer.net/23797185-The-new-omni-channel-approach-to-serving-customers.html>
- Cava, A. C. dos S. (2021). Loyalty customers: Understand what CRM is and what is it for? [Fidelizar clientes: Entenda o que é CRM e para que serve?]. *Blog da Social Miner*. <http://blog.socialminer.com/people-marketing/o-que-e-crm-e-para-que-serve/>
- Clatworthy, S. D. (2019). *The Experience-Centric Organization: How to Win Through Customer Experience*. O'Reilly Media.
- Cook, G. (2014). Customer experience in the omni-channel world and the challenges and opportunities this presents. *Journal of Direct, Data and Digital Marketing Practice*, 15(4), 262–266. doi:10.1057/dddmp.2014.16

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship

Daugherty, P. J., Bolumole, Y., & Grawe, S. J. (2019). The new age of customer impatience: An agenda for reawakening logistics customer service research. *International Journal of Physical Distribution & Logistics Management*, 49(1), 4–32. doi:10.1108/IJPDLM-03-2018-0143

de Carvalho, J. L. G. (2019). *Customer experience management and the integration of offline and online environments: A case study from the supermarket retail perspective* [Gerenciamento da experiência do cliente e a integração dos ambientes off-line e on-line: Estudo de caso na perspectiva de varejo supermercadista] [PhD Thesis]. Faculdade de Economia, Administração e Contabilidade da Universidade de São Paulo.

Deloitte. (2014). *The omnichannel opportunity Unlocking the power of the connected consumer*. <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consumer-business/unlocking-the-power-of-the-connected-consumer.pdf>

Deloitte. (2015). *Omni-channel retail: A Deloitte Point of View Deloitte E-commerce Point of View*. Deloitte AB. <https://www2.deloitte.com/content/dam/Deloitte/se/Documents/technology/Omni-channel-2015.pdf>

Diamond, J., Diamond, E., & Litt, S. (2015). *Fashion Retailing: A Multi-Channel Approach* (3rd ed.). Fairchild Books.

Dinheiro Vivo. (2021). *The fashion industry has a turnover of 15 billion and represents 11% of exports* [Indústria da moda fatura 15 mil milhões e representa 11% das exportações]. <https://www.dinheirovivo.pt/economia/industria-da-moda-fatura-15-mil-milhoes-e-representa-11-das-exportacoes-12778370.html>

dos Santos, A. C., Friedrich, M. P. A., & Hein, N. (2020). Determinants of the use of mobile banking service channels for financial transactions [Determinantes da utilização de canais de serviços mobile banking para transações financeiras]. *Revista de Gestão e Tecnologia*, 20(1), 3353.

Enders, A., & Jelassi, T. (2000). The converging business models of Internet and bricks-and-mortar retailers. *European Management Journal*, 18(5), 542–550. doi:10.1016/S0263-2373(00)00043-8

Frazer, M., & Stiehler, B. E. (2014). Omnichannel retailing: The merging of the online and off-line environment. Institute for Business & Finance Research, 655–657.

Gallino, S., & Moreno, A. (2014). Integration of Online and Offline Channels in Retail: The Impact of Sharing Reliable Inventory Availability Information. *Management Science*, 60(6), 1434–1451. doi:10.1287/mnsc.2014.1951

Gertner, D., & Diaz, A. N. (1999). Marketing na Internet e comportamento do consumidor: Investigando a dicotomia hedonismo vs. utilitarismo na WWW. *Revista de Administração Contemporânea*, 3(3), 131–156. doi:10.1590/S1415-65551999000300007

Geyskens, I., Gielens, K., & Dekimpe, M. G. (2002). The Market Valuation of Internet Channel Additions. *Journal of Marketing*, 66(2), 102–119. doi:10.1509/jmkg.66.2.102.18478

Haas, A., & Kenning, P. (2014). Utilitarian and Hedonic Motivators of Shoppers' Decision to Consult with Salespeople. *Journal of Retailing*, 90(3), 428–441. doi:10.1016/j.jretai.2014.05.003

Hansen, R., & Sia, S. K. (2015). Hummel's digital transformation toward omnichannel retailing: Key lessons learned. *MIS Quarterly Executive*, 14(2).

- He, Y., Xu, Q., & Wu, P. (2020). Omnichannel retail operations with refurbished consumer returns. *International Journal of Production Research*, 58(1), 271–290. doi:10.1080/00207543.2019.1629672
- Herhausen, D., Binder, J., Schoegel, M., & Herrmann, A. (2015). Integrating Bricks with Clicks: Retailer-Level and Channel-Level Outcomes of Online–Offline Channel Integration. *Journal of Retailing*, 91(2), 309–325. doi:10.1016/j.jretai.2014.12.009
- Hoogveld, M., & Koster, J. M. (2016). Implementing omnichannel strategies the success factor of agile processes. *Advances in Management and Applied Economics*, 6(2), 25.
- Hübner, A., Wollenburg, J., & Holzapfel, A. (2016). Retail logistics in the transition from multi-channel to omni-channel. *International Journal of Physical Distribution & Logistics Management*, 46(6/7), 562–583. doi:10.1108/IJPDLM-08-2015-0179
- Infra.commerce. (2021). *Do you know what it's like to be an omnichannel company?* [Você sabe o que é ser uma empresa omnicanal?]. <https://www.infracommerce.com.br/post/voce-sabe-o-que-e-ser-uma-empresa-omnicanal>
- Jin, D., Caliskan-Demirag, O., Chen, F. Y., & Huang, M. (2020). Omnichannel retailers' return policy strategies in the presence of competition. *International Journal of Production Economics*, 225, 107595. doi:10.1016/j.ijpe.2019.107595
- Joseph, G. (2015). Sustaining brick & mortar through omnichannel: An emerging story of retail business model convergence. *International Journal of Business and Management*, 3(2), 203.
- Kang, J.-Y. M. (2018). Showrooming, Webrooming, and User-Generated Content Creation in the Omnichannel Era. *Journal of Internet Commerce*, 17(2), 145–169. doi:10.1080/15332861.2018.1433907
- Koelle, I. (2018). *Omnichannel: What it is, benefits and how to implement it* [Omnichannel: O que é, benefícios e como implantar]. Blog FIA. <https://fia.com.br/blog/omnichannel/>
- Kourimsky, H., & Van Den Berk, M. (2014). The impact of omni-channel commerce on supply chains. *Intelligence NTT DATA Business Solution*.
- Kumar, V., & Reinartz, W. (2016). Creating Enduring Customer Value. *Journal of Marketing*, 80(6), 36–68. doi:10.1509/jm.15.0414
- Larke, R., Kilgour, M., & O'Connor, H. (2018). Build touchpoints and they will come: Transitioning to omnichannel retailing. *International Journal of Physical Distribution & Logistics Management*, 48(4), 465–483. doi:10.1108/IJPDLM-09-2016-0276
- Lencastre, H. (2020). *Which clothing brands did the Portuguese buy the most in January?* [Quais as marcas de roupa que os portugueses mais compraram em janeiro?]. Grande Consumo. <https://grande-consumo.com/quais-as-marcas-de-roupa-que-os-portugueses-mais-compraram-em-janeiro/>
- Lendrevie, J., Lévy, J., Rodrigues, J. V., & Dionísio, P. (2011). *Mercator of the Portuguese Language Theory and practice of marketing* [Mercator da Língua Portuguesa Teoria e prática do marketing]. Dom Quixote.

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship

- Lima, A. F. S. (2015). *Omni-channel Retail Strategies: An outlook to Portuguese business transformation* [Master Thesis]. Faculdade de Economia da Universidade do Porto.
- Liu, J., & Xu, Q. (2020). Joint Decision on Pricing and Ordering for Omnichannel BOPS Retailers: Considering Online Returns. *Sustainability*, 12(4), 1539. doi:10.3390/u12041539
- Mason, T., & Knights, M. (2019). *Omnichannel Retail: How to build winning stores in a digital world*. Kogan Page.
- Mishra, R., Singh, R. K., & Koles, B. (2021). Consumer decision-making in Omnichannel retailing: Literature review and future research agenda. *International Journal of Consumer Studies*, 45(2), 147–174. doi:10.1111/ijcs.12617
- Monteiro, A. C. (2016). *34.1% of international retailers are in Portugal* [34,1% dos retalhistas internacionais estão em Portugal]. HiperSuper. <https://www.hipersuper.pt/2016/07/07/341-dos-retalhistas-internacionais-estao-em-portugal/>
- Mulpuru, S., Harteveltdt, H., & Roberge, D. (2011). *Five retail ecommerce trends to watch in 2011*. Forrester Research.
- Neslin, S. A., Grewal, D., Leghorn, R., Shankar, V., Teerling, M. L., Thomas, J. S., & Verhoef, P. C. (2006). Challenges and Opportunities in Multichannel Customer Management. *Journal of Service Research*, 9(2), 95–112. doi:10.1177/1094670506293559
- Oliveira, C. da S. (2017). *The Omnichannel Reality in Portugal* [A Realidade Omnicanal em Portugal] [Master Thesis]. Faculdade de Economia da Universidade do Porto. <https://repositorio-aberto.up.pt/handle/10216/109896>
- Ortis, I., & Casoli, A. (2009). *Technology selection: IDC retail insights guide to enabling immersive shopping experiences*. IDC Retail Insights.
- Ozuem, W., & Azemi, Y. (2017). *Digital marketing strategies for fashion and luxury brands*. IGI Global.
- Pauwels, K., Leeflang, P. S. H., Teerling, M. L., & Huizingh, K. R. E. (2011). Does Online Information Drive Offline Revenues? *Journal of Retailing*, 87(1), 1–17. doi:10.1016/j.jretai.2010.10.001
- Payne, E. M., Peltier, J. W., & Barger, V. A. (2017). Omni-channel marketing, integrated marketing communications and consumer engagement: A research agenda. *Journal of Research in Interactive Marketing*, 11(2), 185–197. doi:10.1108/JRIM-08-2016-0091
- Picot-Coupey, K., Huré, E., & Piveteau, L. (2016). Channel design to enrich customers' shopping experiences: Synchronizing clicks with bricks in an omni-channel perspective - the Direct Optic case. *International Journal of Retail & Distribution Management*, 44(3). Advance online publication. doi:10.1108/IJRDM-04-2015-0056
- Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the Special Issue Information Technology in Retail: Toward Omnichannel Retailing. *International Journal of Electronic Commerce*, 18(4), 5–16. doi:10.2753/JEC1086-4415180400

- Porcu, L., del Barrio-García, S., & Kitchen, P. J. (2012). How Integrated Marketing Communications (IMC) works? A theoretical review and an analysis of its main drivers and effects. *Comunicación y Sociedad*, XXV(1), 313–348.
- Portugal Têxtil. (2019). Retail trends in 201 [As tendências para o retalho em 2019.]. *Portugal Têxtil*. [https:// www.portugaltextil.com/as-tendencias-para-o-retalho-em-2019/](https://www.portugaltextil.com/as-tendencias-para-o-retalho-em-2019/)
- Portugal Têxtil. (2020a). Omnichannel is key [Omnicanal é fundamental]. *Portugal Têxtil*. [https:// www.portugaltextil.com/omnicanal-e-fundamental/](https://www.portugaltextil.com/omnicanal-e-fundamental/)
- Portugal Têxtil. (2020b). Retail faces new challenges in 2020 [Retalho enfrenta novos desafios em 2020]. *Portugal Têxtil*. [https:// www.portugaltextil.com/retalho-enfrenta-novos-desafios-em-2020/](https://www.portugaltextil.com/retalho-enfrenta-novos-desafios-em-2020/)
- Rai, B. H., Mommens, K., Verlinde, S., & Macharis, C. (2019). How does consumers' omnichannel shopping behaviour translate into travel and transport impacts? Case-study of a footwear retailer in Belgium. *Sustainability*, 11(9), 2534. doi:10.3390/s11092534
- Rangaswamy, A., & Van Bruggen, G. H. (2005). Opportunities and challenges in multichannel marketing: An introduction to the special issue. *Journal of Interactive Marketing*, 19(2), 5–11. doi:10.1002/dir.20037
- Rani, P. (2014). Factors influencing consumer behaviour. *International Journal of Current Research and Academic Review*, 2, 52–61.
- Reinartz, W., Dellaert, B., Krafft, M., Kumar, V., & Varadarajan, R. (2011). Retailing innovations in a globalizing retail market environment. *Journal of Retailing*, 87, S53–S66. doi:10.1016/j.jretai.2011.04.009
- Rigby, D. (2011). The future of shopping. *Harvard Business Review*, 89(12), 65–76.
- Rizvi, S. M. A., & Siddiqui, D. A. (2019). Omnichannel Development within the Pakistani Fashion Retail. *Journal of Marketing and Consumer Research*, 54, 57–87.
- Rose, S., Clark, M., Samouel, P., & Hair, N. (2012). Online customer experience in e-retailing: An empirical model of antecedents and outcomes. *Journal of Retailing*, 88(2), 308–322. doi:10.1016/j.jretai.2012.03.001
- Savastano, M., Barnabei, R., & Ricotta, F. (2016, January). Going online while purchasing offline: An explorative analysis of omnichannel shopping behaviour in retail settings. In *Proceedings of the international marketing trends conference* (Vol. 1, p. 22). Academic Press.
- SEBRAE. (n.d.). *Deciphering sales channels: Concepts and applications* [Decifrando os canais de venda: Conceitos e aplicações]. SEBRAE. [https:// www.sebrae.com.br/Sebrae/Portal%20Sebrae/UFs/TO/Anexos/Decifrando%20os%20canais%20de%20vendas.pdf](https://www.sebrae.com.br/Sebrae/Portal%20Sebrae/UFs/TO/Anexos/Decifrando%20os%20canais%20de%20vendas.pdf)
- Simone, A., & Sabbadin, E. (2017). The New Paradigm of the Omnichannel Retailing: Key Drivers, New Challenges and Potential Outcomes Resulting from the Adoption of an Omnichannel Approach. *International Journal of Business and Management*, 13(1), 85. doi:10.5539/ijbm.v13n1p85
- Social Miner. (2020). Coronavirus and the variation in sales and service in e-commerces [Coronavírus e a variação nas vendas e no atendimento em e-commerces]. *Blog da Social Miner*. <http://blog.socialminer.com/people-marketing/coronavirus-variacao-vendas-atendimento/>

Omni-Channel Challenges and Opportunities for Profitable Customer Relationship

Staflund, L., & Kersmark, M. (2015). *Omni-channel retailing: Blurring the lines between online and offline*. Jönköping International Business School.

Stephens, D. (2017). *Reengineering Retail: The Future of Selling in a Post-Digital World*. Figure 1 Publishing.

Taís. (2016). *O que é o Marketing Cross Channel?* Digital Talks. <https://digitalks.com.br/artigos/o-que-e-o-marketing-cross-channel/>

Tambo, T. (2015). Omni-channel retail information systems. In *Encyclopedia of Information Science and Technology* (3rd ed., pp. 874–882). IGI Global. doi:10.4018/978-1-4666-5888-2.ch083

Teo, T. S., Lim, V. K., & Lai, R. Y. (1999). Intrinsic and extrinsic motivation in Internet use [Motivação intrínseca e extrínseca no uso da Internet]. *Omega*, 27(1), 25–37. doi:10.1016/S0305-0483(98)00028-0

Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From Multi-Channel Retailing to Omni-Channel Retailing. *Journal of Retailing*, 91(2), 174–181. doi:10.1016/j.jretai.2015.02.005

Wright, T., & Snook, C. J. (2016). *Digital Sense: The Common Sense Approach to Effectively Blending Social Business Strategy, Marketing Technology, and Customer Experience*. Wiley.

Zebra. (2018). *Reinventing the supply chain: The future of fulfillment vision study*. Zebra. https://www.zebra.com/content/dam/zebra_new_ia/en-us/solutions-verticals/vertical-solutions/retail/vision-study/fulfillment-vision-study-report-en-us.pdf

ADDITIONAL READING

Barwitz, N., & Maas, P. (2018). Understanding the omnichannel customer journey: Determinants of interaction choice. *Journal of Interactive Marketing*, 43, 116–133. doi:10.1016/j.intmar.2018.02.001

Cai, Y. J., & Lo, C. K. (2020). Omni-channel management in the new retailing era: A systematic review and future research agenda. *International Journal of Production Economics*, 229, 107729. doi:10.1016/j.ijpe.2020.107729

Melacini, M., Perotti, S., Rasini, M., & Tappia, E. (2018). E-fulfilment and distribution in omni-channel retailing: A systematic literature review. *International Journal of Physical Distribution & Logistics Management*, 48(4), 391–414. doi:10.1108/IJPDLM-02-2017-0101

Raza, S. A., & Govindaluri, S. M. (2021). Omni-channel retailing in supply chains: A systematic literature review. *Benchmarking*, 28(9), 2605–2635. doi:10.1108/BIJ-10-2020-0547

Yan, B., Chen, Y. R., Zhou, X. T., & Fang, J. (2019). Consumer behavior in the omni-channel supply chain under social networking services. *Industrial Management & Data Systems*, 119(8), 1785–1801. doi:10.1108/IMDS-03-2019-0111

KEY TERMS AND DEFINITIONS

Buying Motives: Are those influences or considerations which provide the impulse to buy, induce action or determine the choice in the purchase of goods and service.

Distribution Channel: Is the flow/network that a good or service follows from production or manufacturing to the final consumer/buyer.

E-Commerce: Refers to any form of business transaction conducted online.

Multichannel: Is the process of companies to interact with customers via multiple channels, both direct and indirect, on-line, and off-line, to sell them goods and services.

Omnichannel: Is one-touch integration between operations and physical product flows across all channels to provide a seamless shopping experience.

Chapter 12

The Role in Interpersonal Competency on Online vs. Offline Shopping: A Study Conducted in China

Youssef Elhaoussine

Beijing Normal University-Hong Kong Baptist University United International College, China

ABSTRACT

This research investigates the role of interpersonal competency on online versus offline behavior. Three experiments were conducted, comparing the intention of two groups of participants with high and low levels of interpersonal competencies. The author measured the preferences of online versus offline sources of information, the preferences of online versus offline shopping platforms, and the preferences between highly trusted versus less trusted online platforms, all on bipolar scales specially designed for this research. The results shows that participants with a lower level of interpersonal competencies will indeed prefer online sources of information and retail platforms, and they will also favor more trusted shopping platforms. Based on those results, several marketing implications were drawn.

INTRODUCTION

Social interactions are inherent to people. They are sought, maintained and studied. In the field of marketing and consumer behavior, social interactions intervene at different stages of the consumer decision process. They are extremely important during the stage where consumers seek information in order to build a pre-purchase image of the product or service desired. Then, during the evaluation of alternatives stage, they could help to define the choice toward on offer or another. Finally, social interactions are present during the act of purchase. However, in a digital and ultra-competitive era, brands have embraced the digitalization of social interactions, providing digital surrogate to the interactions mentioned above. Nowadays, blended customer experiences have allowed brands and vendors to adopt a more integrated approach in the market and to leverage the best of the online and the offline world. Although offline the

DOI: 10.4018/978-1-6684-3430-7.ch012

retail environment remains strong, omnichannel retailing is becoming the new norm in modern market where internet and digital device are widely used. In those markets, more and more information is now available online in the form of websites, blogs, social media accounts, chatbots and chatrooms. In order to collect the information needed, consumers do not need to actually face a real person regarding the formation of their pre-purchase evaluations. This phenomenon extends even further, where consumers could have no need to interact at all with a real physical person during the entire decision and purchase process. Therefore, this raises a fundamental question about the role of interpersonal interactions in the consumer decision and purchase process.

THEORETICAL BACKGROUND

In this research, the focus is placed on the search for information and how different levels of interpersonal competence would affect this search. When searching for information before a purchase, consumers look at different dimensions: a source of information dimension, a brand dimension, and a time dimension (Kiel & Layton, 1981). Within the source of information dimension, there are the internal and external sources (Guo, 2001; Klein & Ford, 2003). Internal source refers to the acquisition of information available in the individual's memory; the number of retailers consulted, and the advertising seen are two clear examples., the number of retailers consulted and advertising viewing. External demand refers to the acquisition of information from different sources; interpersonal sources are an example of this. (Bettman 1979; Kiel & Layton, 1981). Interpersonal sources have been extensively studied in previous research and are considered being a major source of market information (Katona & Mueller 1955; Kiel & Layton, 1981; Klein and Ford, 2003). It could be represented through the interpersonal interaction of a consumer with social individuals, such as parents, family members, peers, teachers, among others. In addition, with the emergence of online retail, the Internet is now a new social agent (Barber, 2013). As an example, in more recent studies, the Internet has also been shown to act as a social agent, removing the interpersonal agent from the socialization process (Anderson & McCabe, 2012). In a context where interpersonal competencies are in question, it is possible to see the clear appeal of the Internet for less interpersonal competent individuals.

Nowadays, due to the increase of online shopping, external sources of information are not only the result of the consumer's interaction with another person. External sources of information can be divided between online sources (without physical interactions) and off-line sources (with physical interactions). To make decisions or increase knowledge, consumers are now preferring to use the Internet as a source of information; they get information without interpersonal interactions (Barber 2013). Increasingly, such information exchanges occur in contexts in which information seekers and information providers have not encountered or/and have had no prior relationship (Weiss et al, 2008). Consumers have been observed to develop a higher level of engagement when looking for information online. At the same time, when online, more individuals communicate with each other, and this will impact their purchase decision (Moe & Schweidel, 2012).

When discussing online shopping, it is critical to focus on the negative aspect that still pushes customers to prefer offline retails. When purchasing online, the exchange of value is not instantaneous. Customers do not receive their good immediately; neither they do receive an official document proving the purchase. They will need to pay and then wait. Within this process, they need to trust the vendor to respect its obligations. In this case, it is represented by interpersonal trust defined by the ability to trust

The Role in Interpersonal Competency on Online vs. Offline Shopping

someone's word, promise, or contract (Qin & De Juan Vigaray, 2021; Rotter, 1967), showing the need for interpersonal interaction between the trustee and the trustor. However, trust, in a general sense, is a more complex construct. It is an important factor that will affect purchase, online or offline. As Grayson (2008) outlined in his research, trust plays an important role in the marketplace, particularly between salesperson and buyers (Ganesan, 1994; Ganesan & Hess, 1997; Schurr & Ozanne, 1985). It encourages lower opportunism (Rindfleisch & Moorman 2003), more service usage (Maltz & Kohli, 1996), greater commitment (Jap & Ganesan 2003) and higher customer loyalty (Agustin & Singh, 2005). This opinion is supported by Das et al. (2003) and extended to online shopping. They state that online consumers with low level of interpersonal trust are less likely to shop online because of their greater concerns with online security.

In summary, the level of interpersonal competency could define the preference between online and offline shopping within the consumer purchase process: the information search, the intention to purchase and the actual act of purchase. The low interpersonal nature of online shopping could therefore push consumers with low level of interpersonal competency to have a higher preference for online options. However, the actual act of purchasing online was shown to be strongly attached to the notion of safety and credibility (Li et al., 2019). For a consumer to purchase online, he/she must perceive that the platform has a high level of security and credibility; or else he/she must have a high level of interpersonal trust.

HYPOTHESIS DEVELOPMENT

Information can come from online vendors, from peers in social networks groups or from online comments left by other consumers. Therefore, considering the non-interpersonal characteristic of online information sources, would they be more attractive to consumers with a low level of interpersonal competency? In a context where interpersonal competency has been lowered, it is possible to consider that the lack of interpersonal competency will direct consumers to prefer online sources of information. This trend represents only a preference, not an absolute. Both groups of individuals will still seek and process both online and offline information. Nevertheless, individuals with lower interpersonal competency will have a higher preference for online stores compared to their counterparts with higher level on interpersonal competency. And those with higher levels may prefer to get information from direct and physical interactions with other individuals, such as parents, peers or friends. According to this, it is possible to formulate the 1st and general hypothesis:

H1: Individuals with low level of interpersonal competency will favor more online sources of information than their counterparts with higher level of interpersonal competency.

H1 considers that consumers with lower interpersonal competency will prefer online sources of information, due to their non-interpersonal predicament. Does it also mean that they will also favor online retail shopping compare to offline retail shopping? Considering that all being equal between online and offline retail (i.e., product, brand, information, within an omnichannel strategy), except for the physical nature of both the shop and the interaction with customers, consumers with lower level of interpersonal competency should have higher preference for online retail shopping than their counterparts with higher level of interpersonal competency. It is important to note that this preference doesn't mean that they will

only choose online retail shopping to buy all the goods they need and want. It only means that they will have a preference for online sales channels.

H2. Individuals with low level of interpersonal competency will prefer more online shopping than their counterparts with higher level.

However, purchasing goods online is associated with higher risk (Chang & Wu, 2012; Marriott & Williams, 2018). Consumers perceived this higher risk because they do not trust the online shopping platforms on the internet (Das et al., 2003; Paravastu et al., 2021). Considering this factor, low interpersonal competency individuals are subjected to a conflict. On one hand, they will favor the non-interpersonal characteristic of online shopping. On the other hand, they will be pushed away because of their low level of interpersonal trust that reduces their ability to overcome online and credibility safety issues. In the Chinese online market, this issue has been addressed by internet marketplaces in China such as TAOBAO and their safer platform TMALL. The latter offers more guaranty and therefore lower the risk for the buyer. In a context where safety is an important issue and where non-interpersonal interactions are favored, such kind of platform fits perfectly the need of Chinese consumers. In conclusion, low interpersonal competency individuals will have higher security concerns when purchasing goods online. Therefore, it is possible to consider another hypothesis:

H3: Individuals with low level of interpersonal competency will favor more online shopping platforms with higher level of security than their counterparts with higher level of interpersonal competency.

MAIN STUDY

The purpose of the main study is mainly to assess the role of the interpersonal competency variable by manipulating it to a high and low level. The manipulation will help to see the effect of this variable on the online purchase process. The main study will be divided into three parts: Study1, Study 2 and Study 3. In fact, the manipulation and participants will be the same for all three studies and the measures on the three dependent variables will be collected together. Once manipulated, participants will be asked to answer a questionnaire designed to assess interpersonal competency, interpersonal trust, and different dependent variables (on a 7 point-scale):

Study 1 will focus on the preference between online and offline sources of information–H1.

Study 2 will focus on the preference between online and offline shopping–H2.

Study 3 will focus on the preference between safer and less safe online shopping environment (respectively TAOBAO and TMALL Chinese online marketplace)–H3.

The 1st step, prior to measurement, consisted of running pre-tests and to perform the (needed) manipulation, in order to increase internal validity of the experiment.

METHODOLOGY

The experiment was done in a Chinese university under the control of a research assistant speaking Chinese. Participants were contacted through university social media groups. They were told that a survey

The Role in Interpersonal Competency on Online vs. Offline Shopping

was on students' modern shopping habits shopping habits of students. 62 responses were received; 4 students were excluded due to missing answers and 2 Indonesian Erasmus' students were not considered. This allowed a total of 56 participants. Each participating student would receive a reward equivalent to 20 Yuan (USD 3), in the form of a voucher for use at the university's teahouse. Students regularly visit this place to buy soft drinks, tea and have breakfast. 20 yuan allows a student to buy 2 to 3 soft drinks or tea; it is also the equivalent of 2 breakfast meals. In order to participate in the research, students needed to come from, live and study in China. Participants were divided equally and randomly into one of the two conditions: low and high interpersonal competency. All the delivered questionnaires were checked at the end; if the questionnaire was incomplete, students will not get the gift.

Participants were manipulated differently for low interpersonal competency. Participants had to arrive separately to an open space office separated into 10 cubical desks. This setting allowed no communication with other participants in order to force low interpersonal interaction with others. They were asked not to speak to any other participant and remain silent. They waited for 15 minutes and then received the first prepared document that would place them at a low level of interpersonal competency. Finally, the main study questionnaire was given. This sequencing allowed participants to concentrate on their task alone and then be further prepared into the desired conditioning. As for the high interpersonal competency, participants had to arrive by groups (2 groups of 9 and one group of 10). They were asked to meet in the meeting room of the school. Food and beverage were on the table, and participants were asked to share with others or serve others. Before distributing the prepared documents and questionnaire, the research assistant engaged conversation about recent campus activities and options to go out around the campus. She made sure all students participated and exchange their ideas with each other. After 15 to 20 minutes of group conversation, the same procedure was repeated, with one difference: the students were given an opposite prepared document and had to remain around the table. This setting allowed for greater interpersonal interaction. However, participants were asked to remain silent while completing the questionnaire.

Pre-Tests on Product Choices

A pre-test questionnaire was done in a Chinese university with a group of students in order to choose the right products to include in the experiment. The results will help designing the bipolar scales necessary for the dependent variables and therefore increase internal validity. To select the right products, several conditions had to be met and tested in the pretest. Participants should have no prior purchase history of the products in order to avoid external sources of information or recall information that may impact the choices in the dependent variables. However, they should have future purchase intentions once they earn an average income in the future. This was an important issue, because participants needed to have a vivid imagination about purchasing the products. This will help to answer questions in the main experiment based on imagination. Moreover, knowledge about the product attribute and competing brands is necessary. Participants needed to be familiar with the products, since they are present in their environment and/or daily lives; however, basic knowledge is necessary for participants to be able to reproduce the market in their imagination.

The pretest showed satisfactory results for the 5 products in the list: Washing machine, Extractor Hood, Video Projector, Air Conditioning and Refrigerator. For all products, students in the large majority had no prior intention of purchasing them but feel that they will buy them in the future. They also show a satisfactory level of familiarity and knowledge about brands and attributes without being experts.

Pre-test to Assess Difference Between TAOBAO and TMALL Online Shopping

In study 1 and 2, the differences between online and offline sources of information and between online and offline retail store are obvious. They all depend on the physical nature of the interaction or retail. However, in the case of study 3, the difference focuses more on a difference in perception and judgment. In order to manipulate the level of security and have two different levels (high and low), the two Chinese online shopping platform TAOBAO and TMALL have been chosen for the experiment and the testing of hypothesis 3. This pretest aims to confirm that consumers perceived TAOBAO and TMALL with a different level of safety and credibility. TAOBAO and TMALL are actually under the same parent company, ALIBABA. Their positioning was defined in term of security, credibility and trust. For example, TMALL is required to get a deposit from vendors and brands using its platform to sell online. And those same companies have to follow a quality-based customer service protocol. It is actually why luxury brands are using this platform to sell their products in China. In this experiment, such differences between the two platforms were used to create the two anchored positions required on the bipolar scale. The pre-test was run to make sure that the differences were significant enough within the population (in here, a Chinese population). Participants in the pre-test were asked to confirm if they have ever purchased something on TAOBAO and TMALL. Then they were asked to compare them on different elements related to trust, credibility, and safety.

The pretest results showed that the participants recognized significant differences between the two platforms; therefore, the study on the preference between the two platforms could be carried out and measured using the bipolar scales.

Preparation Method

A manipulation is performed in the three studies of the two different groups in order to prime a high or low level of interpersonal competency into the respondents. This manipulation would be done prior to answering the questionnaire, subjecting the participants to specific situations where they needed to remember different experiences.

Priming of High Interpersonal Competencies

Each participant will have to recall few situations according to the characteristics used in the Interpersonal Competency Scales developed by Holland (1968): (1) health, (2) intelligence, (3) empathy, (4) autonomy, (5) judgment, and (6) creativity". Their stories must be positively oriented. They will have to follow the guideline given for each of the four stories:

- Describe some actions you do to keep in good health. Explain why you do it. In addition, give details on what other people should do to a good health (health).
- Explain a situation where you had to solve a difficult problem by yourself and describe the positive outcome (intelligence–autonomy–judgment).
- Explain a situation where you helped someone and how you felt after helping (empathy).
- Give details about something that you usually do that other people don't do and why it is a good thing (creativity).

Priming of Low Interpersonal Competencies

Each participant will have to recall few situations according to the characteristics used in the Interpersonal Competency Scales developed by Holland (1968): (1) health, (2) intelligence, (3) empathy, (4) autonomy, (5) judgment, and (6) creativity. Their stories must be negatively oriented. They will have to follow the guideline given for each of the five stories:

- Describe one of your daily life's bad habits which could be harmful to your health. Explain why it is bad and why you do it anyway (health).
- Explain a situation where you were not able to solve a problem by yourself, although others were able to do it. Then describe why others succeed but not you (intelligence–autonomy).
- Describe a situation where you expressed a judgment about someone or something, which turns out to be wrong (judgment).
- Explain a situation where you didn't help someone, although you wanted to. Then describe how you felt after that (empathy).
- Give a list of actions, behaviors, or things you do because you saw it and copied it from others (creativity).

Variables and Questionnaire Design

Independent Variable – Interpersonal Competency

The scale from Holland (1968) was given to students to assess their level of interpersonal competency. It is composed of 20 questions translated into the Chinese language. The results from this scale will allow confirmation of the priming of different levels of interpersonal competencies for each group, as well as the comparison between groups.

Dependent Variables

The dependent variables were measured on 7-point bipolar scales (McCroskey and Richmond, 1989). The scales measured the preferences between “Online vs. Offline sources of information (Study 1)”, “Online shopping vs. Offline Shopping (Study 2)”, and “Safer online platform TMALL vs. less safe online platform TAOBAO (Study 3)”. For each category of preference, 5 measures were made based on the 5 products identified in the pre-test. Finally, a sum of the 5 scores will be used for analysis.

Control Variables

Interpersonal Trust is measured similarly to survey using the scale developed by Rotter (1967). The purpose is to confirm the relationship between interpersonal competency and interpersonal trust and understand the underlying process of the impact of interpersonal competency.

Age measures allow classifying participant into the same socio-economic category. However, as the experiment was carried out at a Chinese university, the age group has been controlled to be within the same category.

Number of siblings is an important variable since it is one of the important factors of interaction at home.

Extra scholar activity in childhood is a variable that shows the level of interactions with others outside the household. It is important because, for single children, it could be a way to practice with peers and replace the interaction with siblings. Therefore, from this postulate, it could be argued that this variable helps to better understand the level of interpersonal competency of participants.

Metacognition of interpersonal competency is measured similarly to the survey for the same purpose. The comparison between the results from the interpersonal scale and the self-evaluation (metacognition) will be noteworthy.

Internal and External Validity

Following Campbell and Stanley (1966) and Isaak and Michael (1971), when designing the questionnaire, internal and external validity have been considered. First, many steps have been taken to assure internal validity of this survey and ensure that the proper constructs are measured within participants. Therefore, those scales have been checked for validity when established by their respective authors and are largely used in several research. However, a new scale with 5 bipolar questions was added to measure the construct of preference. The choice of bipolar scales was in line with the objective of enforcing the preference. Participant cannot avoid the choice between the two polar anchors and must answer. An uneven scale was also chosen to allow respondents to have a neutral solution. In addition, the questionnaires have been limited to less than 70 questions in order to avoid a too big fatigue.

Secondly, in order to maximize external validity and the repeatability of this experiment, many steps have been taken. The notice for the participation in the experiment was sent within the whole university regardless of the school and year. This ensured that participants were randomly selected. In addition, a manipulation check was successfully performed, allowing the manipulation to be repeated with other groups.

Method for Analysis

Data Description

The total of 56 participants, including 24 male participants assigned randomly across conditions, have been manipulated to two conditions and tested on different variables. All participants answered the questionnaire completely and appropriately, allowing no rejections. The questionnaire data have been introduced SPSS software for testing. It is composed of 73 variables, including the questionnaire ID, interpersonal level (conditions), 66 single variables associated with the survey's questions and 5 grouped variables representing the sum for:

- Preference for online vs. offline store (5 questions summed into 1).
- Preference for safer vs. less safe online platform (5 questions summed into 1).
- Preference for online vs. offline information source (5 questions summed into 1).
- Interpersonal Competency (20 questions codes into one summed variable).
- Interpersonal Trust (25 questions codes into one summed variable).

Consistency Analysis Using Cronbach Alpha

The experiment assessment included 5 measures of constructs with the sum of several components. Therefore, it is critical to assess if the constructs are reliable to measure the desired constructs as follows: three bipolar scales with each one of them containing 5 product assessments; the interpersonal scales similar to the survey (20 questions); the interpersonal trust similar to the survey (25 questions). Table 1 summarized the alpha coefficient. It shows high reliability for all construct's measurement except for the interpersonal trust scale measurement. However, the value is not critical and can be considered as acceptable.

Table 1. Summary of the Cronbach Alpha for the scales used to measures different constructs in the experiment.

Cronbach Alpha Summary		
	Alpha	Number of Items
Preference between offline vs. online store	0.937**	5
Preference between TAOBAO vs. TMALL	0.950**	5
Preference between offline vs. online source	0.921**	5
Interpersonal competency scale	0.893**	20
Interpersonal trust scale	0.693*	25

**high reliability of the scale

*acceptable reliability of the scale

Analytical Methods to Test Hypotheses 1, 2 and 3

Then, to test hypotheses 1, 2 and 3, the methodology was similar. The independent-samples t-test was used. It helps to compare the means between two unrelated groups on the same continuous, dependent variable. It allows to understand whether there is a difference in preferences between online and people as a source of information (or online and offline shopping purchaser preference between safe and less safe online shopping environment) based on interpersonal competency level (High or Low). The dependent variable would be "preference" and would be the sum of the 5 products assessed on the 7-points bipolar scale. The independent variable would be "interpersonal competency level", which has two groups: "Low" and "High". Beforehand, assumptions for an Independent T-test are verified.

Moreover, although measures allowing the testing of hypothesis 1, 2 and 3 have been done together within the same survey experiment for each participant, they will be analyzed separately. The purpose of these experiments is to test the effect of interpersonal competency on the preference direction outlined by the bipolar scales. According to the hypotheses stated earlier, a low level of interpersonal competency will engender a higher preference level on the bipolar scales. High levels of preferences are associated with an online or safer online environment. The opposite is also true. High level of interpersonal competency will engender lower preference level. Low levels of preferences are associated with an offline or less safe online environment.

Assumption for Independent T-Test

The dependent variable (preference) is measured on a continuous scale. In the case of this experiment, it is the sum of five measures from 5 bipolar scales assessing the same construct. The dependent variable will therefore range from 7 to 35, with each measure ranging from 1 to 7). The independent variable consists of two categorical groups developed during the priming. They were no interactions between the two conditions to guaranty independence of observations, which means that there is no relationship between the observations in each group or between the groups themselves. In addition, a scatter plot in SPSS shows that there were no significant outliers to remove. And, from observation and using the Shapiro-Wilk test for normality, dependent variables were mostly normally distributed. Independent t-test only requires approximately normal data because it is quite robust to violations of normality. Finally, homogeneity of variances has been checked with the Levene test. Therefore, all independent samples T-test can be performed in the following studies.

Manipulation Check

In total 56 participants, including 24 male participants assigned randomly, have been manipulated into two conditions and tested on interpersonal competency. All participants answered the scale completely and appropriately, allowing no rejections. To assess the manipulation, an independent-sample t-test will be performed in order to compare the interpersonal competency means between the two groups (High and Low). All assumptions for the test have been respected. In Table 2, the T-test succeeds in revealing the differences between the two groups. The mean number of interpersonal competency for the Low group (M = 62.96, s = 10.87) and for the High group (M = 71.57, s = 8.32), $t(54) = -3.32$, with a significant $p < .05$, $\alpha = .05$.

Table 2. Independent Samples T-test for both conditions in interpersonal competency.

Group Statistics					
	Interpersonal Competency Level	N	Mean	Std. Deviation	Std. Error Mean
Interpersonal Competency Total	LOW Interpersonal	28	62.964	10.878	2.056
	HIGH Interpersonal	28	71.571	8.320	1.572
Independent Samples Test					
Interpersonal Competency Total	t	df	Sig(2-tailed)	95% Confidence Interval of the Difference	
				Lower	Upper
	-3.326	54	0.002	-13.796	-3.418

Therefore, the manipulation is confirmed. Both conditions are significantly different in term of interpersonal competency assessment and respect their positions.

RESULTS

Study 1: Online vs. Offline Sources of Information

Study the 1st study objective was to show the impact of interpersonal competency on the sources of information involved in the customer journey before a purchase. Study 1 used the manipulation of interpersonal competencies. Participants were manipulated into two opposite levels of interpersonal competency. This study pretends do address Hypothesis 1: “Individuals with low level of interpersonal competency will show higher preference for an online source of information than their counterpart with higher level”. The independent variable is interpersonal competency at two levels: High and Low; the dependent variable is the preference for online sources of information vs. offline sources of information on bipolar scales for the 5 selected products. In addition, interpersonal trust level, age, number of siblings, extra-scholar activity status and metacognition of interpersonal competency were collected as dependent variables.

In Table 3, the T-test succeeds in revealing the differences between the two groups. The mean number of preference between an offline source of information and an online one for the Low group (M = 19.53, s = 5.42) and for the High group (M = 15.25, s = 4.82), $t(54) = 3.13$, with a significant $p .05$, $\alpha = .05$. Therefore, the hypothesis 1 is confirmed. The low interpersonal competency group showed significantly higher preference for online sources of information.

Table 3. Independent Samples T-test for preference between offline and online information.

Group Statistics					
	Interpersonal Competency Level	N	Mean	Std. Deviation	Std. Error Mean
INFO	LOW Interpersonal	28	19.536	5.419	1.024
	HIGH Interpersonal	28	15.250	4.820	0.911
Independent Samples Test					
INFO	t	df	Sig (2-tailed)	95%Condence Interval of the Difference	
				Lower	Upper
	3.127	54	0.003	1.538	7.034

The chosen methods allow to successfully create two groups with two levels of interpersonal competency. The results were then tested on the preference between offline and online source of information. It showed that participants with lower level of interpersonal competency will prefer more online sources of information than participants in the high condition. However, both means are below the average measure of 20 on the bipolar scales ranging from 5 to 35 (with a middle value at 20). It means that both groups still prefer referring to people when buying the products presented in the bipolar scales. But in the case of this experiment, participants in the low condition will prefer it less and would be more open to the influence of online sources. Also, this scale did not consider other sources of information, such as advertisement or sponsoring. So, it is important to notice that the results are only based on the bipolar preference presented. From a theoretical point of view, those results support the view that online

information is in fact acting like an external source of information but should be classified as a non-interpersonal source of information. Such a source of information has a greater influence on consumers with lower interpersonal competency than their counterpart with higher level.

From a marketing point of view, online shoppers are facing a different kind of information within the offline and online marketplaces. The scope of information available online ranged from user generated comment (or UGCs), online retailer product descriptions, or product comparative websites. The one available offline ranged from salesperson information, referral from peers and family, or information from social groups. The experiment showed that in fact participants at both levels would be influenced by both categories of information (offline and online). Therefore, marketers will have to monitor and control information available about the brand or product in both dimensions. Searching for information is only a part of the purchasing process. Different level of interpersonal competency had an effect on the preferred sources. The next question should be to know whether this difference will affect the other part, the purchase decision process. Study 2 and study 3 will cover the preference of retailing option and the concern about online security concerns.

Study 2: Online vs. Offline Retail Shopping

Study 2's objective was to show the impact of interpersonal trust on web shopping and retail shopping. Study 2 will also use the manipulation of interpersonal competencies explained in study 1. It should address hypothesis 2, which is "Individuals with low level of interpersonal competency will favor more online shopping than their counterpart with high level". Its independent variable is interpersonal competency at two levels: High and Low. And its dependent variable is the preference on bipolar scales for 5 products for online shopping Vs. offline shopping. In addition, interpersonal trust level, age, number of siblings, extra-scholar activity status and metacognition of interpersonal competency will be collected as the dependent variable.

In Table 4, the T-test succeeds in revealing the differences between the two groups. The mean number of preference between an offline store and an online store for the Low group ($M = 19.68, s = 6.67$) and for the High group ($M = 14.82, s = 5.27$), $t(54) = 3.02$, with a significant $p < .05, \alpha = .05$. Therefore, the hypothesis 2 is confirmed. The low interpersonal competency group showed significantly higher preference for online store.

Table 4. Independent Samples T-test for preference between offline and online store.

Group Statistics					
	Interpersonal Competency Level	N	Mean	Std. Deviation	Std. Error Mean
STORE	LOW Interpersonal	28	19.679	6.673	1.261
	HIGH Interpersonal	28	14.821	5.271	0.996
Independent Samples Test					
STORE	t	df	Sig (2-tailed)	95% Confidence Interval of the Difference	
				Lower	Upper
	3.023	54	0.004	1.635	8.079

The Role in Interpersonal Competency on Online vs. Offline Shopping

Brands and retailers offer more and more the possibility to buy their product online or within their physical distribution network. Consumers may choose one or the other based on convenience. On one hand, online shopping helps consumers to search for information from the comfort of their home and to have it delivered at the door. On the other hand, consumers could prefer to go buying it in a shop where is possible to observe and feel physically the product. Consumers can also ask questions face to face with a salesperson. In addition, mix situations are available where consumers search information in-store (offline) and buy the product online. Is the choice between those options only based on practical characteristics? Or is there any psychological pattern that could favor one or the other? Indeed, a consumer could decide to buy a product in-store but feel uncomfortable with the contact of a pressing salesperson.

In the study 2, it was showed that participant with higher level of interpersonal competency will have a higher tendency to prefer in-store shopping than online shopping (hypotheses 2). Their ability to handle social interpersonal interactions allows them to feel more comfortable with the presence of another individual in their purchase decision process and to make the purchase in-store. On the opposite, a participant with lower interpersonal competency will have a higher tendency to reduce this interpersonal interaction. Those statements are not absolute. They only reflect a tendency. Both means for the two groups in study 2 are below the average measure of 20. Both groups still prefer going shopping in a real offline store for the products proposed on the bipolar scales. However, low interpersonal competency individual will prefer it less. In addition, similar to study 1, participants in study 2 consider both options when wanting to buy a product. In the case of low interpersonal group, they actually see the option almost equally. It could be argued that the motivation to decide on one or another will therefore depend on other characteristic, such as availability, practicality, health, or trust.

From the results of the experiment in study 2, marketers should consider this socio-psychological factor and target differently consumers with different level of interpersonal competency. However, in the case of online shopping, although some consumers may favor it, they might be refrained by the level of security and credibility or the perceived level of security and credibility of the online retailer. This issue was addressed in study 3 and will be detailed in the next section.

Study 3: Safer vs. Less Safe Online Shopping Environment

Study 3's objective is to show the impact of interpersonal competency on web shopping security. Study 3 will also use the manipulation pre-tested on interpersonal competencies performed in the two earlier studies. It should address hypothesis 3, which is "Individuals with low level of interpersonal competency will favor more online shopping with higher level of security than their counterpart with higher level". Its independent variable is interpersonal competency at two levels: High and Low. And its dependent variable is the preference on bipolar scales for 5 products for high Vs. low internet security (using TMALL and TAOBAO online shopping platform). In addition, interpersonal trust level, age, number of siblings, extra-scholar activity status and metacognition of interpersonal competency will be collected as the dependent variable.

In Table 5, the T-test succeeds in revealing the differences between the two groups. The mean number of preferences between a less safe online platform and a safer online platform for the Low group ($M = 28.75$, $s = 6.57$) and for the High group ($M = 21.68$, $s = 5.80$), $t(54) = 4.2$, with a significant $p = .00$, $\alpha = .05$. Therefore, the hypothesis 3 is also confirmed. The low interpersonal competency group showed significantly higher preference for online platform, which projects higher safety and credibility.

The Role in Interpersonal Competency on Online vs. Offline Shopping

However, both means are above the average measure of 20. Both groups still prefer to shop on a safer online platform or online store. However, Low interpersonal competency individual will prefer it more.

Table 5. Independent Samples T-test for preference between online shopping platform safety.

Group Statistics					
	Interpersonal Competency Level	N	Mean	Std. Deviation	Std. Error Mean
SAFE	LOW Interpersonal	28	28.750	6.569	1.242
	HIGH Interpersonal	28	21.679	5.793	1.095
Independent Samples Test					
SAFE	t	df	Sig (2-tailed)	95% Confidence Interval of the Difference	
				Lower	Upper
	4.272	54	0	3.753	10.390

A Pearson’s correlation analysis has also been performed in each condition to understand the correlation between the two continuous variables: interpersonal competency and interpersonal trust (see Table 6 and Table 7). All assumptions have been met and the results can be interpreted. First, both results show significance ($p < .05$ and $p = .00$) and that the variables are correlated. However, the variable in the high condition shows a stronger correlation with $r = 0.475$ compared to the High condition with $r = 0.401$. Second, those results confirm the results from prior studies, which showed that interpersonal competency has an effect on the level of interpersonal trust.

Table 6. Pearson’s correlation between interpersonal competency and interpersonal trust for the HIGH condition.

Correlations in the HIGH Condition		
	Interpersonal Competency Total	Interpersonal Trust Total
Pearson Correlation	1	0.416*
Sig. (2-tailed)		0.028
N	28	28

*. Correlation is significant at 0.05 (two tailed)

The Role in Interpersonal Competency on Online vs. Offline Shopping

Table 7. Pearson's correlation between interpersonal competency and interpersonal trust for the LOW condition.

Correlations in the LOW Condition		
	Interpersonal Competency Total	Interpersonal Trust Total
Pearson Correlation	1	0.475*
Sig. (2-tailed)		0.011
N	28	28

*. Correlation is significant at 0.05 (two tailed)

The next step is to analyze interpersonal trust with all three dependent variables. Das et al. (2003) outlined the link between interpersonal trust and attention to security. They pointed out that when an online consumer is faced with a security issue prior to a purchase, the purchase intention will depend on the level of interpersonal trust. Therefore, in the present experiment, interpersonal trust should play a role in the preference between a safer versus less safe online shopping platform (measured as TMALL vs. TAOBAO in the experiment bipolar question). Participant in low level of interpersonal trust will tend to choose the safest online solution to buy a product. This relationship is tested and confirmed with a Pearson's correlation between the continuous interpersonal trust variable and the continuous preferences variable (see Table 8).

Table 8. Pearson's correlations between interpersonal trust the three dependent variables of the experiment.

Correlations					
		STORE	SAFE	INFO	Interpersonal Trust Total
Interpersonal Trust Total	Pearson Correlation	-0.134	-0.441**	-0.095	1
	Sig. (2-tailed)	0.326	0.001	0.488	
	N	56	56	56	56

** Correlation is significant at the 0.01 level (2-tailed)

The correlation ratio is significant between the interpersonal trust variable and the preference for safer versus less safe online shopping platform, with $r = -0.441$, $p < 0.01$. The relation is negatively correlated, confirming that when the level of interpersonal trust increase, the preference value in the bipolar scale will decrease, which indicates a preference for less safe online shopping platform. Concerning the other preference variables, no correlations have been significant. This is due to the fact the preferences between sources of information and between retail options are mostly based on the interaction between people, and therefore more dependent on interpersonal competency.

Although consumers with low level of interpersonal competency will favor online information and purchase, they will be refrained from buying by their concern for security. The experiment showed that participant with high level of interpersonal competency will be more likely to accept to use online platform with lower level of security or credibility. And participant with low level will be more likely to prefer online platform with greater level of security or credulity (hypothesis 3). This phenomenon is

due to the connection between interpersonal competency and interpersonal trust. The latter variable was shown to be connected with the attention to security (Das et al, 2003). Consumers with a lower level of interpersonal trust will pay more attention to online security when buying a product online. In other words, those consumers might not buy online if they feel the security is not satisfactory or they would prefer a safer online platform.

Consequently, marketers are presented with three choices to improve their online shopping environment; they can either decide to improve the security of their platform, or they can build credibility slowly with experience, or they can manipulate consumer's interpersonal skills during the decision and purchase process. Since interpersonal competency can be primed among consumers, it is therefore possible for marketers to have a tool to help consumers overcome the fear of purchasing online. In the case of this research. According to the above explanations, marketing implications will be developed in more details.

CONCLUSION

The results offer several implications for marketing and sales practitioners. Firstly, interpersonal deficiencies outlined earlier could have a negative effect on the quality of physical interaction with customers and push brands to favor non-interpersonal interaction with them. In other words, it is considered that a consumer with a low level of interpersonal competency will be more influenced through an online interaction rather than a physical interaction. Non-interpersonal communication allows a better control of emotions and more openness, especially if a customer has a low level of interpersonal competency. This situation is already observable in the market. Nowadays, brands develop both online and offline interactions with peers throughout the consumer decision process, for example, brands like Apple do offer face-to-face interaction in the retail area as well interactive direct marketing channels such as social network, micro-blogs, or chatrooms. For those brands, understanding the level of interpersonal personal competency of their customers could represent a valuable insight in order to develop an accurate and effective interaction with all types of customers. For brands who do not have a dual online/offline interactive communication platform with customers, they should therefore consider it and take advantage of the diversity of social network settings in their marketing campaign.

Secondly, in a situation where some customers could have more difficulty to interact physically with people and where the act of purchase requires a physical presence, marketers could increase their ROPO strategy (Research Online Purchase Offline) combining the search of information online and the act of purchase in the retail store (i.e. purchasing a car or a sofa). This represents a dilemma for a customer with a low level of interpersonal competency. On one hand, this customer needs to be physically in the store to see the product and to ask specific questions to an expert (salesman) in order to reduce the uncertainties and risks associated with purchase. On the other hand, the quality of this physical interaction will be limited and affected by a low interpersonal competency. Marketers could leverage this situation in designing specific online and offline communication objectives. The current practice is to offer information online for customers to consult and then offer access to a salesforce in order to provide tailored information in the physical retail area. In here, marketers could add in the middle, a more hybrid form of communication where salesforce could interact online with customers before coming to the shop. This hybrid interaction could leverage the diversity of current rich medias. Brands could offer more visual and interactive live communication using videos, live broadcasting, or even virtual reality. For example, customers wanting to buy a car could first search the basic information online about the car; then contact

The Role in Interpersonal Competency on Online vs. Offline Shopping

a salesperson online in order to ask questions and also to see the product; and finally go to the shop to finalize the purchase. This is represented in the bended consumer and retailing experience where online ecosystems are matched with brick-and-mortar retail environment. In this case, both environments need to be integrated strategically.

Thirdly, in the same direction as the latter recommendation, marketer could also provide in-store non-interpersonal source of information. Information could be available on interactive stations. This approach allows consumers with less interpersonal competency to search for information alone and to purchase in-store without interacting physically with others too much. Marketers from the retail industry could therefore implement a three-level of information search for customers; online search of information, in-store on interpersonal information using interaction stations and in-store interpersonal relation with employees. From this direction, marketers would be able to cover all consumer preferences during their search for information.

Finally, although customers with a low level of interpersonal competencies would favor online purchase, it is important to take into consideration that those same customers are also very concerned with the safety and credibility aspects of the online purchase. Also, it is important to consider that in some case, customers have only the possibility to buy their goods online. From this statement, the high concern about security will negatively affect the act of purchase on an online platform. One solution for marketers would be to improve the security level of their online platform in several ways. However, the perception of this security improvement is always based on trust from the online user toward the online platform. Therefore, online trust can be improved by a third party. Its reputation or image will allow to guaranty that the online environment is safe. An interesting example of this idea is currently performed in China. The TAOBAO shopping platform (the Chinese equivalent of Amazon) has developed another similar platform called TMALL, which will offer more guaranties to the buyer. For example, compared to TAOBAO, among other things, TMALL requires vendors to guaranty the origin and authenticity of their goods before selling them. It is one of the reasons why customers mostly buy luxury or high-end brands only on TMALL. However, this has a cost for the online retailer and, therefore, for the consumer.

To avoid using those online platforms, marketers can use other ways to a lower concern for online safety and credibility. In this research, it was shown that one way to do so was to increase their level of interpersonal competency and trust about the brand. In this direction, brands could develop smaller and more private online groups where members are more connected to each other: friends, colleagues, or people sharing the same interest (Choi et al., 2022). The creation of smaller and more private brand online social group inside the online ecosystem could allow consumers to increase their level on interpersonal competency and trust about the brand, which will lead to a lower concern in online safety and credibility. The advantage is to avoid the high cost of an online platform such as TMALL and to allow brands to use their own online store. In this context, the position of Community Manager become more critical in the marketing function. Their responsibility will include not only developing mass social network broadcast (i.e. official Facebook, Twitter, WeChat or Weibo accounts), but also monitoring smaller and more private groups (or community). Marketers could also delegate the management of such smaller online communities to influencers and KOLs. Consumers with low level of interpersonal competency will be more receptive to information within this diversity of dedicated social network groups.

REFERENCES

- Agustin, C., & Singh, J. (2005). Curvilinear effects of consumer loyalty determinants in relational exchanges. *JMR, Journal of Marketing Research*, 42(1), 96–108. doi:10.1509/jmkr.42.1.96.56961
- Anderson, L., & McCabe, D. B. (2012). A coconstructed world: Adolescent self-socialization on the internet. *Journal of Public Policy & Marketing*, 31(2), 240–253. doi:10.1509/jppm.08.043
- Barber, N. A. (2013). Investigating the potential influence of the internet as a new socialization agent in context with other traditional socialization agents. *Journal of Marketing Theory and Practice*, 21(2), 179–194. doi:10.2753/MTP1069-6679210204
- Bettman, J. R. (1979). *An information processing theory of consumer choice*. Addison-Wesley Publishing Company.
- Campbell, D. T., & Stanley, J. C. (1966). *Experimental and quasi-experimental designs for research*. Rand McNally.
- Chang, M. L., & Wu, W. Y. (2012). Revisiting Perceived Risk in the Context of Online Shopping: An Alternative Perspective of Decision-Making Styles. *Psychology and Marketing*, 29(5), 378–400. doi:10.1002/mar.20528
- Das, S., Echambadi, R., McCardle, M., & Luckett, M. (2003). The effect of interpersonal trust, need for cognition, and social loneliness on shopping, information seeking and surfing on the web. *Marketing Letters*, 14(3), 185–202. doi:10.1023/A:1027448801656
- Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*, 58(2), 1–19. doi:10.1177/002224299405800201
- Ganesan, S., & Hess, R. (1997). Dimensions and levels of trust: Implications for commitment to a relationship. *Marketing Letters*, 8(4), 439–448. doi:10.1023/A:1007955514781
- Grayson, K., Johnson, D., & Chen, D. F. R. (2008). Is firm trust essential in a trusted environment? How trust in the business context influences customers. *JMR, Journal of Marketing Research*, 45(2), 241–256. doi:10.1509/jmkr.45.2.241
- Guo, C. (2001). A review on consumer external search: Amount and determinants. *Journal of Business and Psychology*, 15(3), 505–519. doi:10.1023/A:1007830919114
- Holland, J. L., & Baird, L. L. (1968). An interpersonal competency scale. *Educational and Psychological Measurement*, 28(2), 503–510. doi:10.1177/001316446802800236
- Isaac, S., & Michael, W. B. (1971). *Handbook in research and evaluation*. EdITS.
- Jap, S. D., & Anderson, E. (2003). Safeguarding interorganizational performance and continuity under ex post opportunism. *Management Science*, 49(12), 1684–1701. doi:10.1287/mnsc.49.12.1684.25112
- Katona, G., & Mueller, E. (1955). A study of purchase decisions. In L. H. Clark (Ed.), *Consumer behavior: The dynamics of consumer reaction* (pp. 30–87). University Press.

The Role in Interpersonal Competency on Online vs. Offline Shopping

- Kiel, G. C., & Layton, R. A. (1981). Dimensions of consumer information seeking behavior. *JMR, Journal of Marketing Research*, 18(2), 233–239. doi:10.1177/002224378101800210
- Klein, L. R., & Ford, G. T. (2003). Consumer search for information in the digital age: An empirical study of prepurchase search for automobiles. *Journal of Interactive Marketing*, 17(3), 29–49. doi:10.1002/dir.10058
- Li, Z., Sha, Y., Song, X., Yang, K., ZHao, K., Jiang, Z., & Zhang, Q. (2019). Impact of risk perception on customer purchase behavior: A meta-analysis. *Journal of Business and Industrial Marketing*, 35(1), 76–96. doi:10.1108/JBIM-12-2018-0381
- Marriott, H. R., & Williams, M. D. (2018). Exploring consumers perceived risk and trust for mobile shopping: A theoretical framework and empirical study. *Journal of Retailing and Consumer Services*, 42, 133–146. doi:10.1016/j.jretconser.2018.01.017
- McCroskey, J. C., & Richmond, V. P. (1989). Bipolar scales. In P. Emmert & L. L. Barker (Eds.), *Measurement of communication behavior* (pp. 154–167). Longman, Inc.
- Moe, W. W., & Schweidel, D. A. (2012). Online product opinions: Incidence, evaluation, and evolution. *Marketing Science*, 31(3), 372–386. doi:10.1287/mksc.1110.0662
- Paravastu, N. S., & Ramanujan, S. S. (2021). Interpersonal Trust and Technology Trust in Information Systems Research: A Comprehensive Review and A Conceptual Model. *International Journal of Information Systems and Social Change*, 12(4), 1–18. doi:10.4018/IJISSC.287832
- Qin, L., & De-Juan-Vigaray, M. D. (2021). Social commerce: Is interpersonal trust formation similar between USA and Spain? *Journal of Retailing and Consumer Services*, 62, 102642. doi:10.1016/j.jretconser.2021.102642
- Rindfleisch, A., & Moorman, C. (2003). Interfirm cooperation and customer orientation. *JMR, Journal of Marketing Research*, 40(4), 421–436. doi:10.1509/jmkr.40.4.421.19388
- Rotter, J. B. (1967). A new scale for the measurement of interpersonal trust. *Journal of Personality*, 35(4), 651–665. doi:10.1111/j.1467-6494.1967.tb01454.x PMID:4865583
- Schurr, P. H., & Ozanne, J. L. (1985). Influences on exchange processes: Buyers' preconceptions of a seller's trustworthiness and bargaining toughness. *The Journal of Consumer Research*, 11(4), 939–953. doi:10.1086/209028
- Weiss, A. M., Lurie, N. H., & MacInnis, D. J. (2008). Listening to strangers: Whose responses are valuable, how valuable are they, and why? *JMR, Journal of Marketing Research*, 45(4), 425–436. doi:10.1509/jmkr.45.4.425

ADDITIONAL READING

Akalamkam, K., & Mitra, J. K. (2018). Consumer pre-purchase search in online shopping: Role of offline and online information sources. *Business Perspectives and Research*, 6(1), 42–60. doi:10.1177/2278533717730448

Choi, H. S., Oh, W., Kwak, C., Lee, J., & Lee, H. (2022). Effects of Online Crowds on Self-Disclosure Behaviors in Online Reviews: A Multidimensional Examination. *Journal of Management Information Systems*, 39(1), 218–246. doi:10.1080/07421222.2021.2023412

Hsiao, M. H. (2021). Influence of interpersonal competence on behavioral intention in social commerce through customer-perceived value. *Journal of Marketing Analytics*, 9(1), 44–55. doi:10.105741270-020-00093-5

Kulkarni, G., Ratchford, B. T., & Kannan, P. K. (2012). The impact of online and offline information sources on automobile choice behavior. *Journal of Interactive Marketing*, 26(3), 167–175. doi:10.1016/j.intmar.2012.02.001

Sharma, M., Gupta, M., & Joshi, S. (2019). Adoption barriers in engaging young consumers in the Omni-channel retailing. *Young Consumers*, 21(2), 193–210. doi:10.1108/YC-02-2019-0953

KEY TERMS AND DEFINITIONS

Blended Customer Experience: A customer's interactions with both a physical and digital environment during the purchase decision process. For example, retailers could offer customers online and in-store customer service.

Interpersonal Competency: An ability for an individual to interact with other individuals in a social context in order to receive or provide information efficiently.

Interpersonal Trust: The predisposition of an individual to trust another individual or an organization.

Offline Retail: A place of purchase within a physical environment where a customer could buy a good or service in a brick-and-mortar store.

Offline Source of Information: Information provided and delivered to individuals within physical environments or mediums. Examples could include information from TV advertisements, newspapers, outdoor advertisements and interpersonal face to face interactions.

Online Retail: A place of purchase within a digital environment via the Internet where a customer buys a product or service.


Online Source of Information: Information provided and delivered to individuals through digital environments or mediums. Examples could include information from websites, social media accounts, blogs, and online user generated comments.

Research Online Purchase Offline: A specific sequence of the purchase decision process that combined an online search of information and evaluation with a purchase action performed in a physical retail environment. For example, customers could search information on Internet and purchase the good or service in the physical retail store.


Chapter 13

Determinants of Women's Online Buying Behavior: An Extension of the TAM Model


Shakti Chaturvedi

 <https://orcid.org/0000-0001-5680-4727>
REVA Business School, Bangalore, India

R. Vara Prasad

 <https://orcid.org/0000-0002-4041-2179>
SSGS Aided Degree College, Guntakal, India

Madhan Kumar

 <https://orcid.org/0000-0002-6664-2124>
NSB Academy, Bangalore, India

ABSTRACT

Online retailing has been continuously increasing in India, and easy access to the internet has completely overhauled the status of online shopping in the country. Based on the technology acceptance model, this chapter attempts to outline the factors influencing the buying decisions of women consumers in the Tirupathi district in Andhra Pradesh. The study throws light on various factors, namely technology, security, social media, convenience, buying intentions, which influence women purchasing decisions. The chapter uses convenience sampling to select 390 sample units and uses Karl Pearson correlation, linear regression, multiple regression, and SEM for the analysis. The results showed that technological factors, convenience, and security significantly affected buying intentions of online women consumers. In turn, buying choices significantly positively impacted buying decisions. However, social media has a poor effect on their buying intentions. The study has several theoretical and practical implications for future marketing researchers.

DOI: 10.4018/978-1-6684-3430-7.ch013

INTRODUCTION

The Internet has changed customers' shopping habits worldwide (Heinonen, 2011). It is the best retail and business platform available (Rowley, 1998). The millennial generation is more obsessed with the Internet than any other generation in history (Hsieh et al., 2013). Consumers are becoming more comfortable with virtual experiences, which leads to online purchases (Assocham, 2014). According to Lee and Zhang (2002), Web commerce has engulfed the entire online center. Online retailing, often known as online shopping or e-commerce, is a system that allows customers to buy products from shops over the Internet and mobile applications (Dissanayake & Singh, 2007; Park et al., 2007). In the year 1979, Michael Aldrich was the one who invented online selling.

Computer literacy and internet knowledge have become a necessity in today's world, and their importance has been steadily expanding in India. Buying products or services online is similar to buying them in a brick-and-mortar store or shopping center; it is known as business-to-consumer (B2C) online shopping (Sharman et al., 2019). Flipkart, Amazon, Snapdeal, Myntra, and other major online retailers are among the most popular. Retailing is no longer restricted to physical stores; it has expanded to include the sale of goods and services through the Internet, including online payment options (Tandon & Kiran, 2018). As consumers grow every day, online retailers find it increasingly difficult to attract and retain them. India has wholly embraced online retailing because of massive internet penetration growth. According to the reports, India's retail sector is expected to hit between 1.1 and 1.3tn dollars by 2025, up from 0.7tn dollars in 2019, with a CAGR of 9% to 11% (BCG, 2020; 2021). In the country, online retailing is rapidly growing. At this point, the authors decided to explore women online customers who contribute significantly to online sales for any retailer. The study looked at the numerous aspects that influence their attitudes on online shopping. The task at hand is to figure out what motivates online shopping to help retailers increase sales. What variables influence people's purchasing decisions when shopping online (Zhang et al., 2014)? This study investigates the factors influencing female online shopping behavior because women customers play a significant role in online shopping. Their purchasing behavior is critical to increasing sales for any retailer (Tandon & Kiran, 2019).

Many studies have spent a long time attempting to comprehend consumers' attitudes regarding purchasing intent (Jansen, 2006; Tauber, 1972). Consumer online behavior has been linked to various models in the literature, such as the Technology Acceptance Model (Koufaris, 2002), the Extended Technology Acceptance Model (Pavlou, 2003), Theories of Planned Behaviour (Ajzen, 1991; Pavlou & Fygenson, 2006), Perceived Behavioral Control (Pavlou & Fygenson, 2006), and Perceived Behavioral Control (George, 2004; Yang et al., 2007). Customers' purchasing intent on social media sites has also been studied using Gratification Theory (Lim & Ting, 2012) and behavioral decision-theoretic viewpoints (Khan et al., 2005).

According to Javadi et al. (2012), online customer behavior to increase sales is complex, including social and technological elements. The writers attempted to investigate the aspects that influence online shopping behavior to increase sales in this chapter. In addition, the chapter discusses female internet shopping habits. This chapter's conclusions will be helpful to internet retailers in increasing their sales. The following is a breakdown of the chapter's structure: The study's literature review is discussed in the first section. The methodology, findings, and analyses are described in the following section. The results and their theoretical and practical consequences, limitations, and future research directions are discussed in the last part.

REVIEW OF LITERATURE

Jacobs and Klerk (2010) investigated “South African women’s internet shopping habits.” The study’s primary goal is to determine what function female consumers’ clothes purchase scripts play. The respondents value certain behaviors, such as touching and trying on clothing before purchase. The study also revealed that current purchasing behaviors influenced their decision to learn internet surfing or not. Purchase intentions can aid in making decisions about the target consumer segments and geographic markets (Morwitz et al., 2007). The present study takes up purchase intention as one of the critical variables to be studied (Armitage & Conner, 2001). Moreover, some researchers have proven that intentions are the critical predictor of actual behavior (Montaño & Kasprzyk, 2015); that is why this study is of paramount importance for the viability of any online retailer (Qalati et al., 2021). Other factors also affect the buying behavior of female customers, which are discussed below.

Technological Factors

Performance expectations, ease of use, and social media usage are technological factors. Ease of use refers to the ease with which technology can be used (Al-Gahtani et al., 2007; Lin & Anol, 2008; Venkatesh et al., 2003) and the current technology adoption rate (Carter & Weerakkody, 2008). Social media users’ behavioral intentions are influenced by perceived utility, ease of use, relative advantage, and innovation (Chaturvedi, Bahuguna & Raman, 2022; Chaturvedi, Verma, Purohit & Varaprasa, 2022; Hajli, 2014; Milewicz & Saxby, 2013; Pillai & Mukherjee, 2011; Zhang et al., 2014). As a result, customers are compelled to utilize social media due to technical considerations such as its utility, convenience of use, and compatibility (Girona & Korgaonkar, 2014; Idemudia et al., 2016; Wang et al., 2012; Zolkepli & Kamarulzaman, 2015).

Since the introduction of technology into the shopping equation, it has shown to be a handy tool for improving and assisting retailing. Both vendors and buyers have profited from technology’s assistance (Renko & Druzijanic, 2014). Retailers will benefit from the following: (i) enables retailers to expand their customer service offerings; (ii) allows for better management operations; (iii) lowers costs. Customer advantages include: (i) customers do not stand in long lineups; (ii) quick checkouts; (iv) increased service speed in the store; (v) no pricing problems; (vi) loyalty card schemes. Several intellectuals who have investigated how people perceive technology have found that it partially encourages people to engage in online buying. According to studies, consumers are more likely to trust companies and shops with a website and make it easy to use (Ling et al., 2011.) No sales representatives or salespeople are handling the purchase; instead, the consumer interacts directly with the website and perceives the company’s image. As a result, shoppers will have a virtual engagement with the store, establishing the necessary foundation of trust (Alam & Yasin, 2010). The more information available on a website, the easier it is to utilize. The retailer’s effort on their website demonstrates their dedication and sincerity in their interaction with their customers. As a result, it can be stated and inferred that the perceived ease of use of websites can lead to a more trusting connection and boost the perceived usefulness of eCommerce (Choon Ling and colleagues, 2011). According to Choon Ling et al., little research has been done on the impact of perceived technology. He also asserts that viewed technology comprises two components: perceived ease of use and perceived utility. He looked into a study that found that customers mainly visit a company’s website because they trust in it, and this phenomenon is known as espousing. Moreover, when a customer wants to shop online, there is no salesperson; only the website stands between them.

As a result, the person purchasing from the website makes a judgment about its reliability and how authentic the selling platform appears to them (Choon Ling et al., 2011).

H₁: Technological factors and buying intentions of women online shopping consumers are significantly related.

Convenience

Convenience is regarded as one of the most critical factors in consumers' shopping decisions (Beauchamp & Ponder, 2010). Comfort has been explored as a deciding factor in-store selection during offline platforms in the literature (Eastlick & Feinberg, 1999). According to Berry et al. (2002), convenience can be defined as a person's "perception of saving time and energy" when shopping for goods or services. Similarly, Wolfenbarger and Gilly (2001) pointed out that internet shopping creates a more conducive environment than traditional purchasing.

H₂: Convenience and buying intentions of women online shopping consumers are significantly related.

Social Media

Social interaction is described as the desire to communicate and form relationships (Al-Jabri et al., 2015; Ko et al., 2005). According to the literature, it is a way to relieve tension and foster companionship (Ellison et al., 2007; Grieve et al., 2013; Oldmeadow et al., 2013; Whiting & Williams, 2013). Social media, meanwhile, improves social contact, connects people, and preserves social relationships with family and friends, among other things (Constantinides, 2014). Furthermore, it is well established that customers' experiences on social media improve social connection (Grace et al., 2015; Junglas et al., 2013). Customers create accounts, connect, and exchange interests and personal information with others on social media, posing security issues (Cheung et al., 2015; Tan et al., 2012).

H₃: social media and buying intentions of women online shopping consumers are significantly related.

Security

Doolin et al. (2005) found that privacy concerns have a detrimental impact on online purchase behavior and discourage regular online shopping. Consumers are required to supply personal information such as addresses, phone numbers, and credit card numbers to ensure their safety. In addition, unlike traditional purchasing, consumers' willingness to engage in virtual shopping is hampered by the fear of waiting for the product delivery (Singh et al., 2020). As a result, consumers are cautious about taking risks in online transactions, and this risk may have a substantial impact on their attitudes toward online purchases. Other sources of risk, according to San Martin and Camarero (2008), include consumers' inability to see product quality directly, the lack of human interaction with a salesperson, anxiety and tension associated with utilizing online platforms, and security risks related to online platforms and security issues related to online payment information. Tan (1999) found that the perceived risk is higher when purchasing things through the Internet than when shopping in a physical store. Furthermore, according to Vijayasathy and Jones (2000), perceived risk influences both attitude and intention toward online shopping.

H₄: Security and buying intentions of women online shopping consumers are significantly related.

This chapter will look at a conceptual model based on the critical constructs of female customers' purchasing intent. This concept and the Technology Acceptance Model have a theoretical link (TAM). TAM applies the theory of reasoned action (TRA) to the realm of information systems. According to TAM, customers' intent to utilize a system is influenced by perceived usefulness and ease of use. The perceived advantage is directly proportional to perceived ease of use. As a result, the proposed conceptual framework is based on the TAM model and is designed to study the underlying factors that influence female customers' purchasing decisions. The proposed framework highlights four antecedents of female customers' purchasing decisions (technological characteristics, social media, simplicity of use, and security), with purchasing decisions being influenced by all four antecedents.

Several factors influence consumer perceptions of new wireless devices. Different theoretical frameworks, such as Rogers's 2003 diffusion of innovation theory and the theory of reasoned action, have been used to study the adoption of new technology (Fishbein & Ajzen, 1975). However, one of the most commonly utilized models to explain technology acceptance is the Davis (1989) model (Nysveen et al., 2005; Pagani, 2004). According to Bagozzi (2007), Davis' original study has received over 700 citations. The model was created primarily in information systems to forecast consumers' acceptance of new technology. It is based on five factors: utility, ease of use, attitude toward usage, intent to use, and actual use. The terms "usefulness" and "ease-of-use" relate to "the degree to which a person believes that utilizing a specific system would improve his or her job performance" and "the degree to which a person believes that using a particular system would enhance his or her job performance." The degree to which a person believes that utilizing a specific system would be effort-free" is defined as "the degree to which a person believes that using a particular system would be effort-free" (Davis, 1989). "Usefulness" is partly predicted by "Ease of use" in the original TAM model, and both explain "Intention to use" and "Actual usage" through "Attitude toward use." Later, Venkatesh et al. (2003) evaluated multiple models and discovered that the only direct determinants of behavior intention are performance expectancy, effort expectancy (which can be linked to ease of use), and social pressure. They looked at how self-efficacy, computer phobia, and facilitating conditions affected the desire to use computers.

The technology acceptance model (TAM), established by Davis, is the most well-known methodology for establishing and testing individual intentions to embrace new technology (1989). He aimed to demonstrate that a user's attitude toward adopting a new technology influences behavioral intention, with perceived usefulness and ease of use being the two most important aspects of an individual's adoption.

Most past research has focused on the factors influencing mobile payment uptake, and TAM is frequently cited as the theoretical framework (Tam & Oliveira, 2016; Zhou, 2011). Furthermore, because TAM lacks a diversity of variables for describing a user's purpose, Venkatesh et al. (2003) presented the unified theory of acceptance and use of technology (UTAUT) as an enhanced form of TAM. UTAUT has four direct antecedents of behavioral intention and conduct: effort expectancy, performance expectancy, social influence, and facilitating conditions (Sareen & Jain, 2014). Gender, age, experience, and voluntariness of use are utilized as control variables to attenuate the impact of the four core dimensions on usage intention and behavior (Lian, 2014). TAM and UTAUT both provide an excellent theoretical foundation for analyzing behavioral intention to utilize e-payment (Shin, 2009); however, TAM's simplicity and ease of implementation make it more widely applicable (Chuttur, 2009). Shin (2009) further verified no direct association between social impact and behavioral intention in their UTAUT model-based study of mobile payment usage.

Similarly, Wang and Yi (2012) discovered no correlation between social influence and intention. On the other hand, TAM may not contain enough relevant characteristics to explain the intention to use M-wallets because it was designed to describe computer usage behavior in the first place. As a result, several studies include other variables such as perceived trust and security for mobile payment services in the TAM (Singh & Sinha, 2020).

RESEARCH METHODOLOGY

For the research, the study used both primary and secondary data. Preliminary data was gathered from Tirupati's female citizens. The study relied on secondary sources to determine the past and present time gap. The information was gathered through the use of a standardized questionnaire. There were two sections to the questionnaire. The first portion focuses on demographic characteristics, while the second half focuses on the study's variables.

The variables chosen for this study are technological aspects, social media, convenience, security, buying intentions, and purchase decisions. The questionnaire is divided into 63 sections. The Likert scale, a five-point dimensional scale, is used for measuring. Every positive question weighs 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. For negative questions, the weighting is 5 for strongly disagree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. In this case, the weights are listed in reverse order.

The measurement scales used in the online survey were adapted from previous research. The convenience was adopted from Venkatesh and Bala (2008). Security scale (Lai, 2018), technological factors (Davis (1989) and Gefen et al. (2003), social media scale (Ellison et al., 2007)

Women from Tirupati are the target demographic. The nonprobability sampling approach is utilized to acquire data from sample units in this case since the population is limitless. The sample units are chosen using convenience sampling. The study's sample size was set at 390 units.

The research methodology employed in this study was the descriptive design and causal design. As descriptive research is used to gain a deeper understanding of the problem itself, it is used to investigate the characteristics of female online shoppers. Causal research identifies the cause-and-effect relationship between variables and provides conclusive results that can answer the research problem. Therefore, the causal relationship between the variables chosen in the study is tested using a causal research design.

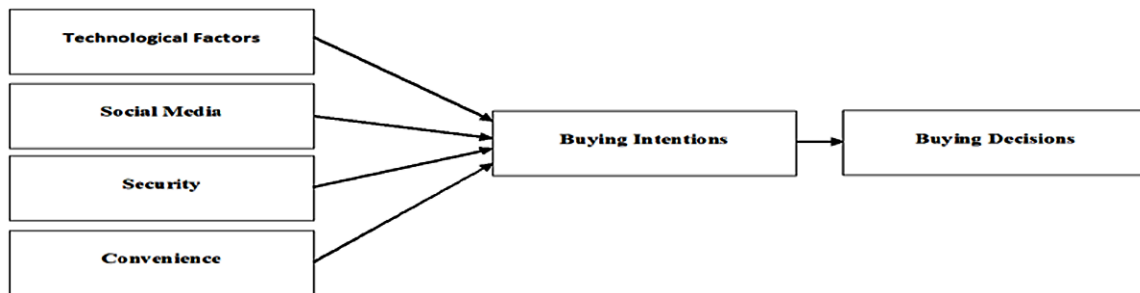
STATEMENT OF THE PROBLEM

According to the literature, little research has been undertaken to determine the characteristics that influence women's online buying behavior. Security and convenience were found to impact their purchasing preferences significantly. As a result, the author attempted to put the theory to the test in conjunction with social media and technological variables. The study's primary goal is to determine the impact of convenience, security, social media, and technological aspects on women's online shopping intentions and, as a result, their purchasing decisions.

CONCEPTUAL FRAMEWORK OF THE STUDY

Buying intentions is the independent variable and buying decisions is the dependent variable. The independent variable buying intentions is measured by using the dimensions: technological factors, social media, security and convenience (Figure 1).

Figure 1. Conceptual model.



OBJECTIVES OF THE STUDY

The following are the aims for this research:

1. To investigate the elements that influence women's online shopping behavior.
2. To determine the impact of technological elements, social media, convenience, and security on the purchasing intentions of female online shoppers.
3. To establish a causal relationship between the study's variables.

DATA COLLECTION

This study focuses on the factors influencing the buying decisions of women consumers. The study used a descriptive research design. A structured questionnaire was created using Google forms and shared on Facebook (FB) to collect responses on the social media platform. The questionnaires were floated through FB because India reports the most significant number of FB users globally (Statista, 2019). The study used a purposive judgmental sampling technique. The purposive technique is justified as the data were collected from respondents confirming specific criteria set by the researchers (Sekaran & Bougie, 2010). As such, there were three filter questions to ensure the appropriateness of the respondents. The filter questions required respondents to have any intention of online purchasing. The questionnaire was administered in English. It was clarified to the respondents that the survey was academic and had no commercial interests. The respondents were assured that their data would not be shared with any commercial organizations. Participation of the respondents was by willingness and eligibility based on the filter questions.

This research focuses on the elements that influence women's purchasing decisions. The research was conducted using a descriptive research approach. A structured questionnaire was constructed with

Google forms and disseminated on the social media network Facebook (FB) to collect replies. The questionnaires were distributed on Facebook because India has the world's most significant number of Facebook users (Statista, 2019). Purposive judgmental sampling was used in this investigation. The purposive technique is justified because the data was acquired from respondents who met the researchers' criteria (Sekaran & Bougie, 2010). As a result, three filter questions guaranteed that the replies were appropriate. Respondents to the filter questions had to be planning on making an online purchase. The survey was completed entirely in English. The respondents were informed that the poll was for academic purposes only and that no commercial interests were involved. The participants were informed that their information would not be shared with any commercial entities. Respondents were selected based on their willingness and eligibility as determined by the filter questions.

Correlation, Linear Multiple regression, and Structural Equation Modeling analyze the hypotheses indicated above. The data was collected in July of 2021. A total of 639 responses were obtained, with 35 being incomplete and thus excluded from further research. A total of 604 replies were used in the data analysis. The following are the respondents' demographics: 354 male respondents and 250 female respondents completed the poll (Table 1). Initially, descriptive statistics provide a brief, detailed report on the women respondents' profiles. The profile of respondents is shown in Table 1, Table 2, Table 3, Table 4, and Table 5.

Table 1. Gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	354	58.6	58.6	58.6
	Female	250	41.4	41.4	100.0
	Total	604	100.0	100.0	

252 respondents were between the ages of 21 and 30, 181 respondents were between the ages of 31 and 40, 97 respondents were between the ages of 41 and 50, and 74 respondents were over the age of 51 (Table 2).

Table 2. Age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30	252	41.7	41.7	41.7
	31 - 40	181	30.0	30.0	71.7
	41 - 50	97	16.1	16.1	87.7
	Above 51	74	12.3	12.3	100.0
	Total	604	100.0	100.0	

Table 3 shows the percentage of respondents as salaried, businessman, and students.

Determinants of Women's Online Buying Behavior

Table 3. Occupation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salaried	362	59.9	59.9	59.9
	Businessman	51	8.4	8.4	68.4
	Student	157	26.0	26.0	94.4
	Others	34	5.6	5.6	100.0
	Total	604	100.0	100.0	

44 respondents had completed their education, 187 had received their diploma, and 128 had completed their professional education. 245 respondents had also finished their postgraduate studies (Table 4).

Table 4. Educational Qualification.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salaried	362	59.9	59.9	59.9
	Businessman	51	8.4	8.4	68.4
	Student	157	26.0	26.0	94.4
	Others	34	5.6	5.6	100.0
	Total	604	100.0	100.0	

277 of the respondents were married, while 327 were unmarried (Table 5).

Table 5. Marital Status.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	277	45.9	45.9	45.9
	Single	327	54.1	54.1	100.0
	Total	604	100.0	100.0	

DATA ANALYSIS

The term “correlation” refers to determining the mutual correlation between the variables under investigation. Multiple regression is a statistical technique for determining the association between multiple independent variables and a single dependent variable. The structural equation model is used to test causal relationships and construct models. SPSS 21 and AMOS are the statistical analysis programs used. The information gathered is coded, corrected, and entered into SPSS 21. Inferential statistics are also used to assess the many hypotheses posed. Karl Pearson's hypothesis was tested before it was put to the test. The correlation method determines the degree of mutual connection between the variables in a study. Table 6 shows the results of the correlation analysis.

Table 6. Correlation Values, Construct Reliability (CR) and Average Variance Extracted (AVE)

	CR	AVE	TEF	SEC	CN	SOM	BUY	BDE
TEF	0.896	0.683	0.826					
SEC	0.941	0.803	.615**	0.896				
CN	0.897	0.686	.571**	.616**	0.828			
SOM	0.93	0.816	.593**	.684**	.643**	0.903		
BUY	0.894	0.687	.584**	.608**	.593**	.612**	0.829	
BDE	0.951	0.83	.116**	.129**	.088*	.083*	.198**	0.911

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Measurement Model

The instrument's reliability was computed by executing the Cronbach's alpha test. All the variables exhibited an alpha value above 0.70, confirming Nunnally's standards (1978). To observe the need for conducting factor analysis, the Kaiser-Meyer-Olkin (KMO) value was computed and found to be 0.861, above the threshold value of 0.60. Also, the p-value of Bartlett's test of sphericity was 0.000, justifying the need for conducting the factor analysis.

Further, to check for multicollinearity issues, each variable's variance inflation factors (VIF) values were computed. The maximum VIF value was observed to be 2.264, which is well below the threshold value suggested by Grewal et al. (2004), negating any multicollinearity issues.

The standardized regression weights (factor loadings) for each item were observed (Table 7).

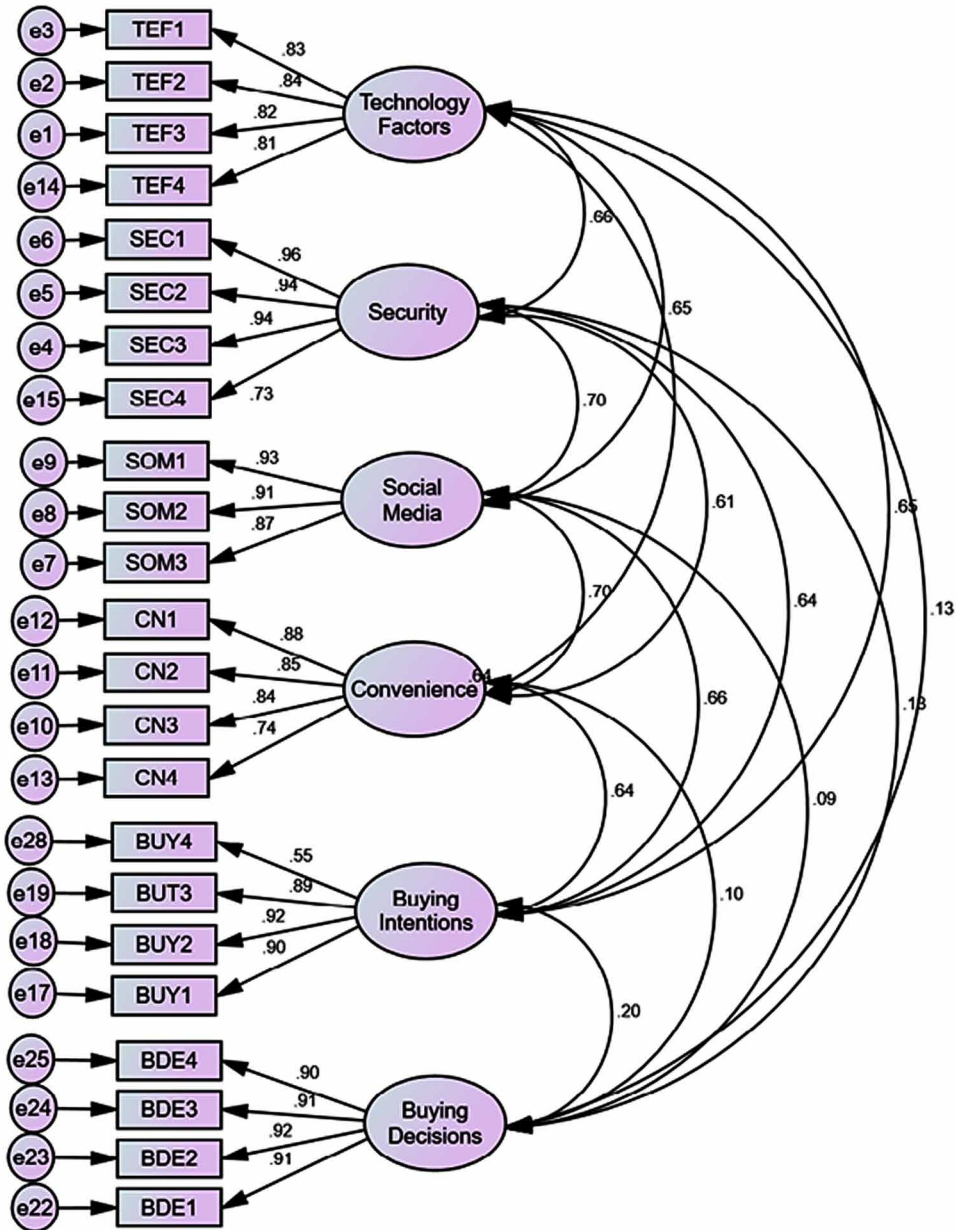
Table 7. Regression Weights Model.

Variables			Estimate	Standard Error	P
Buying Intentions	↖	Technological factors	0.364	0.091	***
Buying Intentions	↖	Social media	0.172	.066	***
Buying Intentions	↖	Convenience	0.192	.086	***
Buying Intentions	↖	Security	0.131	.073	***
Buying decisions	↖	Buying Intentions	0.304	.071	***

Factor loadings of 2-items were below the threshold value of 0.60 and hence discarded from further analysis (Hair et al., 2010). Again, the Cronbach's alpha value, convergent validity (by computing AVE and CR), and discriminant validity were computed.

Figure 2 exhibits the values obtained for Cronbach's alpha and convergent validity. The AVE and CR values for each variable are above 0.50 and 0.70, respectively establishing convergent validity (Hair et al., 2010). For assessing the discriminant validity, the square root of the AVE of a variable was greater than its correlations with other variables sufficing the criteria for discriminant validity (Hair et al., 2010).

Figure 2. Confirmatory Factor Analysis.

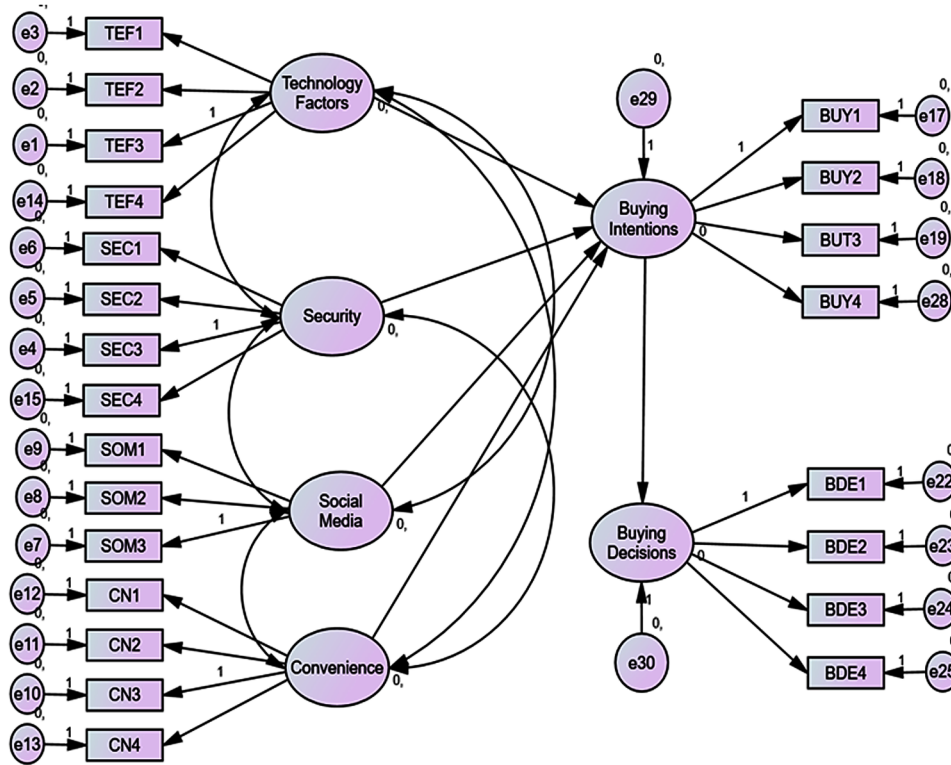


Structural Model Measurement

The structural equation model tests the causal relationship between the variables in the study using females' samples. Further, all the hypotheses are tested, and a model is created. It is the inclusion of regression analysis and factor analysis. Buying intentions and buying decisions are observed endogenous variables, and technological factors, security, social media, and security are observed exogenous variables. The unobserved error terms are e29 and e30 for buying intentions and decisions, respectively.

The proposed hypotheses were tested by executing structural equation modeling (Figure 3).

Figure 3. Structural Model.



Again, the model fit indices were computed. The values obtained for CMIN/DF (1.917), TLI (0.957), CFI (0.963), RMSEA (0.06) and SRMR (0.04) indicate a good model fit (Table 8). After that, the path coefficients of the structural model were examined.

Table 8. Model Fit Summary.

Measure	Estimate
CMIN	419.858
DF	219
CMIN/DF	1.917
CFI	0.963
SRMR	0.043
RMSEA	0.061
PClose	0.024

Determinants of Women's Online Buying Behavior

All the independent variables viz. Technology Factors ($p=0.001$, $\beta= 0.364$), Security ($p=0.000$, $\beta= 0.172$), social media e ($p=0.006$, $\beta= 0.192$), convenience ($p=0.000$, $\beta= 0.131$), exhibit a significant influence on online buying intentions. Further, online buying intentions exhibits a significant influence on buying decision ($p=0.000$, $\beta= 0.304$) (see Figure 4).

Figure 4. Structural Model Results.

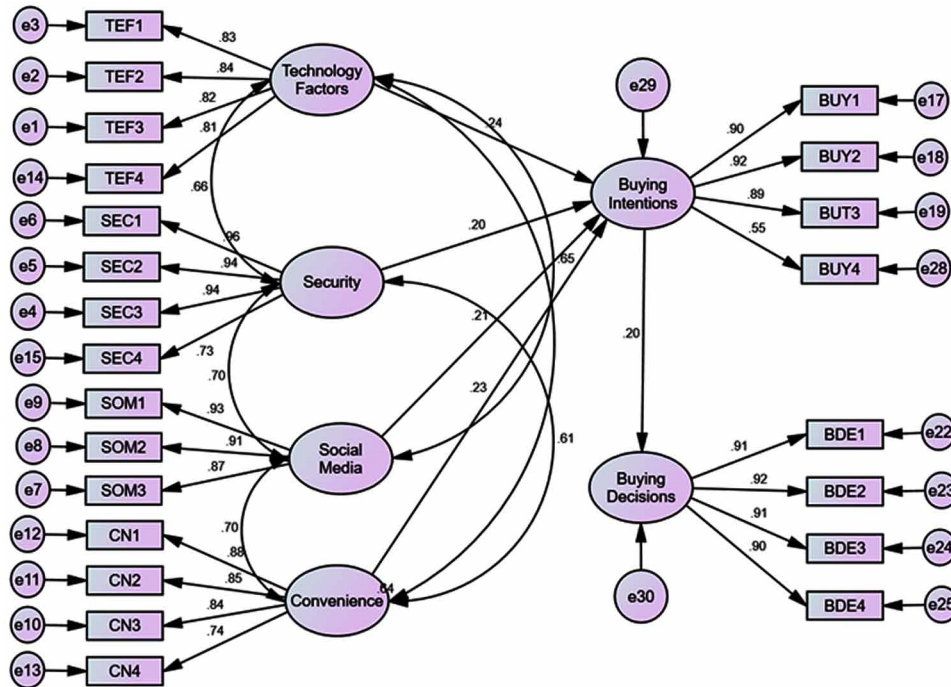


Table 8 shows the model fit summary, and it is observed that all the items are within the specified values. The specified values are taken from Hair et al. 2006. Hence it is concluded that the proposed model is perfect fit.

FINDINGS

According to the report, most women online buyers were between the ages of 31 and 40, had a UG degree, and worked as private employees. The fact that the majority of them were married was also evident. The study's findings also revealed that technological elements and security were significant contributing factors to women's online shopping intentions, supported by Alshurideh et al. (2021). Convenience was the least important factor. The impact of social media on purchasing intentions was minimal. The analysis, therefore, reveals that marketers need to stress more the fact that adopting technology can improve female online customers' status and thereby enhance their social image. This study has empirically demonstrated that security is a significant factor influencing female consumers' behavioral intention toward online purchasing behavior. However, it is challenging to provide a trusted web-based interface

from a managerial perspective. The open internet shopping channel gives an avenue to threat for online transactions. Therefore, it is imperative to build trust in the online shopping process, which can help them adapt and use technology, as rightly supported by Moriuchi, E. (2021). For example, retailers can incorporate the specific type of cues in their portal, which can improve the customer's perception of technology and subsequently improve technology adoption.

DISCUSSION

Drawing upon the TAM model, this chapter theoretically develops a relationship between female buying intentions and buying behavior. By showcasing the relevance of technology in the buying behavior of female customers, this chapter makes a theoretical and empirical contribution to the evolving e-commerce literature about factors driving female online customers. The present research tries to integrate theory and research on perceived risk, convenience, security, and technological factors affecting female online buying behavior that may help understand, explain, and predict online female customers' buying behavior for any retailer. We have drawn on TAM to develop a conceptual model for understanding female online buying behavior. One of the most important contributions has been integrating the drivers to understand, explain and predict the female online buying behavior. So, from a theoretical perspective, the present model aims to provide a more refined and comprehensive view of the determinants of female online buying behavior by integrating elements of TAM.

SUGGESTIONS

Based on the findings of this study, online retailers and marketing managers should focus on website design, pricing and product comparisons, and reviews to attract female online shoppers. Women are particularly concerned about security measures when shopping online (Hanif & Lallie, 2021). As a result, online retailers must improve the security of online transactions and the reliability of their suppliers. To pick the interest of female online customers, online retailers and e-commerce enterprises must focus on the security element most.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Regardless of how meticulously this investigation was carried out, it is necessary to bring out its shortcomings. First, the current study's modest sample size precluded more in-depth statistical analysis. A higher sample size might allow the model to be tested separately in each market. This will also aid in determining whether the market maturity stage has a moderating effect on the model's relationships. Bigger sample size could also allow for the study of additional moderating effects. For example, the relative effect of use may vary depending on the demographics of the consumers. Do younger people value ease and security the same way that older people do? Also, because the current study is focused on the business-to-consumer relationship, it would be interesting to learn more about it. There are certain other limitations to the chapter. This chapter is primarily based on peer-reviewed academic articles; future research could incorporate industry reports and book reviews, among other things. Second, the chapter

Determinants of Women's Online Buying Behavior

focuses on the selected antecedents of female customers' intention to engage in online buying behavior; future research can include more factors from the literature. Finally, this research includes articles on online social commerce; future research could concentrate on social media users. Future research could include cultural aspects to improve the model's applicability in different socio-cultural settings. Finally, the conceptual framework appears to be generic for determining whether or not customers intend to leave digital footprints.

CONCLUSION

In today's world, online buying has developed its personality. Finding and identifying the needs of online buyers is a complex undertaking for online shops. The primary goal of this study is to examine the elements that influence online shopping behavior. This study identified a few characteristics that affected women's attitudes toward online shopping. Women's attitudes on internet shopping were influenced by technological issues, security, and convenience. As a result, all online merchants should focus on these factors to create their online retail stores.

Businesses should be aware that not all clients are interested in using social media in the same way. As a result, social media providers and corporations that use these media providers to advertise their flagship products and services and curate consumer information should be aware of the complexities of customer protection. Furthermore, the chapter provides valuable information to researchers who may use the model to understand why their target clients use social media to make purchases.

REFERENCES

- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. doi:10.1016/0749-5978(91)90020-T
- Ajzen, I., & Fishbein, M. (1975). A Bayesian analysis of attribution processes. *Psychological Bulletin*, 82(2), 261–277. doi:10.1037/h0076477
- Al-Gahtani, S. S., Hubona, G. S., & Wang, J. (2007). Information technology (IT) in Saudi Arabia: Culture and the acceptance and use of IT. *Information & Management*, 44(8), 681–691. doi:10.1016/j.im.2007.09.002
- Al-Jabri, I. M., Sohail, M. S., & Ndubisi, N. O. (2015). Understanding the usage of global social networking sites by Arabs through the lens of uses and gratifications theory. *Journal of Service Management*, 26(4), 662–680. doi:10.1108/JOSM-01-2015-0037
- Alam, S., & Yasin, M. N. (2010). What factors influence online brand trust: Evidence from online tickets buyers in Malaysia. *Journal of Theoretical and Applied Electronic Commerce Research*, 5(3), 78–89.
- Alshurideh, M. T., Al Kurdi, B., & Salloum, S. A. (2021). The moderation effect of gender on accepting electronic payment technology: A study on United Arab Emirates consumers. *Review of International Business and Strategy*, 31(3), 375–396. doi:10.1108/RIBS-08-2020-0102

- Amaeshi, K., Adegbite, E., Ogbechie, C., Idemudia, U., Kan, K. A. S., Issa, M., & Anakwue, O. I. (2016). Corporate social responsibility in SMEs: A shift from philanthropy to institutional works? *Journal of Business Ethics*, 138(2), 385–400. doi:10.1007/10551-015-2633-1
- Armitage, C. J., & Conner, M. (2001). Efficacy of the theory of planned behaviour: A meta-analytic review. *British Journal of Social Psychology*, 40(4), 471–499. doi:10.1348/014466601164939 PMID:11795063
- Assocham Resurgent Study. (2018). *Over 120 million Indian consumers to shop online in 2018*. <https://www.assocham.org/newsdetail.php?id=6866>
- Bagozzi, R. P. (2007). The legacy of the technology acceptance model and a proposal for a paradigm shift. *Journal of the Association for Information Systems*, 8(4), 244–254. doi:10.17705/1jais.00122
- Beauchamp, M. B., & Ponder, N. (2010). Perceptions of retail convenience for in-store and online shoppers. *The Marketing Management Journal*, 20(1), 49–65.
- Berry, L. L., Seiders, K., & Grewal, D. (2002). Understanding Service Convenience. *Journal of Marketing*, 66(3), 1–17. doi:10.1509/jmkg.66.3.1.18505
- Boyd, D. (2008). Why youth (heart) social network sites: The role of networked publics in teenage social life. In *Youth, Identity, and Digital Media* (pp. 119–142). The John D. and Catherine T. MacArthur Foundation Series on Digital Media and Learning, Cambridge, The MIT Press.
- Carter, L., & Weerakkody, V. (2008). E-government adoption: A cultural comparison. *Information Systems Frontiers*, 10(4), 473–482. doi:10.1007/10796-008-9103-6
- Chaturvedi, S., Bahuguna, P. C., & Raman, U. (2022). Developing innovativeness and competency through talent management in Indian oil and gas sector. *Journal of Business Innovation and Research*, 27(2), 223–241. doi:10.1504/IJBIR.2022.121540
- Chaturvedi, S., Verma, M., Purohit, S., & Varaprasad, R. R. (2022). Digital Value Innovation and Strategic Management Practices of Adyar Ananda Bhavan. In J. D. Santos (Ed.), *Cases on Digital Strategies and Management Issues in Modern Organizations* (pp. 51–76). IGI Global. doi:10.4018/978-1-7998-1630-0.ch003
- Cheung, C., Lee, Z. W., & Chan, T. K. (2015). Self-disclosure in social networking sites: The role of perceived cost, perceived benefits and social influence. *Internet Research*, 25(2), 279–299. doi:10.1108/IntR-09-2013-0192
- Chuttur, M. Y. (2009). Overview of the technology acceptance model: Origins, developments and future directions. *Working Papers on Information Systems*, 9(37).
- Constantinides, E. (2014). Foundations of social media marketing. *Procedia: Social and Behavioral Sciences*, 148, 40–57. doi:10.1016/j.sbspro.2014.07.016
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *Management Information Systems Quarterly*, 13(3), 319–340. doi:10.2307/249008
- Dissanayake, D., & Singh, M. (2007). Managing returns in e-business. *Journal of Internet Commerce*, 7(6), 35–49. doi:10.1300/J179v06n02_04

Determinants of Women's Online Buying Behavior

- Doolin, B., Dillon, S., Thompson, F., & Corner, J. L. (2005). Perceived risk, the internet shopping experience and online purchasing behaviour: A New Zealand perspective. *Journal of Global Information Management, 13*(2), 66–68. doi:10.4018/jgim.2005040104
- Dwivedi, Y. K., Rana, N. P., Janssen, M., Lal, B., Williams, M. D., & Clement, M. (2017). An empirical validation of a unified model of electronic government adoption (UMEGA). *Government Information Quarterly, 34*(2), 211–230. doi:10.1016/j.giq.2017.03.001
- Eastlick, M. A., & Feinberg, R. A. (1999). Shopping motives for mail catalog shopping. *Journal of Business Research, 45*(3), 281–290. doi:10.1016/S0148-2963(97)00240-3
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook “friends:” Social capital and college students’ use of online social network sites. *Journal of Computer-Mediated Communication, 12*(4), 1143–1168. doi:10.1111/j.1083-6101.2007.00367.x
- George, J. F. (2004). The Theory of planned behavior and Internet purchasing. *Journal of Internet Research, 14*(3), 198–212. doi:10.1108/10662240410542634
- Girona, J. T., & Korgaonkar, P. K. (2014). Understanding consumers’ social networking site usage. *Journal of Marketing Management, 30*(5-6), 571–605. doi:10.1080/0267257X.2013.851106
- Grieve, R., Indian, M., Witteveen, K., Tolan, G. A., & Marrington, J. (2013). Face-to-face or Facebook: Can social connectedness be derived online? *Computers in Human Behavior, 29*(3), 604–609. doi:10.1016/j.chb.2012.11.017
- Hair, J. F., Ortinau, D. J., & Harrison, D. E. (2010). *Essentials of marketing research* (Vol. 2). McGraw-Hill/Irwin.
- Hajli, M. N. (2014). A study of the impact of social media on consumers. *International Journal of Market Research, 56*(3), 387–404. doi:10.2501/IJMR-2014-025
- Hanif, Y., & Lallie, H. S. (2021). Security factors on the intention to use mobile banking applications in the UK older generation (55+). A mixed-method study using modified UTAUT and MTAM-with perceived cyber security, risk, and trust. *Technology in Society, 67*, 101693. doi:10.1016/j.techsoc.2021.101693
- Heinonen, K. (2011). Consumer activity in social media: Managerial approaches to consumers’ social media behaviour. *Journal of Consumer Behaviour, 10*(6), 356–364. doi:10.1002/cb.376
- Hsieh, J. K., & Hsieh, Y. C. (2013). Appealing to Internet-based freelance developers in smartphone application marketplaces. *International Journal of Information Management, 33*(2), 308–317. doi:10.1016/j.ijinfomgt.2012.11.010
- Jacobs, B., & De Klerk, H. M. (2010). Online apparel shopping behaviour of South African professional women: The role of consumers’ apparel shopping scripts. *International Journal of Consumer Studies, 34*(3), 255–264. doi:10.1111/j.1470-6431.2009.00819.x
- Jansen, F. P. J. (2006). *German Sunday shoppers in Roermond: Shopping motivations and choice criteria* [Unpublished thesis]. Marketing Department, Tilburg University.

- Javadi, M. H. M., Dolatabadi, H. R., Nourbakhsh, M., Poursaeedi, A., & Asadollahi, A. R. (2012). An Analysis of Factors Affecting Online Shopping Behavior of Consumers. *International Journal of Marketing Studies*, 4(5), 2012.
- Junglas, I., Goel, L., Abraham, C., & Ives, B. (2013). The Social component of information systems—How sociability contributes to technology acceptance. *Journal of the Association for Information Systems*, 14(10), 1. doi:10.17705/1jais.00344
- Khan, U., Dhar, R., & Wertenbroch, K. (2005). A behavioral decision theory perspective on hedonic and utilitarian choice. *Inside consumption: Frontiers of research on consumer motives, goals, and desires*, 1, 144–165.
- Ko, H., Cho, C. H., & Roberts, M. S. (2005). Internet uses and gratifications: A structural equation model of interactive advertising. *Journal of Advertising*, 34(2), 57–70. doi:10.1080/00913367.2005.10639191
- Koufaris, M. (2002). Applying the technology acceptance model and flow theory to online consumer behaviour. *Information Systems Research*, 13(2), 205–223. doi:10.1287/isre.13.2.205.83
- Lee, J. M. (2013). *Validity of consumer-based physical activity monitors and calibration of smartphone for prediction of physical activity energy expenditure*. <https://dr.lib.iastate.edu/entities/publication/7c397042-85d4-4e7c-b47a-5da6af459135>
- Li, N., & Zhang, P. (2002). Consumer online shopping attitudes and behavior: An assessment of research. *AMCIS 2002 Proceedings*, 74.
- Lian, J. W., & Yen, D. C. (2014). Online shopping drivers and barriers for older adults: Age and gender differences. *Computers in Human Behavior*, 37(3), 133–143. doi:10.1016/j.chb.2014.04.028
- Lim, W. M., & Ting, D. H. (2012). E-shopping: An Analysis of the Uses and Gratifications Theory. *Modern Applied Science*, 6(5), 48–63. doi:10.5539/mas.v6n5p48
- Lin, C. P., & Anol, B. (2008). Learning online social support: An investigation of network information technology based on UTAUT. *Cyberpsychology & Behavior*, 11(3), 268–272. doi:10.1089/cpb.2007.0057 PMID:18537495
- Ling, K. C., Daud, D. B., Piew, T. H., Keoy, K. H., & Hassan, P. (2011). Perceived risk, perceived technology, online trust for the online purchase intention in Malaysia. *International Journal of Business and Management*, 6(6), 167–182.
- Milewicz, C., & Saxby, C. (2013). Leaders' social media usage intentions for in-bound customer communications. *Management Research Review*, 36(9), 849–867. doi:10.1108/MRR-03-2012-0049
- Montano, D. E., & Kasprzyk, D. (2015). Theory of reasoned action, theory of planned behavior, and the integrated behavioral model. *Health behavior: Theory, research and practice*, 70(4), 231.
- Moriuchi, E. (2021). An empirical study of consumers' intention to use biometric facial recognition as a payment method. *Psychology and Marketing*, 38(10), 1741–1765. doi:10.1002/mar.21495
- Morwitz, V. G., Steckel, J. H., & Gupta, A. (2007). When do purchase intentions predict sales? *International Journal of Forecasting*, 23(3), 347–364. doi:10.1016/j.ijforecast.2007.05.015

Determinants of Women's Online Buying Behavior

- Nysveen, H., Pedersen, P. E., & Thorbjørnsen, H. (2005). Intentions to use mobile services: Antecedents and cross-service comparisons. *Journal of the Academy of Marketing Science*, 33(3), 330–346. doi:10.1177/0092070305276149
- Oldmeadow, J. A., Quinn, S., & Kowert, R. (2013). Attachment style, social skills, and Facebook use amongst adults. *Computers in Human Behavior*, 29(3), 1142–1149. doi:10.1016/j.chb.2012.10.006
- Pagani, M. (2004). Determinants of adoption of third generation mobile multimedia services. *Journal of Interactive Marketing*, 18(3), 46–59. doi:10.1002/dir.20011
- Park, D. H., Lee, J., & Han, I. (2007). The effect of on-line consumer reviews on consumer purchasing intention: The moderating role of involvement. *International Journal of Electronic Commerce*, 11(4), 125–148. doi:10.2753/JEC1086-4415110405
- Pavlou, P. A. (2003). Consumer acceptance of electronic commerce: Integrating trust and risk with the technology acceptance model. *International Journal of Electronic Commerce*, 7(3), 69–103.
- Pavlou, P. A., & Fyngenson, M. (2006). Understanding and predicting electronic commerce adoption: An extension of the theory of planned Behavior. *Management Information Systems Quarterly*, 30(1), 115–143. doi:10.2307/25148720
- Pillai, A., & Mukherjee, J. (2011). User acceptance of hedonic versus utilitarian social networking web sites. *Journal of Indian Business Research*, 3(3), 180–191. doi:10.1108/17554191111157047
- Qalati, S. A., Vela, E. G., Li, W., Dakhan, S. A., Hong Thuy, T. T., & Merani, S. H. (2021). Effects of perceived service quality, website quality, and reputation on purchase intention: The mediating and moderating roles of trust and perceived risk in online shopping. *Cogent Business & Management*, 8(1), 1869363. doi:10.1080/23311975.2020.1869363
- Raghavendra, P., Newman, L., Grace, E., & Wood, D. (2015). Enhancing social participation in young people with communication disabilities living in rural Australia: Outcomes of a home-based intervention for using social media. *Disability and Rehabilitation*, 37(17), 1576–1590. doi:10.3109/09638288.2015.1052578 PMID:26043751
- Renko, S., & Druzijanic, M. (2014). Perceived usefulness of innovative technology in retailing: Consumers' and retailers' point of view. *Journal of Retailing and Consumer Services*, 21(5), 836–843. doi:10.1016/j.jretconser.2014.02.015
- Rowley, J. (1998). Promotion and marketing communications in the information marketplace. *Library Review*, 47(8), 383–387. doi:10.1108/00242539810239543
- San Martín, S., & Camarero, C. (2009). How perceived risk affects online buying. *Online Information Review*, 33(4), 629–654. doi:10.1108/14684520910985657
- Sareen, M., & Jain, A. (2014). The role of social influence and consumer's effort expectancy in online shopping: An empirical study in India. *International Journal of Management Research and Business Strategy*, 3(1), 138–158.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). John Wiley & Sons Ltd.

- Sharma, G., Bajpai, N., Kulshreshtha, K., Tripathi, V., & Dubey, P. (2019). Foresight for online shopping behavior: A study of attribution for “what next syndrome”. *Foresight, 21*(2), 285–317. doi:10.1108/FS-11-2017-0069
- Shin, D. H. (2009). Towards an understanding of the consumer acceptance of mobile wallet. *Computers in Human Behavior, 25*(6), 1343–1354. doi:10.1016/j.chb.2009.06.001
- Singh, N., & Sinha, N. (2020). How perceived trust mediates merchant's intention to use a mobile wallet technology. *Journal of Retailing and Consumer Services, 52*, 101894. doi:10.1016/j.jretconser.2019.101894
- Singh, N., Sinha, N., & Liébana-Cabanillas, F. J. (2020). Determining factors in the adoption and recommendation of mobile wallet services in India: Analysis of the effect of innovativeness, stress to use and social influence. *International Journal of Information Management, 50*, 191–205. doi:10.1016/j.ijinfomgt.2019.05.022
- Statista. (2019). *Leading countries based on number of Facebook users as of January 2019 (in millions)*. <https://www.statista.com/statistics/268136/top-15-countries-based-on-number-of-facebook-users/>
- Tam, C., & Oliveira, T. (2016). Understanding the impact of m-banking on individual performance: DeLone & McLean and TTF perspective. *Computers in Human Behavior, 61*, 233–244. doi:10.1016/j.chb.2016.03.016
- Tan, S. J. (1999). Strategies for reducing consumers' risk aversion in Internet shopping. *Journal of Consumer Marketing, 16*(2), 163–180. doi:10.1108/07363769910260515
- Tandon, U., & Kiran, R. (2018). Study on drivers of online shopping and significance of cash-on-delivery mode of payment on behavioural intention. *International Journal of Electronic Business, 14*(3), 212–237. doi:10.1504/IJEB.2018.095959
- Tandon, U., & Kiran, R. (2019). Factors impacting customer satisfaction: An empirical investigation into online shopping in India. *Journal of Information Technology Case and Application Research, 21*(1), 13–34. doi:10.1080/15228053.2019.1609779
- Tauber, E. M. (1972). Marketing notes and communications: Why do people shop? *Journal of Marketing, 36*(4), 46–49. doi:10.1177/002224297203600409
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *Management Information Systems Quarterly, 27*(3), 425–478. doi:10.2307/30036540
- Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *Management Information Systems Quarterly, 36*(1), 157–178. doi:10.2307/41410412
- Vijayarathy, L. R., & Jones, J. M. (2000). Print and Internet catalog shopping: Assessing attitudes and intentions. *Internet Research, 10*(3), 191–202. doi:10.1108/10662240010331948
- Wang, X., Yu, C., & Wei, Y. (2012). Social media peer communication and impacts on purchase intentions: A consumer socialization framework. *Journal of Interactive Marketing, 26*(4), 198–208. doi:10.1016/j.intmar.2011.11.004

Determinants of Women's Online Buying Behavior

Whiting, A., & Williams, D. (2013). Why people use social media: A uses and gratifications approach. *Qualitative Market Research*, 16(4), 362–369. doi:10.1108/QMR-06-2013-0041

Wolfenbarger, M., & Gilly, M. C. (2001). Shopping online for freedom, control, and fun. *California Management Review*, 43(2), 34–55. doi:10.2307/41166074

Xu, H., Teo, H. H., Tan, B. C., & Agarwal, R. (2012). Research note—effects of individual self-protection, industry self-regulation, and government regulation on privacy concerns: A study of location-based services. *Information Systems Research*, 23(4), 1342–1363. doi:10.1287/isre.1120.0416

Yang, B., Lester, D., & James, S. (2007). Attitudes toward buying online as predictors of shopping online for British and American respondents. *Cyberpsychology & Behavior*, 10(2), 198–203. doi:10.1089/cpb.2006.9968 PMID:17474836

Zhang, K. Z., Zhao, S. J., Cheung, C. M., & Lee, M. K. (2014). Examining the influence of online reviews on consumers' decision-making: A heuristic-systematic model. *Decision Support Systems*, 67, 78–89. doi:10.1016/j.dss.2014.08.005

Zhou, T. (2011). An empirical examination of initial trust in mobile banking. *Internet Research*, 21(5), 527–540. doi:10.1108/10662241111176353

Zolkepli, I. A., & Kamarulzaman, Y. (2015). Social media adoption: The role of media needs and innovation characteristics. *Computers in Human Behavior*, 43, 189–20. doi:10.1016/j.chb.2014.10.050

ADDITIONAL READING

Hatamifar, P., Ghaderi, Z., & Nikjoo, A. (2021). Factors affecting international tourists' intention to use local mobile apps in online purchase. *Asia Pacific Journal of Tourism Research*, 26(12), 1285–1301. doi:10.1080/10941665.2021.1983626

Kanwal, M., Burki, U., Ali, R., & Dahlstrom, R. (2021). Systematic review of gender differences and similarities in online consumers' shopping behavior. *Journal of Consumer Marketing*, 39(1), 29–43. doi:10.1108/JCM-01-2021-4356

Kimiagari, S., & Malafe, N. S. A. (2021). The role of cognitive and affective responses in the relationship between internal and external stimuli on online impulse buying behavior. *Journal of Retailing and Consumer Services*, 61, 102567. doi:10.1016/j.jretconser.2021.102567

To, A. T., & Trinh, T. H. M. (2021). Understanding behavioral intention to use mobile wallets in vietnam: Extending the tam model with trust and enjoyment. *Cogent Business & Management*, 8(1), 1891661. doi:10.1080/23311975.2021.1891661

Wu, J., & Song, S. (2021). Older adults' online shopping continuance intentions: Applying the technology acceptance model and the theory of planned behavior. *International Journal of Human-Computer Interaction*, 37(10), 938–948. doi:10.1080/10447318.2020.1861419

KEY TERMS AND DEFINITIONS

B2C: Business-to-consumer (B2C) refers to the process of selling items and services directly between a business and the end user's consumers.

Buying Intentions: The likelihood of a consumer purchasing a product or service is referred to as buying intent. Marketers use predictive modelling to determine the likelihood of future events based on historical data to analyse buy intent.

Online Buying Behavior: During online shopping, online shopping behavior refers to an individual's overall view and evaluation of a product or service.

Online Retailing: The sale of goods and services over the internet is known as online retailing. Business-to-business (B2B) and business-to-consumer (B2C) sales of items and services are examples of e-tailing.

Security: Secure online transactions may validate their clients' card information without actually seeing it, protecting them from account theft, hacking, and other illicit activities.

Technology: Electronic commerce (ecommerce) is a business strategy that allows consumers and businesses to purchase goods and services via the internet.

Chapter 14

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

Wenyi Leong

Anglia Ruskin University, UK

Omkar Dastane

 <https://orcid.org/0000-0002-9921-859X>

UCSI Graduate Business School, UCSI University, Malaysia

Herman Fassou Haba

Université du Québec à Trois-Rivières, Canada

ABSTRACT

This research-based chapter investigates the impact of social media marketing on consumers' online purchase intention in the context of luxury brands. Against the theory of planned behavior, theory of reasoned action, and social exchange theory, a conceptual framework was constructed with social media marketing as an independent variable, luxury perception as mediator, and online purchase intention as the dependent variable. This study employed an explanatory research and quantitative method. Empirical data was collected using self-administered online questionnaire and data was collected from sample of 211 Malaysian online shoppers of luxury brands using snowball sampling. The collected data was subjected to normality and reliability assessment followed by confirmatory factor analysis (CFA), validity assessment, and structural equation modelling (SEM) using AMOS 24. Findings suggests that social media marketing positively influences online purchase intention, and luxury brand perception mediates this relationship.

DOI: 10.4018/978-1-6684-3430-7.ch014

INTRODUCTION

In the last two decades, information technology has been changing so rapidly that it is beginning to be hard to keep up to date on the latest device and this includes the transformation of social media (Dastane, 2020). A good example to cite is the development of mobile technology, where it was once a tool to make phone calls only and then it extended its function to send emails and it has now become an important tool in the world of social media (San & Dastane, 2021). Worldwide, mobile phones are in everyone's hands and this has resulted in the means of being connected anywhere and anytime. In addition, the purpose of being online is to share valuable information, support a cause that they feel strongly about, to interact, build image and to demonstrate who they are and what they stand for to name a few (Ceyhan, 2019). Business entities have taken advantage of this and integrated their marketing activities into social media marketing, despite the challenges that this new method of marketing comes with. When an item is not essential but yet still highly desired, it is describing goods that is from a luxury brand and usually comes with the indulgence of a person's senses regardless of cost. With the improvement in technology and social media marketing dependency, luxury brands have taken the next step in technological advancement by engaging with consumers through online interaction, this has given luxury brands avenues to generate inside information, motivate needs and offering targeted curated products. With this intent and tool in hand, luxury brands are here to capture the consumers that they have engaged on their social media and turn them into purchasing customers, converting them into revenues (Cuomo et al., 2019; Wai et al., 2019).

Upon a successful transaction, a consumer can now provide feedback and this allows innovation and product improvement. With the feature of instant feedback, the impact may also be counterproductive if a negative comment was shared as it would be looked into negatively on a social level and it will inadvertently corrupt the credibility of a business. With the knowledge of such risk, luxury brands are ensuring that the information that is being distributed needs to be correct and informative, making sure that consumer satisfaction is met and that this feedback be shared to encourage potential new purchase intentions (Sabri, 2019). We can see an increasing trend in the communications via social media with the masses. Luxury brand businesses realized that consumers are able to freely share and discuss ideas with other users on social media on other corporate or brand pages. It can be seen that this provides businesses with an opportunity to update and change their marketing approach that differ from traditional methods in order to inspire consumers. Consumers also play a part with the developments in the digital world, where there is a need to adapt and follow this evolving digitalization. Factors such as speed, pragmatism, and functionality are important for consumers in communication (Dastane, Goi & rabbanee, 2020; Imran, 2017). Hence the rise in the usage of social media, which have these features; and whilst on the social media platform, consumers have shown interest in following brand accounts provide accurate and instant information and where consumers are also allowed to share their ideas, perform product or brand research, coming up with good or bad opinions about brands and get near immediate response from brands. Around three thirds of the Malaysian population is active on social media which comes to approximately 35% increase compared to 2016, where it was slightly over half of the total population in Malaysia were active users. In this current era of social media, businesses have more opportunities than ever to learn from the feedbacks provided by consumers online (Statista, 2020).

Upon checking recently, not much research was done to identify if social media marketing impacts online purchase intention for luxury products. By undergoing this research, it will allow us to understand if luxury perception mediate relationship between social media marketing and online purchase intention.

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

This research will also shed a light to luxury brands to strategies social media marketing tactics more efficiently within the online retailing platform in Malaysia. Today, everything is about social media. Some industry claims that “if you do not participate in Facebook, YouTube, Instagram, you are not part of cyberspace anymore” (Kaplan & Heinlein, 2010). The concept of social media has become the top of agenda for businesses, decision makers and the most important for marketers. Social media interaction now a day has become an important part of almost each individual’s everyday life. Social sites such as Facebook, Twitter, Instagram or LinkedIn have a large number of users and they continue growing every second of the day. It is estimated that over billions of people are using social media worldwide. Many Social Media platform enables businesses to have direct and adequate end-consumer contact with lower cost and with higher efficiency than traditional communication tools (Kaplan & Heinlein, 2010; Donni et al., 2018). Our concentration in this paper is on using Social Media platforms in marketing and how this will affect consumer purchase intention online towards a luxury brand. These growing numbers of social media users would result in marketers recognizing the importance to ensure this is to be a main part of their marketing strategies.

The research objectives of the study are as follows: To find out the effect of social media marketing on online purchase intention, to find out the effect of luxury brands’ perception on online purchase intention, and to find out the effect of social media marketing on online purchase intention moderated by luxury brand perception. The corresponding research questions of the study are as follows: what is the effect of social media marketing on online purchase intention? What is the effect of luxury brands’ perception on online purchase intention? What is the effect of social media marketing on online purchase intention moderated by luxury brand perception?

LITERATURE REVIEW

Review of Key Theories

There is no universally agreed description of what a luxury brand is. For example, there is no definition of “luxury,” “luxury brand,” or “luxury marketing” in the American Marketing Association’s lexicon of words. Despite this, experts from a variety of disciplines have sought to define what a luxury brand is without success. Despite the fact that some semiotics scholars have argued that there are certain “codes of luxury” that are consistent across disciplines and ages (Larraufie & Kourdoughli, 2014), there are a number of challenges in composing a definition of luxury brands, including the fact that luxury is a relative concept (Mortelmans, 2005) and that perceptions of what constitutes “luxury” have fluctuated over time (Cristini et al., 2017). Consumer perceptions and/or managerially defined factors such as marketing activities and product qualities are used to describe luxury brands in the literature. A luxury brand is a branded product or service a) that consumers perceive to be of high quality; b) offer authentic value via desired benefits, whether functional or emotional; c) have a prestigious image within the market based on qualities such as artisanship, craftsmanship, or service quality; d) be deserving of a premium price; and e) be capable of inspiring a deep connection, or resonance, with the consumer.

Social Media Marketing (SMM), according to Pentina and Koh (2012), causes viral communications among consumers across online communities, brand and fan pages, and promotion-related material created by companies/organizations on popular networking sites like Twitter, Facebook, and others. Jara et al. (2017) define SMM as a new generation marketing strategy that uses social media to encourage

customers to pay more attention and participate more actively. SMM, according to Kim and Ko (2012), is an empathy-driven communication for young customers, with efforts also directed at consumers in older age groups.

The media theory of Van der Meulen (2010), it is a theory which can be applied to the field of social media based on the communication aspects of social media. From the context of the theory, Van der Meulen (2010) suggested that there is a communication medium itself in media (Beynon-Davies, 2011). As the idea is that the medium is the message demonstrating that the most important thing about media is not the message it carries but the manner the medium itself can affect the consciousness of human and society at large (Euchner, 2016). This is the reason that had given rise to social influence via social media. Social Media-Integrated Theory-Model, developed by Madakam and Tripathi (2021) for the integration of social media platforms such as LinkedIn, Facebook, Instagram, Twitter and other media. Madakam and Tripathi (2021) revealed “social media” integration is an interactive process. It enables same-level information exchange among the audience and the brand. It creates long-lasting communication and improves brand engagement. In this model, social media interaction through the connected Social Networking sites like Facebook and Twitter (Madakam &Tripathi, 2021).

This section of the chapter is going to explain the elements in the field of social media marketing academic literature with the definition of key terms, the linking of current research to existing research, literature gap, research conceptual framework and the research hypothesis. Yadav and Rahman (2017) performed a study on the effect of purchase intention based on the perceived social media marketing applications used, based on the measurement it was concluded that there is indeed a positive effect on purchase intention on perceived social media marketing applications. Research highlights that there are two proponents in defining Social Media Marketing, one is being a connective tool for existing and prospective customers and one being process of enhancing stakeholder value, nevertheless, the common factor is seen as the use of social media platforms for users to be encouraged to share content via social media like information or interact with other users etc.

Zeng (2018) reported that individual value and functional value has a positive impact when Chinese consumers perceive luxury brands, however the same cannot be said for social value towards luxury consumptions. Although it may seem that the greater China consumers only emphasize on functional and individual/hedonic values, but on the contrary the consumers are also showing contradictive attitude towards social value (conspicuous/status). Which has resulted in some Chinese luxury consumers putting in the effort to be not associated with luxury products or brands in public, which forces the marketers to rethink their marketing strategy. Akar and Dalgic (2018) integrated multiple theoretical perspectives with a goal to better provide the theoretical understanding of consumers’ online purchase intentions. It expands the literature not just to the individual consumer but also looked into the network involved by the individual and how these two integrate. The study also provides a guidance for e-marketers to develop better and the correct strategies for existing consumers and more so for potential consumers by targeting the right audience.

Sabri (2019) has also done research on linking luxury brand purchase intention being positively affected by three core factors, which are namely entertainment, interaction and word of mouth and it is also linked to the consumer’s purchase behaviour. It further emphasizes that social media’s intention is centred on “to sear and communicate” and non-cash rewards are usually effective when it comes to advertisement showcasing item of high quality, as this reinforces the brand’s promise in offering entertainment benefits and a fun-filled experience. Social media allows a function to “tag” friends, which is the digital equivalent of word-of-mouth, and this tagging is essential in creating purchase intention,

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

whereby the social influence will be created after tagging or sharing with friends. When one is being tagged and notified, the automated human responses to share and discuss will potentially lead to each other's purchase intention. The paper also indicated that luxury perception has a significant impact to a purchase intention even without prior exposure to the brand.

Ceyhan (2019) Consumers want an environment or platform that allows social interaction, to communicate with brands, exchange ideas with other users, produce content and influence the masses and this is readily provided by social media. Many Brands turn these opportunities in their favour by creating various social media marketing applications. By having the space to do the above, it was concluded that functional value, hedonic value and self-brand image positively affected online purchase intention, however the same can't be said for social value and co-creation perceptions. The study of Yeo et al. (2020) on the effect of social media advertising on consumers' online purchase intentions in Malaysia based on primary data collection method with purposive sampling method which is suitable for the research study, the total of 219 samples were collected. The findings of the study demonstrated that social media advertising has a significant impact on consumers' online purchase intention in Malaysia.

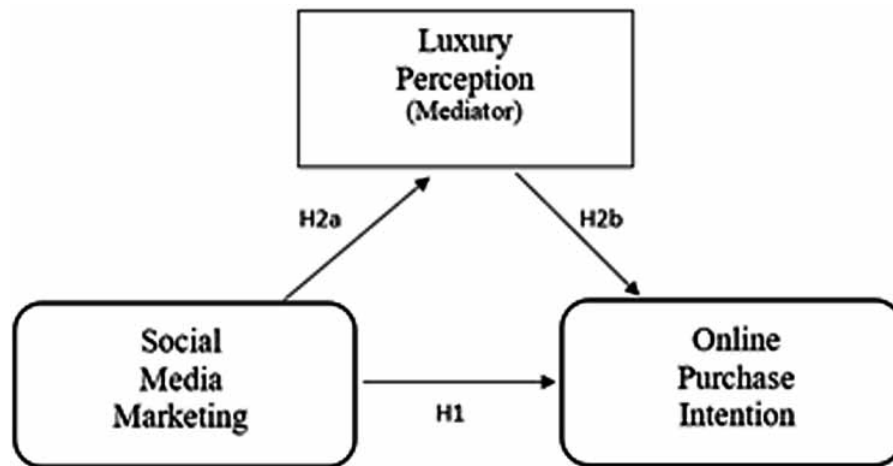
Research Gap

It is important to know that this research study understanding the effect of social media marketing on luxury brand purchase intention is going to fill the gap of academic literature by knowing how social media marketing during the COVID-19 crisis is currently impacting luxury brand purchase intention. First of all, there are a lot of studies which had been done in the field of social media marketing associated with luxury brand in Malaysia. This is a new angle of research study in the field of social media marketing that has not been entirely explored by scholars and academicians in Malaysia as it is known that luxury brands are emerging online (Woodside & Fine, 2019). By looking at the overview of the theories of social media, it can be said that researchers and scholars have demonstrated theories which are currently general without taking into consideration the new trends of luxury brands influence on social media. As this is a new way that luxury brands such as LVMH, GUCCI and others market their goods to get more customers online with their value proposition (Robert, 2019).

Conceptual Framework

The conceptual framework is displayed in Figure 1.

Figure 1. Conceptual Framework.



Luxury brands evokes an emotion that consumers feel that the products offered differentiate them from others, where the products may be considered a “need”. Whether the products come on as a need or a luxury product depend how it is being viewed. How one feels towards luxury brands and the perception towards it are some of the ways we can define the concept of luxury. And it is these perception factors that influence a consumer’s buying behaviours, which brands are recognized as luxury, their affiliation and their perceptions with luxury brands. This is the very reason why luxury brands take into consideration the perception and attitudes of consumers when deciding on the design, identity, communication, marketing and sales strategies on social media. Studies have demonstrated that Luxury brands have significant impact on consumers’ online purchase intention. The study of Ceyhan (2019) Consumers want an environment or platform that allows social interaction, to communicate with brands, exchange ideas with other users, produce content and influence the masses and this is readily provided by social media. Many Brands turn these opportunities in their favour by creating various social media marketing applications. By having the space to do the above, it was concluded that functional value, hedonic value and self-brand image positively affected online purchase intention, however the same can’t be said for social value and co-creation perceptions.

H₁: Luxury brands perception has a positive effect towards consumers’ online purchase intention

Low cost, high speed, convenience and access to unlimited amount of consumers, just to name a few things that social media platform is able to provide for companies (Zaglia, 2013) and the frequency of interaction being one of the key factors, as they promote purchasing intention (Casaló et al., 2019). Social media marketing is now used in ways where brands can provide correct info, engage in communication, and offer experiences that are unique to consumers. In recent times, the information found on a brand’s social media is no longer just from the brand, but a joint effort from material and entertainment that is generated by the firm and further complimented by consumer generated substances. Consumers co-create value by sharing their experiences online and since it is a dynamic and interactive environment and it also involves brand stories, consumer involvement co-creating becomes even more apparent (Hennig-Thurau et al., 2013). The study of Yeo et al. (2020) on the effect of social media advertising on consumers’ on-

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

line purchase intentions in Malaysia based on primary data collection method with purposive sampling method which is suitable for the research study, the total of 219 samples were collected. The findings of the study demonstrated that social media advertising has a significant impact on consumers' online purchase intention in Malaysia. Therefore, with the support of the empirical evidence, this research study is going to hypothesize the following hypothesis:

H₂: Social media marketing has a positive effect towards consumers' online purchase intention

Brick-and-mortar stores were the primary channels of retailing of luxury brands have been which has supported luxury brands' strategy of uniqueness and exclusivity via controlled distribution (Jin, 2012). However, due to economic downturn globally and the increased in competition amongst luxury brands, have inadvertently steered luxury brands to embrace the usefulness of digital marketing tactics . It is no longer a question of IF, but rather a HOW, how to develop successful digital strategies online. (Heine & Berghaus, 2014; Larraufie & Kourdoughli, 2014). In order to understand the effect of social media marketing towards consumers' online purchase intention mediated by luxury brands' perception, this research study hypothesize as followed:

H₃: Social Media marketing has a positive effect on consumers' online purchase intention mediated by luxury brands' perception

RESEARCH METHODOLOGY

This research methodology demonstrates the way the researcher is going to analyse the dataset of the study in order to answer to the research questions. There will be the use of descriptive research design and also exploratory research design in order to identify the extent and nature of cause-and-effect relationships for the purpose of assessing and comprehending the effect of social media marketing on consumers' purchase intentions towards luxury brands in Malaysia. Quantitative research method based on Primary Data will be applied in this study (Dastane & Fazlin, 2017; e.g. Haba & Dastane, 2018). This means that quantifiable information will be generated and geared towards answering the research questions will be compiled and sorted before being subjected to and statistical analyses with an advanced analytical software. Primary data collection is going to be the method for data collection in this research study with a self-administered survey questionnaire (e.g. Dastane, 2020). Self-administered survey questionnaire, as mentioned above, questionnaire will be used to collect data in this research. By definition, a research questionnaire is a series of questions which acts as an instrument which is made and designed to collect data from the respondents. The questionnaire items and corresponding sources as displayed in Table 1.

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

Table 1. Measurement Items and Sources

Construct	Item	Source(s)
Social Media Activities		
Entertainment	The browsing of social media account of this brand is fun.	Jara, Cliquet, & Robert, (2017); Mandakam and Tripathi (2021)
	The content shared by social media of this brand is enjoyable	
	The sharing of this brand on social media are interesting.	
Advertisement	I like the ads that this brand has published on social media.	
	The ads that this brand has released on social media are interesting.	
	Social media ads of this brand positively affect my attention for the brand.	
Luxury Perception		
Uniqueness	I prefer to buy luxury products / brands if they are Very exclusive	Ceyhan (2019); Mortelmans, (2005); Van der Meulen, (2010).
	I prefer to buy luxury brands if they are precious	
	I prefer to buy luxury brands if they are rare	
	I prefer to buy luxury brands if they are unique	
Quality	I prefer to buy luxury brands if they are crafted	
	I prefer to buy luxury brands if they are luxurious	
	I prefer to buy luxury brands if they are best quality	
	I prefer to buy luxury brands if they are sophisticated	
	I prefer to buy luxury brands if they are superior	
Hedonism	I prefer to buy luxury brands if they are exquisite	
	I prefer to buy luxury brands if they are glamorous	
	I prefer to buy luxury brands if they are stunning	
Online Purchase Intention		
Online Repurchase	It is likely that I will transact with this web retailer in the near future.	Aakash and Aggarwal (2019); Hui, Dastane, Johari, and Roslee (2021)
	Given the chance, I intend to use this retailer's web site.	
	Given the chance, I predict that I should use this retailer's web site in the future.	

Respondents were asked to about their consent before answering the questionnaire in order to tackle issues related to primary data collection. Thus, the questionnaire structure is as followed: part 1 is about the dimensions of social media marketing, part 2 is about the dimensions of luxury brands' perception, part 3 is about the dimensions of online purchase intention and lastly part 4 is about the demographic profiling of the respondents. The full questionnaire is attached in the research appendix. Sampling technique & target population, this research data will be collected mainly from existing and potential luxury brands consumers in Malaysia as target population. To access and conduct this questionnaire on likert scale of 1 to 7, the research has targeted 300 existing and potential luxury brands consumers. However, a total of 211 responds were received via Google form's Uniform Resource Locator (URL).

The data analysis plan is displayed in Table 2.

Table 2. Data Analysis Plan & Rule of Thumb

Data Analysis Plan	Rule of Thumb	Citations
Descriptive Statistics (Normality Test)	<u>Skewness and Kurtosis</u> within $-1 + 1$	(Nick, 2007)
Reliability Test	Cronbach's ALPHA > 0.7 considered acceptable	(Yang & Green, 2011)
Validity Test	LR+(1-infinity) and LR (0-1)	(Yang & Green, 2011)
Model Fit	1. Confirmatory Factor Analysis 2. Structural Equation Modelling	(Babyak & Green, 2010) (Byrne, 2006)

FINDINGS AND ANALYSIS

Demographic Profile Analysis

The classification of the demographic profile is seen below in Table 3. The largest percentage of 65.4% are made up of people in the range of 31 – 40 years old. 15.2% was contributed from 2 separate age group that are 20 – 30 years old and 41 – 50 years old. The age groups that contributed the least are from below 20 years old with 0.5%, 51 – 60 years old with 2.4% and 61 years old and above with 1.4%. The total number of 211 respondents are consisting of 139 female and 72 male respondents which is equivalent to 65.9% and 34.1% respectively. From the total of 211 respondents, the majority of 71 (33.8%) respondents earns between MYR 5,000 – MYR 10,000. Respondents that earn between MYR 10,000 – MYR 15,000 has 46 respondents (21.9%) and 44 (21%) respondents earns below MYR 5,000. Lucrative earnings of MYR 15,001 to MYR 20,000 have 18 (8.6%) respondents while 9 (3.8%) respondents earn between MYR 20,001 – MYR 25,000. 23 (11%) respondents earn a staggering income of MYR 25,001 and above. In this research, the 4 major race of Malaysia is used. Chinese makes up the largest percentage, with 81.5% of the total respondents, whilst 2.4% are Malay, 9.5% made up of Indian and 6.6% falls onto the category of Others. The category of “Others” is other minority race such as Eurasians and other indigenous natives.

Table 3. Sample Demographics

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20	1	0.5	0.5	0.5
20 – 30 years old	32	15.2	15.2	15.7
31 – 40 years old	138	65.4	65.4	81.1
41 – 50 years old	32	15.2	15.2	96.3
51 – 60 years old	5	2.4	2.4	98.7
61 and above	3	1.4	1.4	100
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	139	65.9	65.9	65.9
Male	72	34.1	34.1	100
Monthly Income	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5,000	44	21	21	21
5,000 – 10,000	71	33.8	33.8	54.8
10,000 – 15,000	46	21.9	21.9	76.7
15,001 – 20,000	18	8.6	8.6	85.3
20,001 – 25,000	9	3.8	3.8	89.1
25,001 and above	23	11	11	100
Race	Frequency	Percent	Valid Percent	Cumulative Percent
Malay	5	2.4	2.4	2.4
Chinese	172	81.5	81.5	83.9
Indian	20	9.5	9.5	93.4
Others	14	6.6	6.6	100
Total	211	100	100	

Descriptive Statistics

To test how symmetrical a distribution is, an assessment using skewness is performed. Having a distribution that stretches toward the right or left tail of distribution means that the responses for that variable has a skewed distribution. Kurtosis is a measure of whether the distribution is too peak (Hair et al., 2017). It is common practice to have values of kurtosis and skewness lie between -1 to +1. However, should the value fall within the range of +2 to -2 is still considered acceptable. Based on the results shown above, the collected data shows skewness value that falls between the range of +1 to -1, however kurtosis has a value that is slightly above +1, but it is still considered as acceptable. Therefore, we are able to draw the conclusion that data collected is of normal distribution. However, the below Table 4 is trying to demonstrate the descriptive statistics of the research study based on the normality test.

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

Table 4. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
E1	211	2	7	5.21	1.057	1.118	-.133	.167	-.341	.333
E2	211	2	7	5.23	1.032	1.065	-.321	.167	.026	.333
E3	211	2	7	5.31	1.080	1.167	-.250	.167	-.363	.333
A1	211	1	7	5.16	1.283	1.647	-.419	.167	-.147	.333
A2	211	1	7	5.24	1.134	1.286	-.458	.167	.219	.333
A3	211	1	7	5.23	1.218	1.484	-.486	.167	.231	.333
C1	211	1	7	4.88	1.329	1.766	-.829	.167	.874	.333
C2	211	1	7	4.87	1.349	1.820	-.836	.167	.787	.333
C3	211	1	7	4.30	1.730	2.991	-.341	.167	-.643	.333
C4	211	1	7	4.45	1.619	2.620	-.396	.167	-.351	.333
U1	211	1	7	5.28	1.335	1.783	-.755	.167	.242	.333
U2	211	1	7	5.22	1.234	1.524	-.776	.167	.981	.333
U3	211	1	7	4.97	1.421	2.018	-.815	.167	.516	.333
U4	211	1	7	5.40	1.160	1.346	-.795	.167	.710	.333
Q1	211	1	7	5.65	1.175	1.380	-.972	.167	.999	.333
Q3	211	3	7	5.95	1.001	1.002	-.671	.167	-.358	.333
Q4	211	1	7	5.43	1.116	1.246	-.645	.167	.740	.333
Q5	211	1	7	5.33	1.201	1.442	-.814	.167	.965	.333
H1	211	1	7	5.21	1.232	1.518	-.990	.167	1.221	.333
H2	211	1	7	5.28	1.321	1.745	-.953	.167	1.012	.333
H3	211	1	7	5.36	1.212	1.470	-.608	.167	.216	.333
OPI1	211	1	7	4.65	1.627	2.646	-.593	.167	-.360	.333
OPI2	211	1	7	4.81	1.572	2.472	-.625	.167	-.354	.333
OPI3	211	1	7	4.95	1.568	2.459	-.706	.167	-.063	.333
Valid N	211									

Reliability Test

The reliability of multiple question within the questionnaires will be measured using Cronbach's alpha test. Cronbach's Alpha Test is deemed to be the most established method in determining the suitability and consistency of data (Yang & Green, 2011). The values are displayed in Table 5.

Table 5. Cronbach's Alpha Score for Each Variables (SPSS)

Reliability Statistics		
Variables	Number of Items	Cronbach's Alpha
Social Media Marketing	6	0.877
Luxury Perception	15	0.890
Online Purchase Intention	3	0.930

Confirmatory Factor Analysis (CFA)

The proposed conceptual model was developed using the same set of data and the model was assessed. According to part of the studies by Anderson and Gerbing (1998), in order to attain accuracy in the confirmation of the multiple-item construct, CFA (Confirmatory Factor Analysis) must be done before any hypotheses can be put to the test. The software AMOS was used in order to obtain the specification of the observed measure’s relations to their posited underlying constructs as it allows the constructs the freedom of inter-correlation (Chin, 1998). In order to achieve an acceptable fit that also has a more accurate resultant scale, process of elimination will be executed during the validation of initial specification, items with 0.5 value or less were eliminated. The resultant of CFA path diagram is shown in Figure 2.

Figure 2. CFA Path Diagram.

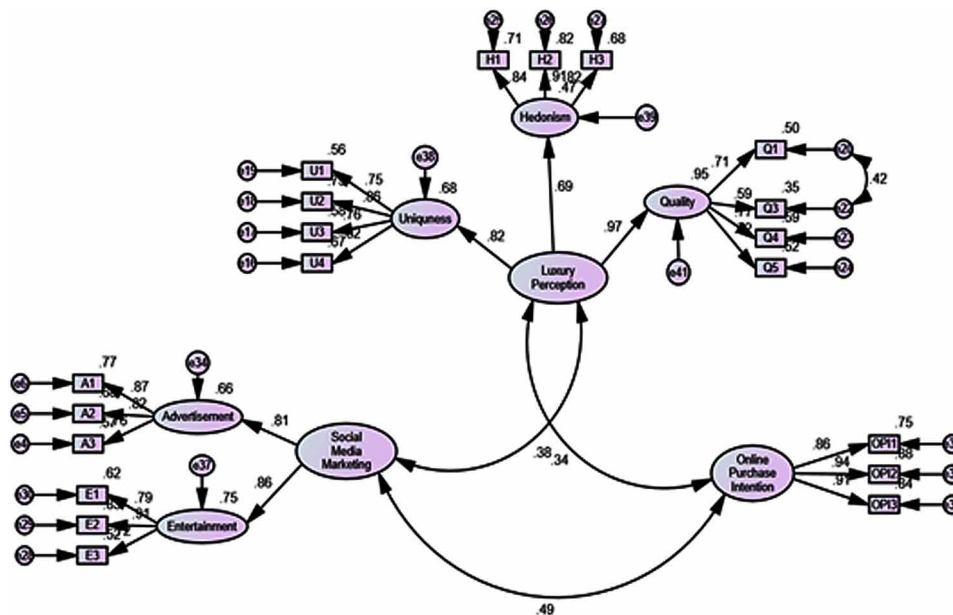


Table 6. Summary CFA Fit Results

	Absolute Fit	Incremental Fit			Parsimonious Fit
CFA Indicator	RMSEA	CFI	TLI	NFI	Chisq/df
Acceptance Level	< 0.08	> 0.90	> 0.90	> 0.9	< 5.0
Default Model Value	0.060	0.954	0.945	0.9	1.765
Decision	Acceptable	Acceptable	Acceptable	Acceptable	Acceptable

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

Based on the selected criteria (at least 1 of each from the 3-fit category) and based on the results generated and displayed in Table 6, RMSEA is at 0.06 which is less than 0.08 and this indicates the model is quite a good fit. Based on CFI, TLI and NFI, all 3 criteria were also met, with the lowest being NFI, the rest are more than the required acceptance level of 0.9. As for the third category, the Chisq/df indicates are value of 1.765 which is less than the value of 5. With that, a conclusion can be drawn that the final overall model fit assessment values are within the statistical recommendation based on the observation of overall data that fits the model within reason (CFA model fit results). With the fit assessment completed, testing of hypothesis was presumed acceptable. In order to ascertain convergence of a model, CR values need to be greater than 0.7 (Hair et al., 2017). Based on the AVE values of above 0.5 in the Table 7 (Hair et al., 2017) considers it as high convergent validity of the latent variables and it is also assessed and accepted when AVE value is of higher value than MSV results and it proves discriminant validity (Hair et al., 2017).

Table 7. Accuracy Analysis

Descriptions	CR	AVE	MSV
Online Purchase Intention	0.932	0.820	0.240
Social Media Marketing	0.827	0.705	0.240
Luxury Perception	0.873	0.701	0.145

Structural Equation Modelling (SEM)

The test of reliability, convergent validity and discriminant validity were met for the model's measurement quality. With the above assessment complete, it means the measurement model is sufficient to continue with testing of the path coefficients in determining the developed relationship of the model (Anderson & Gerbing, 1998). The SEM path diagram was developed with the software AMOS version 24 and displayed in Figure 3.

Figure 3. SEM Path Diagram.

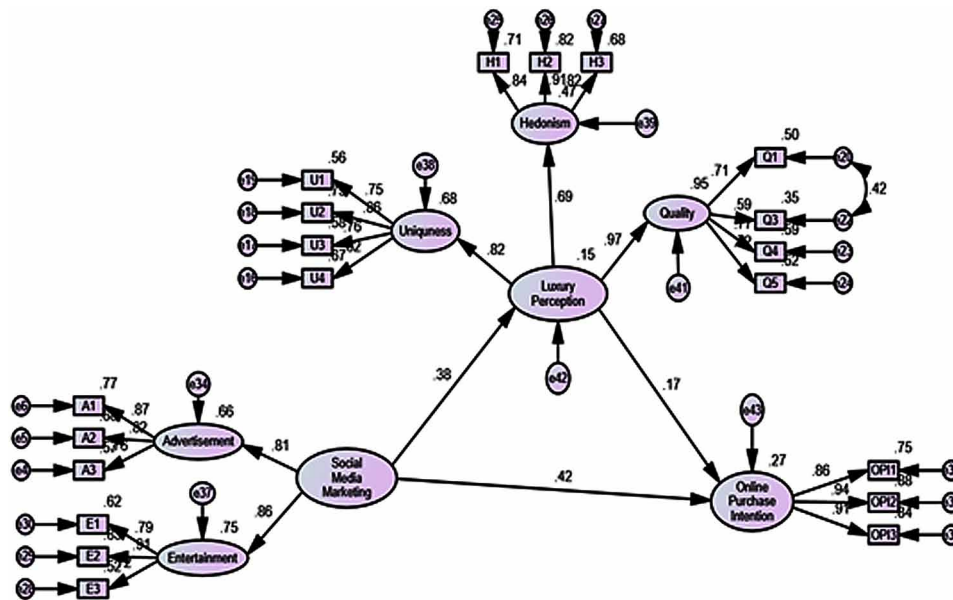


Table 8. Summary of SEM Model Fit Results

	Absolute Fit	Incremental Fit			Parsimonious Fit
CFA Indicator	RMSEA	CFI	TLI	NFI	Chisq/df
Acceptance Level	< 0.08	> 0.90	> 0.90	> 0.90	< 5.0
Default Model Value	0.06	0.954	0.945	0.90	1.765
Decision	Acceptable	Acceptable	Acceptable	Acceptable	Acceptable

The model is considered in the acceptable range of good fit based on the results in Table 8. It shows that the RMSEA is < 0.08, CFI is > 0.90, TLI is > 0.90, NFI is > 0.90 and Chisq/df is < 5.0. The results indicated that RMSEA is at 0.06, CFI at 0.954, TLI at 0.945, NFI at 0.9 and Chisq/df at 1.765. This indicates that the model is able to converge and is considered an acceptable fitting data collected. Second order factor loadings, based on the second order construct of the model, there are 2 main construct that has sub-construct, namely Uniqueness, Hedonism and Quality for the mediator which is Luxury Perception and the other 2 sub-construct are Advertisement and Entertainment which is from the main construct of Social Media Marketing.

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

Table 9. Second Order Factor Loadings

	Dependent Variables		Independent Variables	Beta Value	P	Results
1	Advertisement	←	Social Media Marketing	0.815		Reference Point
2	Entertainment	←	Social Media Marketing	0.864	***	Significant
3	Uniqueness	←	Luxury Perception	0.824		Reference Point
4	Hedonism	←	Luxury Perception	0.689	***	Significant
5	Quality	←	Luxury Perception	0.974	***	Significant

Based on the results above in Table 9, it shows that each sub-construct is significant to its main construct. From here we are also able to conclude that Quality is the highest variable towards Luxury Perception and that entertainment is more important towards Social Media Marketing.

DISCUSSION

Social media marketing positively and significantly impacts online purchase intention for luxury brand. This hypothesis is supported as indicated in the Table 10 that Social Media Marketing does play an important role in the context of having a positive effect on consumer's Online Purchase Intention. This proves that with the correct social media marketing, it is able to have a positive effect on a consumer's online purchase intention in this research with supporting data of 0.423%. Consumers are emotionally drawn to the things that are easily relatable, and it was discovered that one of more effective way to establish this connection is via entertainment. Finding fun ways to inspire consumer's brains in a way that ties to the brand with the emotional feeling. Sabri (2019) has reiterated that social media's sole purpose is centre on the interaction between users and the exploration of information. This is in line with the paper done by Yadav and Rahman (2017) where the outcome of the study also showed that the social media marketing does have a positive effect on purchase intention. In the same paper, it mentions that there are two proponents in defining Social Media Marketing, one is being a connective tool for existing and prospective consumers and one being a process of enhancing stakeholder value. Of these two proponents, the common factor is the use of social media to inspire the sharing of content through the likes of interaction, information, word of mouth, personalisation etc. Similar study by Chu et al. (2013) also indicated that consumer's responses toward social media marketing and purchase intention toward luxury brands has a positive relationship between social media users' levels of brand consciousness and attitudes towards social media marketing. It is shown over and again that social media users that has a positive attitude toward social media marketing are more likely to engage with the contents of brands that are published and would then continue to search for information about brands, eventually this will transform into an intention for luxury purchases.

From Table 9 shown above, we can draw the conclusion that luxury perception as a mediation between Social Media Marketing and Online Purchase Intention does not exist. This can be proven by the value of $0.381 \times 0.175 = 0.066\%$, which is much less compared to direct impact of social media marketing and online purchase intentions at 0.423%. It was highlighted in Wiedmann et al. (2007) paper that luxury is

able to satisfy psychological and functional needs whilst also bringing esteem for the luxury consumer. This has resulted in luxury brands competing on the ability to promote exclusivity, brand identity, brand awareness and perceived quality as part of their social media marketing. However, in this research paper, studies shows that Luxury Perception does not play a significant role as a mediator towards purchasing intention. Chattalas and Shukla (2015), also did a study that supported the hypothesis, that social and functional value of Luxury Perception does indeed affect and positively impacts a consumer’s decision in making an online purchase.

Table 10. Hypothesis Results

	Dependent Variable		Independent Variable	Beta Value	P	Hypothesis Results
H ₂	Online Purchase Intention	←	Social Media Marketing	0.423	***	Supported
H ₃	Luxury Perception	←	Social Media Marketing	0.381	***	Supported
H ₁	Online Purchase Intention	←	Luxury Brand Perception	0.175	*	Supported

*p < .05, **p < .01, *** p < .001~

Table 11 summarises the findings in the form of results of hypotheses testing.

Table 11. Summary of the findings

Hypotheses	Result
<i>H₁: Luxury brands perception has a positive effect towards consumers’ online purchase intention</i>	Accepted
<i>H₂: Social media marketing has a positive effect towards consumers’ online purchase intention</i>	Accepted
<i>H₃: Social Media marketing has a positive effect on consumers’ online purchase intention mediated by luxury brands’ perception</i>	Accepted

CONCLUSION

Based on data provided by the 211 respondents, the results show that social media marketing does have an effect on a consumer’s online purchase intention. The relationship is made up of 2 key factors, which is Advertisement and Entertainment. By providing the correct information to consumers, consumers are able to assess and evaluate if the information is something that would persuade them to further research into. So, this brings us to the importance of Advertisement, which can be categorised into Hot and Cold Media and it is the use of Hot Media for Advertisement that businesses are able to provide more information that allows consumers to have the full picture and to have it communicated clearly (Ceyhan, 2019). Social media marketing is one of the ways that reaches consumers all around the world, they provide a nearly boundary-less reach and with the world being so connected, it is only natural that luxury brands

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

are taking advantage and providing entertainment to consumers, giving consumers the chance to feel connected and engaged and all this in turn will guide a consumer towards having online purchase intention and in the case of luxury brand's perception, it can be said that from the context of the research study, the perceptions of consumers are the main drivers of online purchase intention.

The findings demonstrated that luxury brands perception has a positive effect towards consumers' online purchase intention, social media marketing has a positive effect towards consumers' online purchase intention and lastly social Media marketing has a positive effect on consumers' online purchase intention mediated by luxury brands' perception statistically and supported by previous research studies (Akar & Ceyhan, 2019; Dalgic, 2018; Sabri, 2019; Yeo et al., 2020). In brief, this research study has been able to answer the research questions established in this study for the purpose of making an academic literature contribution in the field of social media marketing. The correct information put out on advertisement and the level of engagement in the entertainment shared by the companies are crucial in ensuring that it results with an online purchase intention as it plays a major part. As social media is also a platform that allows exchange of views, provide feedback and share content, the outcome of this will make or break a product.

Limitations and Future Research Avenues

First of all, this research study can be extended into other countries or region of the world in order to understand luxury brands' perception associated with social media and online purchase intention during the post COVID-19 pandemic in the world for the purpose of knowing the pattern of it. It is important that limitation of this research is highlighted and how this may have impacted the reliability and validity of the research's outcome. Although there is no known consensus in literature that has provided the info on the ideal size of sampling, this research was performed using quantitative analysis and with n=211, the sample size was deemed adequate. However, it is also acknowledged that had the sample size been larger, the analyses would have yielded an outcome that was more robust. The envelope for this research was also limited to Malaysia only, suggesting that the data obtained are possibly restricted by geographical and potentially even culture bias. These influences on the population distribution indicate that the research findings cannot be generalised across the world and needs to be referenced with caution.

REFERENCES

Aakash, A., & Aggarwal, A. G. (2019). Role of EWOM, product satisfaction, and website quality on customer repurchase intention. In J. C. A. Carvalho & E. M. C. B. Sabino (Eds.), *Strategy and superior performance of micro and small businesses in volatile economies* (pp. 144–168). IGI Global. doi:10.4018/978-1-5225-7888-8.ch010

Akar, E., & Dalgic, T. (2018). Understanding online consumers' purchase intentions: A contribution from social network theory. *Behaviour & Information Technology*, 37(5), 473–487. doi:10.1080/0144929X.2018.1456563

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modelling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411–423. doi:10.1037/0033-2909.103.3.411

- Babyak, M. A., & Green, S. B. (2010). Confirmatory factor analysis: An introduction for psychosomatic medicine researchers. *Psychosomatic Medicine*, 72(6), 587–597. doi:10.1097/PSY.0b013e3181de3f8a PMID:20467001
- Beynon-Davies, P. (2011). “Communication: The medium is not the message. In *Significance* (pp. 58–76) Palgrave Macmillan.
- Byrne, B. M. (2006). *Structural equation modeling with EQS: Basic concepts, application, and programming*. Lawrence Erlbaum Associates.
- Casaló, L. V., Flavian, C., & Ibáñez-Sánchez, S. (2019). Antecedents of Consumer Intention to Follow And Recommend an Instagram Account. *Online Information Review*, 41(7), 1046–1063. doi:10.1108/OIR-09-2016-0253
- Ceyhan, A. (2019). The Impact of Perception Related Social Media Marketing Applications on Consumers’ Brand Loyalty and Purchase Intention. *EMAJ: Emerging Markets Journal*, 9(1), 88–100. doi:10.5195/emaj.2019.173
- Chattalas, M., & Shukla, P. (2015). Impact of value perceptions on luxury purchase intentions: A developed market comparison. *Luxury Research Journal*, 1(1), 40–57. doi:10.1504/LRJ.2015.069806
- Chin, W. W. (1998). The partial least squares approach to structural equation modelling. *Modern Methods for Business Research*, 95(2), 295–336.
- Chu, S. C., Kamal, S., & Kim, Y. (2013). Understanding consumer’s responses towards social media advertising and purchase intention toward luxury products. *Journal of Global Fashion Marketing*, 4(3), 158–174. doi:10.1080/20932685.2013.790709
- Cristini, H., Kauppinen-Räsänen, H., Barthod-Prothade, M., & Woodside, A. (2017). Toward a general theory of luxury: Advancing from workbench definitions and theoretical transformations. *Journal of Business Research*, 70, 101–107. doi:10.1016/j.jbusres.2016.07.001
- Cuomo, M. T., Foroudi, P., Tortora, D., Hussain, S., & Melewar, T. C. (2019). Celebrity endorsement and the attitude towards luxury brands for sustainable consumption. *Sustainability*, 11(23), 6791. doi:10.3390/s11236791
- Dastane, O. (2020). Impact of digital marketing on online purchase intention: Mediation effect of customer relationship management. *Journal of Asian Business Strategy*, 10(1), 142–158. doi:10.18488/journal.1006.2020.101.142.158
- Dastane, O. (2020). Impact of leadership styles on employee performance: A moderating role of gender. *Australian Journal of Business and Management Research*, 5(12), 27–52. doi:10.52283/NSWRCA.AJBMR.20200512A03
- Dastane, O., & Fazlin, I. (2017). Re-investigating key factors of customer satisfaction affecting customer retention for fast food industry. *International Journal of Management, Accounting and Economics*, 4(4), 379–400.

The Effect of Social Media Marketing on Luxury Brand Purchase Intention

- Donni, R., Dastane, O., Haba, H. F., & Selvaraj, K. (2018). Consumer perception factors for fashion M-commerce and its impact on loyalty among working adults. *Business and Economic Review*, 8(2), 168–192. doi:10.5296/ber.v8i2.13044
- Euchner, J. (2016). The Medium is the Message. *Research Technology Management*, 59(5), 9–11. doi: 10.1080/08956308.2016.1209068
- Haba, H. F., & Dastane, O. (2018). An empirical investigation on taxi hailing mobile app adoption: A structural equation modelling. *Business Management and Strategy*, 9(2), 48–72. doi:10.5296/bms.v9i1.13006
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Sage.
- Heine, K., & Berghaus, B. (2014). Luxury goes digital: How to tackle the digital luxury brand–consumer touchpoints. *Journal of Global Fashion Marketing*, 5(3), 223–234. doi:10.1080/20932685.2014.907606
- Hennig-Thurau, T., Hofacker, C. F., & Bloching, B. (2013). Marketing the pinball way: Understanding how social media change the generation of value for consumers and companies. *Journal of Interactive Marketing*, 27(4), 237–241. doi:10.1016/j.intmar.2013.09.005
- Hui, S. C. S., Dastane, O., Johari, Z., & Roslee, M. (2021). Enhancing Online Repurchase Intention via Application of Big Data Analytics in E-Commerce. In M. N. Almunawar, M. A. Ali, & S. A. Lim (Eds.), *Handbook of Research on Innovation and Development of E-Commerce and E-Business in ASEAN* (pp. 395–434). IGI Global.
- Imran, A. M. (2017). Impact of entertainment motivational drivers on user acceptance of online social network banner advertising: A gratification perspective. *Zagreb International Review of Economics & Business*, 20(1), 19–47. doi:10.1515/zireb-2017-0006
- Jara, M., Cliquet, G., & Robert, I. (2017). A comparison between economic and organic store brands: Packaging as a key factor of store brand equity. *International Journal of Retail & Distribution Management*, 45(12), 1298–1316. doi:10.1108/IJRDM-07-2016-0107
- Jin, S. (2012). The potential of social media for luxury brand management. *Marketing Intelligence & Planning*, 30(7), 687–699. doi:10.1108/02634501211273805
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59–68. doi:10.1016/j.bushor.2009.09.003
- Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, 65(10), 1480–1486. doi:10.1016/j.jbusres.2011.10.014
- Larraufie, M. A.-F., & Kourdoughli, A. (2014). The e-semiotics of luxury. *Journal of Global Fashion Marketing*, 5(3), 197–208. doi:10.1080/20932685.2014.906120
- Madakam, S., & Tripathi, S. (2021). Social Media/Networking: Applications, Technologies, Theories. *JISTEM-Journal of Information Systems and Technology Management*, 18.

- Mortelmans, D. (2005). Sign values in processes of distinction: The concept of luxury. *Semiotica*, 2005(157), 497–520.
- Nick, T. G. (2007). Descriptive Statistics. In W. T. Ambrosius (Ed.), *Topics in Biostatistics* (pp. 33–52). Springer. doi:10.1007/978-1-59745-530-5_3
- Pentina, I., Koh, A. C., & Le, T. T. (2012). Adoption of social networks marketing by SMEs: Exploring the role of social influences and experience in technology acceptance. *International Journal of Internet Marketing and Advertising*, 7(1), 65–82. doi:10.1504/IJIMA.2012.044959
- Sabri, E. R. (2019). Consumer's Purchase Intention towards Luxury Retailer's Social Media Advertisements — A Case Study of a Shoe Retail — UAE-Dubai Mall. *Social Networking*, 8(1), 39–51. doi:10.4236n.2019.81003
- San, S. S., & Dastane, O. (2021). Key Factors Affecting Intention to Order Online Food Delivery (OFD). *Journal of Industrial Distribution & Business*, 12(2), 19–27.
- Statista. (2020). *Active social media users as percentage of the total population in Malaysia from 2016 to 2020*. <https://www.statista.com/statistics/883712/malaysia-social-media-penetration/>
- Van der Meulen, S. (2010). Between Benjamin and McLuhan: Vilem Flusser's Media Theory. *New German Critique, NGC*, 37(2), 180–207. doi:10.1215/0094033X-2010-010
- Wai, K., Dastane, O., Johari, Z., & Ismail, N. B. (2019). Perceived risk factors affecting consumers' online shopping behaviour. *The Journal of Asian Finance. Economics and Business*, 6(4), 246–260.
- Wiedmann, K., Hennigs, N., & Siebels, A. (2007). Measuring Consumers' Luxury Value Perception: A Cross-Cultural Framework. *Academy of Marketing Science*, 2007(7).
- Woodside, A. G., & Fine, M. B. (2019). Sustainable fashion themes in luxury brand storytelling: The sustainability fashion research grid. *Journal of Global Fashion Marketing*, 10(2), 111–128. doi:10.1080/20932685.2019.1573699
- Yadav, M., & Rahman, Z. (2017). Measuring Consumer Perception of Social Media Marketing Activities in E-commerce Industry: Scale Development and Validation. *Telematics and Informatics*, 34(7), 1294–1307. doi:10.1016/j.tele.2017.06.001
- Yang, Y., & Green, S. B. (2011). Coefficient alpha: A reliability coefficient for the 21st century? *Journal of Psychoeducational Assessment*, 29(4), 377–392. doi:10.1177/0734282911406668
- Yeo, S., Tan, C., Lim, K., Leong, J., & Leong, Y. (2020). Effects of Social Media Advertising on Consumers' Online Purchase Intentions. *Global Business and Management Research*, 12(1), 89–106.
- Zaglia, M. E. (2013). Brand communities embedded in social networks. *Journal of Business Research*, 66(2), 216–223. doi:10.1016/j.jbusres.2012.07.015 PMID:23564989
- Zeng, M. (2018). *Empirical Analysis of Chinese consumers' attitudes and Value Perceptions on luxury brands*. Université Côte D'Azur. <https://tel.archives-ouvertes.fr/tel-02022823>

ADDITIONAL READING

Chu, S. C., Kamal, S., & Kim, Y. (2019). Re-examining of consumers' responses toward social media advertising and purchase intention toward luxury products from 2013 to 2018: A retrospective commentary. *Journal of Global Fashion Marketing*, 10(1), 81–92. doi:10.1080/20932685.2018.1550008

Eom, H. J., Seock, Y. K., & Hunt-Hurst, P. (2019). Purchase intention toward luxury brands among young adult consumers from social comparison perspective. *Journal of Marketing Management and Consumer Behavior*, 2(4).

Lin, T. L., & Ku, T. H. (2018). Effects of luxury brand perceptions on brand attachment and purchase intention: A comparative analysis among consumers in China, Hong Kong and Taiwan. *South African Journal of Business Management*, 49(1), 1–9.

Park, J., Hyun, H., & Thavisay, T. (2021). A study of antecedents and outcomes of social media WOM towards luxury brand purchase intention. *Journal of Retailing and Consumer Services*, 58, 102272. doi:10.1016/j.jretconser.2020.102272

Roberts, J. (2019). Luxury international business: A critical review and agenda for research. *Critical Perspectives on International Business*, 15(2/3), 219–238. doi:10.1108/cpoib-02-2019-0018

Yu, S., Hudders, L., & Cauberghe, V. (2018). Selling luxury products online: The effect of a quality label on risk perception, purchase intention and attitude toward the brand. *Journal of Electronic Commerce Research*, 19(1), 16–35.

KEY TERMS AND DEFINITIONS

Consumer Purchasing Intention: Is a complicated psychological process that involves information gathering, recognition, purchase, and post-purchase evaluation and this is contrary to the process when it comes to decision making, as it does not always follow the same pattern. This is because consumer behaviour is heavily influenced by emotion and environmental factors, and also on how the choices are presented.

Luxury Brand: Is brand positioned where the product outwardly exhibits price insensitivity; that being priced at a higher price is considered as neutral or even brings a positive impact to its image; exhibit that perceived price is not of any significance to the product is amongst drivers of purchase.

Luxury Perception: Is defined as the act of seeing luxury being an equal definition to beauty, like an art but one that comes with functional value, which can be enlightening. Luxury items are able to flatter all senses and provide pleasure all at once. Luxury is also seen as an appendage of the ruling classes.

Online Purchase Intention: Is defined as when the consumer is having the preparedness and intent toward a product to be purchased via an online transaction platform; it is also served as a good guide to making an actual purchase when possessed with the intention to buy online a good or a service.

Social Media Marketing: Is defined by scholars and expert in the field of social media as the use of social media platforms and websites in order to promote a product or a service, it is sometimes called electronic marketing and digital marketing in the context of academic literature.

Chapter 15

Film-Induced Tourism and Selling Storytelling in Destination Marketing: The Legend of the Rooster of Barcelos (Portugal)

Jéssica Simões Vieira

Polytechnic Institute of Cávado and Ave, Portugal

Carlos Alberto Correia Araújo

Escola Superior de Media, Artes e Design (ESMAD), Portugal

Bruno Barbosa Sousa

 <https://orcid.org/0000-0002-8588-2422>

Polytechnic Institute of Cávado and Ave, Portugal & CiTUR, Portugal

ABSTRACT

Film-induced tourism is a kind of business that profits from attracting visitors inspired by beautiful sceneries of locations exposed in movie or drama and stories linked to the locations, through merchandising of filming sets or locations as a tour program. This chapter presents the case study “A Lenda do Galo de Barcelos” as an example of a film and photographic record enhancing the tourist destination in northern Portugal (i.e., Barcelos). The film recovers the history, culture, photography, and images of one of the most important legends of Portuguese territory and representative of the popular culture of Barcelos. Film tourism is a useful tool for promoting and selling tourist destinations. It is also an important differentiating factor in the marketing of territories at the level of marketing of places. In an interdisciplinary perspective, this chapter presents inputs from tourism (film-induced tourism), marketing (tourism and territorial marketing), and local development.

DOI: 10.4018/978-1-6684-3430-7.ch015

INTRODUCTION

In the last two decades, brand management has generated much interest both in academic and business circles and branding strategy has been widely recognised as a source of sustainable competitive advantage (Aaker, 2002; Kapferer, 2008; Keller, 2008). Branding is a key element in product positioning, and its role in effectively and appropriately marketing specific contexts (Sousa & Rocha, 2019). Therefore, niche markets emerge as a response to the growing demand for sophisticated and specialized tourism, such as movie tourism. According to its classical meaning, the concept of heritage refers to the legacy we inherited from the past and that we transmit to future generations. In this context, film-induced tourism is a kind of business that profits from attracting visitors inspired by beautiful sceneries of locations exposed in movie or drama and stories linked to the locations, through merchandising of filming sets or locations as a tour program (Beeton, 2006). This chapter presents the case study “A Lenda do Galo de Barcelos” as an example of a film and photographic record enhancing the tourist destination in northern Portugal (i.e. Barcelos). The film recovers the history, culture, photography and images of one of the most important legends of Portuguese territory and representative of the popular culture of Barcelos. The result of the film (2020) is an important tool for the promotion, communication and management of tourism. In an interdisciplinary perspective, this chapter presents inputs from tourism (film-induced tourism), marketing (tourism and territorial marketing) and local development.

PLACE MARKETING AND SALES

Territorial marketing is one of the most important elements of strategic planning of cities and territories, and it appears as a process of territorial management and decentralisation of power, which seeks local development through competitive advantages. The development of a territory, in an integrated and interest-compromising point of view, consists of a set of associated objectives to attract or create opportunities for the territory. These opportunities arise through initiatives of local attraction of entrepreneurial initiatives, tourists and visitors, and through the creation and establishment of export markets. In the case of territorial marketing, the main theme of this research, it is observed that it is interrelated with other concepts such as city marketing, urban marketing, and place marketing (Sousa & Rocha, 2019). The application of territorial marketing should be taken into account as a long-term strategic process and through different stages. From this application derives the knowledge of the specific characteristics and potential of each territory, which until then was not known (Megri & Bencherif, 2014; Ocke & Ikeda, 2014). It is therefore essential to know the environment (geographical, demographic, economic, political, social, cultural) and leaders (governmental, political, private) of each place (Veiga et al., 2022).

Although the growth period of globalization, increased mobility, spatial homogeneity and the loss of cultural specificity, the notion of “place” have regained its value and importance in the contemporary world, especially in neighborhoods, villages, and small towns (Lewicka, 2011; Sebastien, 2020). According to previous studies, places should not be seen merely as a physical space or geographical location (Ng & Feng, 2020; Nian et al., 2019; Ujang & Zakariya, 2015; Imamović et al., 2022). The concept of place should also be interpreted from a psychological perspective, where people develop human experiences, relationships, emotions, and thoughts within a spatial setting (Hoang et al., 2020; Ng & Feng, 2020; Wang & Chen, 2015). Theoretically, the significance and meaning of a place vary between different types of actors (individuals, groups, or cultures) and over time (Halpenny et al., 2018; Hoang et

al., 2020), thereby influencing human affections, perceptions, and behaviors (Han et al., 2019). Some people feel attached to a place because of social factors: close ties with the neighborhood, generational rootedness, or religious symbolism of the place, while others may feel attached to the physical assets of places, such as nature, the possibility of recreation, or physically stimulating environment (Lewicka, 2011). As stated by Sebastien (2020), space acquires value and significance through memories, symbols, ideas, and experiences lived and felt on site. Consequently, sustaining the meanings and identity of places is important because they contribute to understanding the level and form of attachment and meanings associated with the places to unravel place significance (Ujang & Zakariya, 2015). Therefore, the concept of place implies the association of the physical environment with human experiences. In addition to carrying out their political functions and pursuing common objectives of their community, it is also up to the leader to ensure that the different targets are met (tourists, residents, associations, companies and investors), regardless of their heterogeneity. The features and advantages that characterise certain locations do not guarantee the same opportunities in the future. The image of a destination, transmitted through a film, is a very powerful strategy with regard to creating the touristic image of the territory and, in this case, the great competitive advantage of territories that promote themselves through cinema is the fact that its promotion is done through an unconventional distribution channel and the effect it has on the population is more appealing and far-reaching (Duque, 2013). Therefore, it is more than certain that, in keeping up with the digital evolution, tourist destinations had to give in to new ways of advertising their destination. Film production and film development proves to be an important instrument of territorial sales (i.e. sales of destinations and cultural promotion) through television and major film productions (e.g. film festivals or expert meetings). Cinema can function as a tool for disseminating places, territories, cities, countries and the history of a city (Sousa et al., 2021).

In Portugal, the case of the “legend of the Barcelos rooster” presents a story with very specific values that reinforce the territorial identity of the local community (Barcelos and other cities). There is, therefore, a logical relationship between cinema, films and the sale of territories and cultural promotion. In this chapter, the authors intend to present a successful case study, with a cinematographic production produced in the pre-pandemic period (i.e. new corona virus in 2019). In this chapter, the authors seek to understand the importance of the film produced in Barcelos in managing sales in the national and international territory.

TOURISM SEGMENTATION AND FILM-INDUCED TOURISM

Tourism is a multifaceted and geographically complex activity that increasingly generates new (and different) market segments with different individual interests. The term niche, in a marketing perspective, refers to two key interrelated ideas: that there is a place in the market for the product, and that there is an audience for that same product. This refers to a specific product capable of keeping up with the needs of a specific market segment (Santos et al., 2021). Therefore, one should not look at the market in a simplistic and homogeneous way, since it represents a group of individuals with specific characteristics and needs.

There is a variation in the terminology used to define the concept of movie tourism. The most basic differentiation is cultural/geographical, that is, some countries tend to favour the term “movie tourism”, while others use the term “film-induced tourism”. The two terms are used interchangeably in tourism research, but essentially the “film” refers to the vocabulary of early American cinema of the “moving

Film-Induced Tourism and Selling Storytelling in Destination Marketing

image”. Film tourism can take many forms and activities, as identified, and discussed by some authors (e.g. Beeton, 2006; Croy & Heitmann, 2011; Li et al., 2017; Sousa et al., 2021):

- Visits to locations portrayed in a specific film/television production. These locations are real, from cities, villages, fields and other environments that were used as locations for filming films (e.g. Barwon Heads, Australia and Sea Change).
- Visits to groups of studios.
- Visits to theme parks and specific film/TV attractions (e.g. Dae Jang Geum Theme Park, the first cinema-related attraction in Korea, and, Hengdian Film Industry Park, Danyang City, Zhejiang).
- Visits to themed attractions with a movie theme - the world’s most popular tourist attractions and theme parks are directly related to films (e.g. Disneyworld in Orlando, the Wizardry of Harry Potter in Orlando and King Kong 3-D in Hollywood).
- Visits to locations where filming is taking place.
- Visits to locations that are marketed as cinematographic locations.
- Participation in excursions organized in the locations where the filming took place.
- Participation in tours organized to see the homes of celebrities.
- Visits to Film Festivals (e.g. Cannes or Edinburgh International Film Festival).
- Visits to destinations for film premieres, that is, to see or watch the arrival of film celebrities.

The film tourism business incorporates a series of activities, such as Hudson and Ritchie (2006), the development of destination marketing campaigns to promote films, while, increasingly, common initiatives between DMOs and filmmakers to promote films and tourist destinations. The existence of units dedicated to the promotion of films is, in many places, well established in order to promote the adaptation of places and spaces such as filming locations, as well as the provision of resources to provide or find studio spaces. In addition to that, they provide incentives to filmmakers regarding tax benefits and incentives (Sousa & Liberato, 2022). Great cinematographic films can provide the locations, objects and people for the look and motivation of various people and, for some, films can induce these same people to travel specifically to the places where those same films were shot. Although some of these great films are not primarily intended to induce people to visit the sites in question, it appears that they can enhance the awareness, appeal and profitability of the sites through the power of the imagination, image and fantasy of films in question. These cinematographic images can influence consumers’ decisions regarding their motivations to visit the places where the films were recorded. However, it is necessary to ask the question: do films really have an impact with respect to consumer choice in relation to the tourist destination?

THE CASE OF THE BARCELENSE MOVIE “A LENDA DO GALO” (“THE LEGEND ROOSTER”)

Religious tourism is exclusively or strongly motivated for religious reasons. One of the oldest types of tourism and a worldwide phenomenon of religious history, it can be differentiated into several forms. There are established links of pilgrimage with belief, religious tourism with culture and tourism with entertainment (Sousa et al., 2021). Numerous religious sites are correspondingly national symbols. For example, Guadalupe and the Wailing Wall (Jerusalem) representing, respectively, Mexico and the Judaism. Fatima, a religious sanctuary in Portugal, constitutes another symbol of gathering for nationals

and expats that come together on specific dates to celebrate the apparition of Holly Mary. Mazumdar & Mazumdar (2004) refer to the pilgrimage in Islam, as a religious motivation, that has important implications for place attachment: (i) the pilgrimage emphasizes the importance of the site, particularly in those locations associated with the Prophet; (ii) pilgrimage requires all believers to visit the place and experience its physical qualities; (iii) the identification with place becomes an integral part of Muslim identity. According to Casais and Sousa (2020), Santiago de Compostela is one of the main pilgrimage destinations, compared to Jerusalem (Israel), Rome (Italy), Lourdes (France) or Fátima (Portugal) (Lois-González & Santos, 2015). Located in the northwest of Spain, Compostela is dedicated to Saint James the Apostle (Lois-González et al., 2015). In the twelfth century, a network of routes was built throughout Europe, with the city of Compostela as the final destination. The most popular and emblematic route among European pilgrims is the French one, consisting of four routes converging to each other (Lois-González et al., 2015). The Portuguese route also holds history and has several variants (e.g., the central, the coastal, and the primitive routes), as a consequence of investments in routes facilities (Pereiro, 2019), which act as pull attributes to attract more pilgrims (Casais & Sousa, 2020).

The film “A Lenda do Galo”, in the opinion of its director, was a beginning for the representation of Barcelos in the cinematographic world. Somewhere in Minho, more specifically, in the district of Braga, with 62 parishes and with about 116 531 inhabitants, we find the city of Barcelos or, as the people like to call it, the famous city of Galo. This Portuguese corner embraced by all Barcelonans and people who go there is not known as the city of Galo just because, before it was normal when referring to Barcelos, there was something superior that instilled this normality and that’s where the famous legend of the Rooster. Briefly, the Legend of the Rooster of Barcelos tells us about a “miraculous” intervention by a dead rooster that proved the innocence of a man who was accused of a crime he did not commit. The story begins with a guiltless crime when, out of nowhere, a young Galician appears, just passing through Santiago de Compostela. Having no other culprits, the authorities at the time found him guilty and thus sentenced to death. The young Galician, unhappy with the whole situation by declaring himself innocent, asked to speak to a judge. Thus done, he went to the same man who was at a banquet. So indignant with the situation, he stated in front of the judge that – “It’s so right that I’m innocent, how sure is that rooster crowing when they focus on me!”. That said, no one cared about the young man and they took him away to be hanged. It was at that moment that the cock before him stood up and crowed. Realizing his error, the judge ran to the gallows where the young Galician was still alive due to a bad knot.

After a whole year of “going around the world”, the film had its premiere to the Barcelos public from January 31 to February 2, 2020, at the Gil Vicente Theater. Although a pandemic has come to devastate the entire culture, the project’s surroundings managed to succeed and proof of this is the fact that this film/short film has been nominated for numerous national and international cinema awards. Directed by Carlos Araújo, the film has the presence of actors such as: João Nunes Monteiro, Margarida Moreira and António Capelo (Figure 1). Therefore, it is more than certain that, in keeping up with the digital evolution, tourist destinations had to give in to new ways of advertising their destination. Film production and film development proves to be an important instrument of territorial sales (i.e. sales of destinations and cultural promotion) through television and major film productions (e.g. film festivals or expert meetings). Cinema can function as a tool for disseminating places, territories, cities, countries and the history of a city (Sousa et al., 2021). In Portugal, the case of the “legend of the Barcelos rooster” presents a story with very specific values that reinforce the territorial identity of the local community (Barcelos and other cities). There is, therefore, a logical relationship between cinema, films and the sale

Film-Induced Tourism and Selling Storytelling in Destination Marketing

of territories and cultural promotion. In this chapter, the authors intend to present a successful case study, with a cinematographic production produced in the pre-pandemic period.

Figure 1. “The Legend of the Rooster” poster.

Source: Movie facebook page.



Thus, the film ends up portraying the Legend of the Rooster as the fable that it is and, in this way, transmitting its teaching and moral context. In addition to transmitting the legend itself, the director sees as a mission for this film to try as much as possible to make Barcelos and its riches known, its people who, by themselves, are rich “not just because they are rich but because they have value”. After this brief introduction to Barcelos, its legend and even the film made around it all, it would be good to discuss the attraction of tourists through it. In an interview with Carlos Araújo, he says that he has no idea of the exact numbers of tourists that his film may or may not have attracted. In terms of impact, notoriety and recognition (e.g. Figure 2, in original (Portuguese) language), the film “The Legend of the Rooster” was nominated for the “Prémio Sophia” (Sophia Award).

Figure 2. Film recognition for the “Sophia Award”

CINEMA Filme de Carlos Araújo entre os finalistas do Prémio Sophia

Lenda com nomeação

Olga Costa
Foto: DR

O filme “A Lenda do Galo”, produzido pelo barcelense Carlos Araújo, está nomeado para os Prémios Sophia Estudante, na categoria de melhor curta-metragem de ficção. A gala desta que será a quinta edição deste evento organizado pela Academia Portuguesa de Cinema está agendada para dia 13, no Rivoli, Teatro Municipal do Porto, às 21h. Nesse dia, ficar-se-ão a conhe-

cer os três primeiros classificados em cada uma das cinco categorias. O grande vencedor, de entre os três finalistas, irá receber o galardão nos Prémios Sophia 2019, a 24 de Março. Além de ficção, a concurso estão as categorias de animação, documentário, experimental e, pela primeira vez, melhor cartaz. O filme de Carlos Araújo, produzido no âmbito da sua formação na Escola Superior de Media Artes e Design – ESMED, no Porto, concorre com mais seis filmes pré-seleccionados



para a final de um total de 28 candidaturas em ficção. Nesta categoria, o júri é composto pelo director de fotografia Luís Branquinho, a atriz Tere-

sa Madruga, o realizador Luís Diogo e o argumentista Luís Campos. Ao Barcelos Popular, Carlos Araújo explica que estar entre os finalistas já é “um reconhecimento” por aquele que, afirma, é o primeiro filme de época produzido em ambiente académico. “Estar nomeado é sempre bom para o currículo, mas o mais importante foi todo o processo de aprendizagem pelo qual passámos durante a preparação e a realização do filme”, apontou. Carlos Araújo confessou, no entanto, que leva alguma

expectativa para a cerimónia do dia 13 e fala no mundo do cinema como algo que há já algum tempo ambicionava explorar. Os Prémios Sophia Estudante contam com o apoio do Instituto do Cinema e Audiovisual, pretendem promover o cinema estudantil e distinguem curtas-metragens de alunos do ensino superior de todo o país. Na categoria de melhor curta-metragem de animação, destaque também para a presença de dois filmes produzidos por estudantes do IPCA.

2020 was the year that COVID-19 appeared and that tourism had to take a break, so it is believed that the numbers are lower than they would be in a “normal” state. Despite this, Carlos Araújo stated that, at least, in the environment in which he is inserted (cinema) he has already received news from people who were inspired and are, in fact, thinking of doing something related to the city of Barcelos or in the city of Barcelos. Whether or not it may have attracted tourists immediately, part of the mission to put Barcelos on a better level in relation to Portugal and the world, is being done. Tourists will arrive when it’s already safe for everyone, from the film or the works it inspired to be made.

RESULTS AND DISCUSSION

The methodology used for the development of this project brings together a qualitative and a quantitative approach, based on document analysis, conducting a semi-structured and exploratory interview with the director of the film “A Lenda do Galo”, Carlos Araújo, and a survey on Movie tourism and photographic tourism in Destination Management. To better understand all the information that was collected through the literature review, a quantitative methodology was applied in this study through questionnaires that would be filled out online, through Google Forms. The questionnaire will have been published on April 22, 2021, at 0:00 am and closed one month later. The following platforms were chosen to share the questionnaire: e-mail; Facebook; Instagram; LinkedIn; Twitter. The qualitative methodology was carried out in order to complement the quantitative one and took place in a semi-structured and exploratory interview, carried out with the director of the film “A Lenda do Galo”. The interview has, then, 6 questions to which the respondent would have to share his opinion more freely, since he will also have had access to the questionnaire where the questions were more direct and objective (Zoom meeting, 05-05-2021, 10 am).

The population of this study includes everyone who is fluent in the Portuguese language and, in particular, people from the fields of cinema, marketing and photography. However, the topic to be developed was included in an open questionnaire in which everyone could respond with their opinion or a

minimum of knowledge. In turn, the sample of the quantitative study consists of 252 respondents. Most of the respondents who answered the questionnaire are between 18 and 24 years old, and of the total number, 113 (44.8%) are between these ages, then 44 responses were obtained (17.5%) indicating that are between 35 and 44 years old. It was also noted that the age group with the least responses obtained was people over 64 years old, where only 8 people (3.2%) responded.

As the research is directed to the role of photography and cinema in the management of tourist destinations, respondents were approached with the fact that they considered, or not, photography important for their management. Of the total 252 responses, it was found that all agreed with the statement, with 213 people (84.5%) responding that they strongly agreed and the remaining 37 people (14.7%) responding that they only agreed. After asking himself about the importance of photography in the management of destinations, the same question was posed, but with the variant of cinema. Unlike what happened in the previous question, when asked about the importance of cinema in the management of destinations, the answers were more dispersed. Thus, there were 116 responses (46%) in complete agreement and 82 (32.5%) in agreement. However, this time more responses were obtained (46 responses, 18.3%) in the level 3 option (neither disagree nor agree) and 8 responses (3.2%) stated that they were and disagree with the statement presented.

When the sense of belonging of the Barcelense community was addressed, through the film “A Lenda do Galo”, the results showed that more than 50% of the respondents highlighted the feeling of affection (affective bond by the community). In other words, the results obtained (albeit preliminary), tend to corroborate the idea that cinema (and photography) can develop an important communication and territorial marketing tool. Cinema and photography seem to play a very important role in the management of tourist destinations, in promoting the territory, in the notoriety of cities and also in the feeling of belonging (and emotions in the local community). It is possible, from the preliminary results, to verify feelings of pride, feelings of affection and local identity on the part of some respondents. According to Sousa and Rocha (2019), the concept of place attachment presented, from the beginning, some difficulties in the way it was defined or understood universally, considering the most appropriate methodological approach. Other terms are used in an undifferentiated way such as community attachment (Kasarda & Janowitz, 1974), community sense (Sarason, 1974), local identity (Proshansky, 1978), place dependency (Stokols & Shumaker, 1981), sense of place (Hummon, 1992). In certain contexts, it is found that one of the terms used as a generic concept encompasses some dimensions, serving as an example (e.g. Cardoso & Sousa, 2020), the attachment to a place is a component of identity.

CONCLUSION, LIMITATIONS AND NEXT STEPS

In recent years, tourism researchers are increasingly interested in examining the role of place attachment to evaluate local residents' attitudes toward tourism management and development. This increased interest, on the one hand, is due to the decisive attitude of local residents toward tourism in determining tourism development (Ng & Feng, 2020; Yuan et al., 2019). An increase in international travel and the development of the entertainment sector translated into growth for film tourism, which within a relatively short time became a rapidly growing sector of the tourism industry (Michopoulou et al., 2022). As Cardoso et al. (2017) note, this phenomenon is included in the relatively new subject of ‘film-induced versus destination branding image’ research. When looking at the contents of destination branding, destina-

tion image emerges as the crucial one, as it is the core variable that influences consumers' choices for destination selection and travel related decision making (Cardoso et al., 2017).

Therefore, assessing the influence of a particular screen production on the featured destination's image becomes an important issue within film-induced tourism (Michopoulou et al., 2022). In this context, this chapter presents a contribution to territorial marketing and tourism segmentation (in particular, the case of film tourism). This manuscript presents an attempt to understand the importance of cinema and photography in the construction of a territorial strategy and in the communication of the tourist destination (increased awareness of the tourist brand). Preliminary results seem to demonstrate that cinema and photography play an important role in promoting the tourist destination, but also in the sense of belonging and pride of the local community. Despite the fact that the chapter only shows preliminary results, it is expected that in the future works and studies can be developed that allow establishing causal relationships between variables (e.g.: place attachment, place identity, sense of belonging, satisfaction, loyalty). According to Cardoso et al. (2019), destinations employ various resources to induce positive images in order to differentiate from competitors and place themselves at consumers' top of mind. Image emerges, then, as a boosting agent of tourism destination competitiveness, and a relevant component of consumers' destination choice. There is a consensus about destination image being the sum of beliefs, ideas and impressions one has of a place (Hallmann et al., 2015).

Therefore, it is more than certain that, in keeping up with the digital evolution, tourist destinations had to give in to new ways of advertising their destination. Film production and film development proves to be an important instrument of territorial sales (i.e. sales of destinations and cultural promotion) through television and major film productions (e.g. film festivals or expert meetings). Cinema can function as a tool for disseminating places, territories, cities, countries and the history of a city (Sousa et al., 2021). In Portugal, the case of the "legend of the Barcelos rooster" presents a story with very specific values that reinforce the territorial identity of the local community (Barcelos and other cities). There is, therefore, a logical relationship between cinema, films and the sale of territories and cultural promotion. In this chapter, the authors intend to present a successful case study, with a cinematographic production produced in the pre-pandemic period (i.e. new corona virus in 2019).

In this chapter, the authors seek to understand the importance of the film produced in Barcelos in managing sales in the national and international territory. The pandemic context caused some changes in consumer behavior. It will be essential, in the future, to understand how film tourism develops "desire" and "notoriety" for a tourist destination. In particular, in this chapter, the case of the film "A Lenda do Galo" was studied as an important communication and marketing tool for the city of Barcelos. From an interdisciplinary perspective, this chapter presents inputs for territorial marketing, film tourism and local development.

REFERENCES

Beeton, S. (2006). Understanding film-induced tourism. *Tourism Analysis*, 11(3), 181–188. doi:10.3727/108354206778689808

Film-Induced Tourism and Selling Storytelling in Destination Marketing

- Cardoso, A., & Sousa, B. (2020). The Theory of Attachment in Contexts of Public and Social Marketing: Study of the Program “Portugal Sou Eu”. In D. Crowther & S. Seifi (Eds.), *CSR and Sustainability in the Public Sector. Approaches to Global Sustainability, Markets, and Governance*. Springer. doi:10.1007/978-981-15-6366-9_6
- Cardoso, L., Dias, F., de Araújo, A. F., & Marques, M. I. A. (2019). A destination imagery processing model: Structural differences between dream and favourite destinations. *Annals of Tourism Research*, 74, 81–94. doi:10.1016/j.annals.2018.11.001
- Cardoso, L., Estevão, C. M., Muniz, A. C. F., & Alves, H. (2017). Film induced tourism: A systematic literature review. *Tourism & Management Studies*, 13(3), 23–30. doi:10.18089/tms.2017.13303
- Casais, B., & Sousa, B. (2020). Heterogeneity of motivations and conflicts in pilgrim-to-pilgrim interaction: A research on the way of Saint James. *Tourism Management Perspectives*, 36, 1–9. doi:10.1016/j.tmp.2020.100748
- Croy, G., & Heitmann, S. (2011). Tourism and film. *Research Themes for Tourism*, 188–204.
- Duque, A. S. C. (2013). *O Cinema na construção e promoção de territórios turísticos: a imagem do rural no cinema português* (Doctoral dissertation). Faculdade de Letras da Universidade de Coimbra.
- Hallmann, K., Zehrer, A., & Müller, S. (2015). Perceived destination image: An image model for a winter sports destination and its effect on intention to revisit. *Journal of Travel Research*, 54(1), 94–106. doi:10.1177/0047287513513161
- Halpenny, E., Kono, S., & Moghimehfar, F. (2018). Predicting World Heritage site visitation intentions of North American park visitors. *Journal of Hospitality and Tourism Technology*, 9(3), 417–437. doi:10.1108/JHTT-10-2017-0109
- Han, J. H., Kim, J. S., Lee, C. K., & Kim, N. (2019). Role of place attachment dimensions in tourists’ decision-making process in Cittáslow. *Journal of Destination Marketing & Management*, 11, 108–119. doi:10.1016/j.jdmm.2018.12.008
- Hoang, T. D. T., Brown, G., & Kim, A. K. J. (2020). Measuring resident place attachment in a World Cultural Heritage tourism context: The case of Hoi An (Vietnam). *Current Issues in Tourism*, 23(16), 2059–2075. doi:10.1080/13683500.2020.1751091
- Hudson, S., & Ritchie, J. B. (2006). Promoting destinations via film tourism: An empirical identification of supporting marketing initiatives. *Journal of Travel Research*, 44(4), 387–396. doi:10.1177/0047287506286720
- Hummon, D. M. (1992). Community attachment. In *Place attachment* (pp. 253–278). Springer. doi:10.1007/978-1-4684-8753-4_12
- Imamović, I., Azevedo, A. J., & Sousa, B. M. (2022). The Urban Sensescapes and Sensory Destination Branding. In M. Valeri (Ed.), *New Governance and Management in Touristic Destinations* (pp. 276–293). IGI Global. doi:10.4018/978-1-6684-3889-3.ch017
- Kapferer, J.-N. (2008). *Strategic Brand Management, Creating and sustaining Brand Equity Long Term*. Kogan Page.

- Kasarda, J. D., & Janowitz, M. (1974). Community attachment in mass society. *American Sociological Review*, 39(3), 328–339. doi:10.2307/2094293
- Keller, K. L. (2008). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Prentice Hall.
- Lewicka, M. (2011). Place attachment: How far have we come in the last 40 years? *Journal of Environmental Psychology*, 31(3), 207–230. doi:10.1016/j.jenvp.2010.10.001
- Li, S., Li, H., Song, H., Lundberg, C., & Shen, S. (2017). The economic impact of on-screen tourism: The case of The Lord of the Rings and the Hobbit. *Tourism Management*, 60, 177–187. doi:10.1016/j.tourman.2016.11.023
- Mazumdar, S., & Mazumdar, S. (2004). Religion and place attachment: A study of sacred places. *Journal of Environmental Psychology*, 24(3), 385–397. doi:10.1016/j.jenvp.2004.08.005
- Megri, Z., & Bencherif, F. (2014). The effect of territorial marketing on city image valuation: An exploratory study in Algeria. *International Journal of Marketing Studies*, 6(4), 145–156. doi:10.5539/ijms.v6n4p145
- Michopoulou, E., Siurnicka, A., & Moisa, D. G. (2022). Experiencing the Story: The Role of Destination Image in Film-Induced Tourism. In R. Baleiro & R. Pereira (Eds.), *Global Perspectives on Literary Tourism and Film-Induced Tourism* (pp. 240–256). IGI Global. doi:10.4018/978-1-7998-8262-6.ch013
- Ng, S. L., & Feng, X. (2020). Residents' sense of place, involvement, attitude, and support for tourism: A case study of Daming Palace, a Cultural World Heritage Site. *Asian Geographer*, 37(2), 189–207. doi:10.1080/10225706.2020.1729212
- Nian, S., Zhang, H., Mao, L., Zhao, W., Zhang, H., Lu, Y., Zhang, Y., & Xu, Y. (2019). How Outstanding Universal Value, service quality and place attachment influences tourist intention towards world heritage conservation: A case study of Mount Sanqingshan National Park, China. *Sustainability*, 11(12), 1–18. doi:10.3390/11123321
- Ocke, M. A. M., & Ikeda, A. A. (2014). Marketing de lugar: Estado da arte e perspectivas futuras. *Revista ADM*, 49(4), 671–683.
- Pereiro, X. (2019). Turismo y peregrinacion, dos caras de la misma moneda: El caminho portugues interior de Santiago de Compostela. *Cuadernos de Turismo*, 43(43), 407–434. doi:10.6018/turismo.43.16
- Proshansky, H. M. (1978). The city and self-identity. *Environment and Behavior*, 10(2), 147–169. doi:10.1177/0013916578102002
- Santos, V., Ramos, P., Sousa, B., Almeida, N., & Valeri, M. (2021). Factors influencing touristic consumer behaviour. *Journal of Organizational Change Management*. Advance online publication. doi:10.1108/JOCM-02-2021-0032
- Sarason, S. B. (1974). *The Psychological Sense of Community: Prospects for a Community Psychology*. Jossey-Bass.

Film-Induced Tourism and Selling Storytelling in Destination Marketing

Sebastien, L. (2020). The power of place in understanding place attachments and meanings. *Geoforum*, 108, 204–216. doi:10.1016/j.geoforum.2019.11.001

Sousa, B., & Liberato, D. (2022). Film induced Tourism. In D. Buhalis (Ed.), *Encyclopedia of Tourism Management and Marketing* (pp. 1–3). Edward Elgar Publishing. doi:10.4337/9781800377486.film.induced.tourism

Sousa, B., Malheiro, A., Liberato, D., & Liberato, P. (2020sousa & rocha). Movie Tourism and Attracting New Tourists in the Post-pandemic Period: A Niche Marketing Perspective. In *International Conference on Tourism, Technology and Systems* (pp. 373-384). Springer.

Sousa, B., & Rocha, A. T. (2019). The role of attachment in public management and place marketing contexts: A case study applied to Vila de Montalegre (Portugal). *International Journal of Public Sector Performance Management*, 5(2), 189–205. doi:10.1504/IJPSPM.2019.099094

Sousa, B. B., Castro, C., Luís, M. E., & Lopes, P. (2021). Religious and Spiritual Tourism: From Its Origins to Alentejo (Portugal). In E. Alaverdov & M. Bari (Eds.), *Global Development of Religious Tourism* (pp. 44–64). IGI Global.

Tajeddini, K., & Ratten, V. (2020). The moderating effect of brand orientation on inter-firm market orientation and performance. *Journal of Strategic Marketing*, 28(3), 194–224. doi:10.1080/0965254X.2017.1293138

Ujang, N., & Zakariya, K. (2015). The Notion of Place, Place Meaning and Identity in Urban Regeneration. *Procedia: Social and Behavioral Sciences*, 170, 709–717. doi:10.1016/j.sbspro.2015.01.073

Veiga, J. M., Veloso, J. D., Pereira, S. Q., & Sousa, B. B. (2022). Market Segmentation and Dark Tourism and the (Post) Pandemic Scenario. In P. Ordóñez de Pablos, X. Zhang, & M. Almunawar (Eds.), *Handbook of Research on Green, Circular, and Digital Economies as Tools for Recovery and Sustainability* (pp. 295–310). IGI Global. doi:10.4018/978-1-7998-9664-7.ch016

Veloso, C., & Sousa, B. (2021). Drivers of customer behavioral intentions and the relationship with service quality in specific industry contexts. *International Review of Retail, Distribution and Consumer Research*, 1, 1–16. doi:10.1080/09593969.2021.2007977

Wang, S., & Chen, J. S. (2015). The influence of place identity on perceived tourism impacts. *Annals of Tourism Research*, 52, 16–28. doi:10.1016/j.annals.2015.02.016

Yuan, Q., Song, H. J., Chen, N., & Shang, W. (2019). Roles of tourism involvement and place attachment in determining residents' attitudes toward industrial heritage tourism in a resource-exhausted city in China. *Sustainability*, 11(19), 5151. doi:10.3390/u11195151

KEY TERMS AND DEFINITIONS

Barcelos Rooster: (Portuguese, “Galo de Barcelos”) is one of the most common symbols of Portugal.

Film-Induced Tourism: Is a kind of business that profits from attracting visitors inspired by beautiful sceneries of locations exposed in movie or drama and stories linked to the locations, through merchandising of filming sets or locations as a tour program.

Place Attachment: The affectivity a tourist develops to a place.

Place Dependence: Functional connection with a particular place or context.

Place Identity: Symbolic or emotional connection for a location or context.

Social Media: Are interactive computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks.

Social Networks: Is a social structure composed of persons or organizations, connected by one or several types of relationships, which share common values and goals.


Spiritual Tourism: Is linked to Religious Tourism, this link is ancient, assumed as an engine in all cultures, which develop based on a religion, thus playing a fundamental role in people's culture.

Spirituality: Any kind of connection with your inner self and with whatever is around you, alive or not.

Chapter 16

Communicating Images: A Discussion on the Positioning Strategy of Volvo Cars and the Model SS (Super Safe) Recommendation

H. Çağatay Karabiyik

 <https://orcid.org/0000-0002-1898-5907>

Independent Researcher, Turkey

ABSTRACT

In the postmodern world, marketing has become a phenomenon that cannot be reduced to the sales management and customer relations because brands are individuals of the society. As a result, brands need to create an image and a holistic structure. The aim of this study, which is based on this reality, is to criticize the marketing strategy of Volvo Cars in accordance with practice, then to develop a model that is compatible with the brand's image and develop a marketing mix for it. In this study, the current marketing policy of Volvo Cars and especially the R Design and Polestar models were examined in comparison with the top models of its competing brands. As a result of these examinations, it was determined that Volvo Cars' R Design and Polestar models are not compatible with the image and positioning strategy of the brand. As a solution, the SS (Super Safe) model was proposed as the top model for Volvo Cars' S90 and XC90 models, and a marketing mix was developed for this model.

INTRODUCTION

Increasing competition and changing consumer trends in today's markets have revealed new understandings in marketing. More specifically, marketing professionals no longer make a product salable only. In addition to this, they carry out the relationships developed and should be developed by brands that have become subjects in the social structure. This shows that the marketing strategy developed for a brand should be more consistent and systematic.

While brands that have become individuals in the social structure develop relationships with consumers, they also compete to obtain certain images in their minds. The equivalent of this change in

DOI: 10.4018/978-1-6684-3430-7.ch016

marketing theory is positioning. In other words, although they seem to be competing for market shares, in fact, brands are competing for images and positions in the minds of consumers. Especially in terms of competitive advantage, a brand that has an image with a sufficient market share in the minds of consumers will always be a priority brand for consumers who want to have that image. This shows that today, while developing a marketing strategy for brands, it should be considered that they are subjects in the social structure, and it is necessary to create a strong personality for them to position them. Because, contrary to what is known in the traditional sense, brands develop their relations with consumers through the images they create in their minds. To explain more concretely, the efforts of a brand that has not achieved the position of “safe car” in the minds of consumers to develop a relationship in this context will be meaningless. For this reason, this brand must first achieve the “safe car” position in the minds of consumers, and then coordinate all marketing tools to maintain and strengthen this position. In other words, today, brands have become image contractors that show themselves with products (Odabaşı, 2004). By purchasing these brands, consumers position their own images, life views and the groups they belong to in the society.

In order to correctly understand the changes in market conditions and the marketing approach that brands should adopt, first of all, post-modern consumer behaviors and then target market selection and positioning practices should be examined. For this reason, in this study, first, a literature review on these fields was made. Then, the marketing strategies of the Volvo Cars brand were criticized in terms of positioning the brand, considering the post-modern consumer behaviors. After these criticisms, the positioning issue that needs to be applied for the correct positioning of the Volvo Cars brand was discussed and a model proposal that correctly serves the brand’s positioning was created.

THEORETICAL BACKGROUNDS OF THE STUDY

Post-Modern Consumer Behaviors

Marketing is basically the process of persuasion. There are even studies that evaluate Eve’s process of persuading Adam to eat the forbidden fruit as the first application of marketing (Hart 1978; Holbrook, 2000). This shows that the consumer is not an object, contrary to what is often thought in marketing. Persuasion should be seen as a relationship developing model. In other words, Eve needs to develop a relationship to persuade Adam. As a matter of fact, the point of marketing today reveals this reality. Because today, to understand the process of creating a brand correctly, it is necessary to consider the social positions of the brands and consumer trends. At this point, the science field where current trends should be examined is postmodern consumer behaviors.

The marketing concept of the Modern Era has a dualist structure. In other words, according to the understanding of marketing in this period, marketing research is based on classifications such as consumer-producer, subject-object (Firat & Venkatesh, 1995). However, with the transition from the Modern Period to the Postmodern period, important changes have emerged in the understanding of consumption and marketing. For example, the consumer who focuses on the functionality of products in the Modern Era (Thomas, 1997) attributes abstract values to products and brands today. This shows that consumers have developed an interactive relationship with brands. In other words, brands that developed a monologue with consumers in the Modern Era are now developing a dialogue with them (Patterson, 1998). On the other hand, considering that today’s society is also called “mass consumption

society” (Matsuyama, 2002), and in addition to this, considering that humanity has transformed from religion to science and from science to consumption today (Kvale, 2003), it is very important for brands to understand consumers correctly. Because now consumption has become a permanent part of life by penetrating every aspect of it (Karabıyık & Elgün, 2020).

These changes seen in the post-modern period essentially mean a radical change in understanding in the field of marketing. In other words, the scope of the marketing concept has started to expand and deepen rapidly (Morgan, 1996). Because consumers, who have gone beyond the functionality of the products, have taken an active position, and switched to a shopping-oriented, communicative, and pleasure-seeking form (Thomas, 1997). Brands also develop marketing strategies to position themselves in their minds with consumers of this form.

The literature review up to this point provides information on what the new form of consumption means for brands. However, it is necessary to examine what this change means for the consumer. Because the ultimate goal of marketing is to understand consumers and change their behavior (Stone & Desmond, 2006). The fact that consumption has become symbolic shows that the post-modern consumer uses products and brands as a social communication tool (Featherstone, 1987; Grubb & Grathwohl, 1967). The fact that consumption takes a symbolic form and at the same time the consumer uses what is consumed as a means of social expression (Ivanova et al., 2022) also has a close relationship with the segmentation of markets. Because now, consumers show which sociological group they belong to through the brands they consume, and in addition, the sociological groups they want to be in. Even today, individuals may even have to consume certain brands and products to be part of the groups they want to belong to (Kozinets, 1999). This shows that a brand should stop targeting the entire market to achieve a strong positioning. Because today, a marketing strategy that targets the entire market means targeting groups that conflict with each other at the same time. This means not meeting the consumers’ desire to show their selves through that brand. The emergence of brands targeting specific consumer groups, especially in the last period, supports this argument. Although strategies targeting the whole market seem to be more profitable, this method prevents the sustainability of the marketing strategy as it will not enable a strong enough positioning in the minds of consumers. For this reason, to develop a correct marketing strategy, a literature review should be made for target markets and positioning.

Market Segmentation, Target Markets and Positioning

Market Segmentation and Target Markets

As mentioned in the changes in consumption patterns and understandings along with post-modern consumer behaviors, today’s consumers demand brand images that appeal to specific groups and lifestyles, that they can communicate with, and that they can also say “This is I am!” to the society through that brand. This obliges brands to have images focused on specific markets.

Although the context of this study is positioning, it is necessary to mention about market segmentation and target markets for a correct understanding of positioning. Because the foundations of a correct positioning practice are primarily based on market segmentation and then on target market selection. Finally, after these two correctly executed stages, a positioning strategy needs to be developed.

In a market where there are consumers who are looking for brands that are compatible with their lifestyle, brands need to segment the markets. Because as a reality, society has a heterogeneous structure and to target a meaningful consumer mass, groups that are homogeneously segregated within the society

must be specified. The issue to be considered here is that the homogeneous society is not segmented in the market segmentation process. On the contrary, the market segmentation process is the determination of meaningful sub-dimensions in the already heterogeneous society (Karabıyık, 2021). In this context, each market segment represents the consumer group that demands similar features in terms of both the functional features of the products and their brand images (Pride & Ferrell, 2009). In other words, with market segmentation, brands make a marketing effort for a specific market segment in accordance with their own image and positioning strategies, rather than using their limited resources for the entire market (Goyat, 2011). Thus, it becomes possible to develop a marketing mix specifically for the targeted consumer group and to implement marketing strategies more effectively.

Although the first studies go back to 1912 (Shaw, 1912) and the first systematic studies were made in 1956 (Smith, 1956), market segmentation has become a necessity for many sectors in practice and theorized in more detail by marketing science. At the point reached today, it is accepted that as long as the market size is sufficient for the brand, as the consumer group in the market is made more specific and narrower as a result of market segmentation, the rate of overlapping of that product and brand with consumer demands will increase. Thus, the brand will also achieve stronger positioning and image. Blythe's "scales and opportunities (2009)" approach also confirms this argument. In fact, the fact that market segmentation has taken place in the marketing literature for such a long time shows that market segmentation is a necessity both in theory and in practice. However, after the segmented market, the process that brands should apply today is target market selection.

A brand, which understands its environment in the market segmentation process, starts to compare the markets as an external environment with its own structural features in the target market selection process. In other words, a brand, which makes determinations in the market segmentation process, develops marketing strategies, and makes operational preparations in the target market process.

Target market selection is essentially the process of determining scale in defined markets. In this context, there are three scales that brands can target (Zikmund & d'Amico, 1996):

1. **Undifferentiated Marketing Strategy:** In this target market strategy, where all consumers in a market are targeted, a common marketing mix is developed for the products and the entire market is targeted with this strategy. However, it does not seem possible to implement this strategy in today's automotive markets. In fact, it has not been possible to implement the undifferentiated marketing strategy in the automotive sector since Ford's T model. As the largest target market in the world, low-priced automobile brands also have to ignore consumers with luxury segment demand.
2. **Differentiated Marketing Strategy:** The brand, which chooses a few of the segmented markets in the differentiated marketing strategy as the target market, develops a special marketing mix for these markets and continues its activities in these markets.
3. **Concentrated Marketing Strategy:** In a concentrated marketing strategy, the brand focuses on a single segment of the market and targets this market. This strategy is an efficient method in terms of enabling brands with limited resources to use their resources more effectively.

In addition to these, micro segment is also mentioned in the literature. However, this segment was ignored as it is beyond the scope of this study.

When the target market selection scales are examined, it is seen that as the brands target a more concentrated market segment, they focus on markets with fewer consumers. As the market shrinks in such targets, it becomes possible to create a specific brand image as an advantage. However, it is a fact that

Communicating Images

creating a brand image becomes more difficult as the markets grow as they target more undifferentiated markets. Considering these advantages and disadvantages, it is understood that the decision should be made according to the marketed product and the conditions of that market. For example, while targeting the whole market is the optimum scale in markets where brand image is not important, it is not possible to target the whole market in markets where brand image, consumer expectations and more importantly, that product and brand are perceived by consumers as a social individual. Moreover, brands that are seen by consumers as social individuals are evaluated in this context not only in terms of marketing but also as a whole organizational structure (Styhre et al., 2004). Automobile markets also have these features. Because in today's automotive markets, it is not possible for a brand to assume the images of comfort, sportiness, and safety at the same time. On the other hand, there is intense competition in the automotive market. Under these conditions, market segmentation and target market selection practices of brands are not sufficient. In addition to these, it is necessary to develop a strong positioning strategy for brands and to strengthen this image intensely.

Finally, before discussing Volvo Cars, it is necessary to examine the literature on the concept of positioning.

Positioning

In the positioning process, the process of positioning a brand and product that target market is determined in the minds of the consumers in that market begins. Although positioning began to be discussed in the marketing literature in the 1960s (Kalafatis et al., 2000), it was systematically brought to the literature by Ries and Trout (1986). Although it is meant to position the product and brand in the market in studies that deal with positioning within the framework of classical marketing, today the place where products and brands are positioned has become the minds of consumers. For example, Martin Lindstrom (2008), who is a consultant to the Mini Cooper brand, worked on car designs to stimulate the fusiform region of the human brain, which performs the function of recognizing the human face, so that this brand can be positioned more strongly in the minds of consumers. Thus, in the marketing world where products and brands are perceived as individuals, it is aimed that the brand also stimulates fusiform in the human brain. Undoubtedly, this is an important factor in strengthening the brand's position. In addition, the relationship between the marketing performance of brands and successful positioning efforts proved as a result of many scientific studies (Brooksbank, 1994; Devlin et al., 1995; Porter, 1996). As a result of these studies, today's marketing approach accepts positioning as a necessary component of a marketing strategy (Hooley et al., 1998). Similarly, Dovel (1990) defines positioning as the backbone, not part of a marketing strategy.

The positioning literature shows that a product and brand marketing strategy without a positioning strategy cannot be considered fully developed. However, at this point, marketing experts manage a complex process at the point of determination and implementation of the positioning strategy. Because as the target markets get smaller, the number of consumers and therefore the market volume also decreases. When the market grows, positioning difficulties arise. However, a previously acquired positioning is an important source of competitiveness for brands. For this reason, it is not enough for brands to strongly defend their positions. Because increasing competition causes marketing attacks to almost every image today. Under these conditions, brands need to develop strategies to further strengthen their position. Otherwise, dynamic markets will destroy that brand's position in a short time.

When Volvo Cars is examined, it is seen that the brand has already achieved a position in terms of safety image. However, for a proper understanding of this study, it is also necessary to examine the literature on Volvo Cars' marketing practices as a practical background. For this reason, before making a criticism and suggestion to Volvo Cars' positioning strategy, it is necessary to examine the studies on Volvo Cars in the literature and to examine Volvo Cars' positioning strategy through these studies.

PRACTICAL BACKGROUNDS OF THE STUDY

Producing its first vehicle in 1927, Volvo Cars, after losing its income in 2009 (Chen et al., 2015) Ford Motors Co. was put up for sale. As a result of the negotiations, the Volvo Cars brand was acquired by Geely Holding Group Co. with the go global policy supported by the Chinese government (Zheng et al., 2022), which also owns the Chinese Geely brand, for 1.8 billion USD. (Tian & Yaoqing, 2011). One of the important variables to consider in this purchasing process is the impact of the purchase on Volvo Cars' image of safety and simplicity. While the Geely brand follows a low-priced strategy, Volvo Cars is a brand operating in the premium segment with the image of safety and simplicity. This revealed the necessity of strengthening the brand image of the Volvo Cars brand, which gained financial strength with the acquisition by Geely. However, considering the competitiveness in today's markets, all brands should work to strengthen their brand images and positions under ordinary conditions. In this study, which was prepared for this purpose, a marketing strategy and marketing mix proposal was developed to strengthen the positioning and brand image of Volvo Cars. However, first, a literature review should be conducted on the positioning of the Volvo Cars.

As it is known, Volvo Cars is positioned in the minds of consumers primarily based on images of safety and then simplicity (Akgün & Aslantaş, 2021). Adopting the philosophy of "Cars are driven by people" since the day it was founded, it is seen that the brand achieved harmony between its philosophy and its image (Larsson & Östberg, 2009). However, as mentioned, first of all, the brand image of Geely, which bought Volvo Cars, revealed the necessity of revising and strengthening the image and positioning of Volvo Cars. Because there is negative media coverage against the globalizing Chinese capital. In this context, while there is a belief that Geely will imitate Volvo Cars' safety know-how to its own brand, at the same time, the possibility that Volvo Cars, purchased by a Chinese brand, may experience weakness in safety is also considered (Fang & Chimenson, 2017). The aim of this study is not changing product quality in Volvo Cars. Instead, it aims to examine the brand's position in the minds of consumers. It is the examination of the positioning strategies that the brand needs to implement to have a safety position and the marketing mix that needs to be developed accordingly. For this reason, the aforementioned developments are examined in the context of the position of the Volvo Cars in this study.

In addition to the important changes experienced recently, the strategies implemented by the Volvo Cars brand on its position throughout history have also been decisive in this regard. Historically, Volvo Cars has been a brand focused on safety positioning from the start. However, over the course of the process, the keywords of brand positioning have expanded as "quality", "care for the environment" and "safety". At the same time, the motto of the brand was changed as "for life" (Urde & Koch, 2014). After these, Volvo Cars also started the greening process and tried to add the green product to its positions (Bergquist & Näsman, 2021). Today, Volvo Cars aims to strengthen its green product position with its cars made from materials suitable for recycling. In this context, green marketing is defined as the focus

Communicating Images

of all marketing activities to solve the environmental problems that the product may cause (Singh & Sanjeev, 2022: 2).

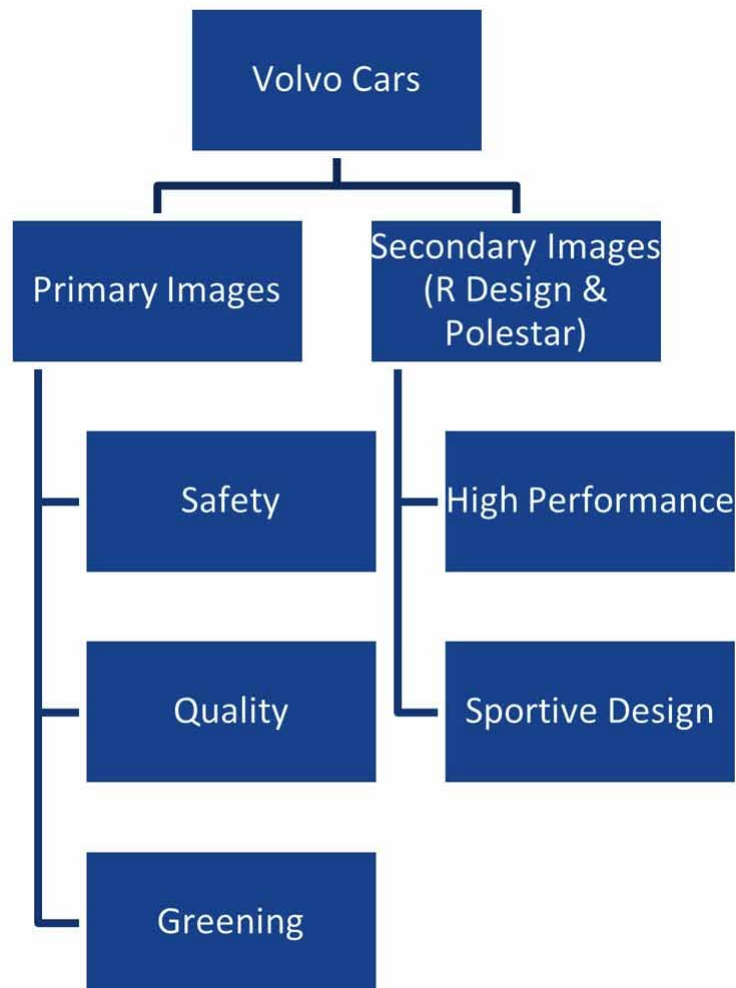
In order to correctly evaluate the positioning strategies of automobile brands, more representative models of each model of automobile brands, which express the top trim package, should also be examined. In this context, BMW M series and Mercedes AMG series, which are Volvo Cars' masstige brand competitors, should be examined comparatively (Kotiranta, 2017). The M series of the BMW brand offers more engine power and sporty driving in relation to the brand's performance and driving experience-oriented positioning. Mercedes also offers a higher level of comfort in the AMG series. Although it offers many features such as comfort, powerful engine, and sportiness at the same time in the upper segment models of these brands, it actually adheres to the general brand positions in the marketing of these models. In other words, these brands highlight the features that are suitable for their brand positions. For example, a consumer demanding comfort is more likely to prefer the Mercedes AMG series. A consumer who wants to experience a sporty driving experience will demand the BMW M series. In other words, while the main position of the Mercedes AMG series in the minds of the consumer is still comfort and luxury, the BMW M series focuses on the sporty driving experience. For example, with the "ultimate driving machine" discourse, BMW further strengthens this position. To repeat, the features that each brand brings to the forefront as an image in its top model actually show the position of that brand.

Volvo, on the other hand, similarly applies the R design to its models. However, in the R design models, the performance of the vehicles is increased, and a sporty exterior design is offered. This shows that sportiness and comfort should be added to Volvo Cars positioning strategies. In addition, the importance of R design models should not be ruled out. In markets which masstige automotive brands compete, Volvo's rivals heavily support their positioning strategies with their top models, while this strategy implemented by Volvo is of great importance. This important situation is examined in detail in the discussion and conclusion section. However, this section only mentions which positioning images the R models have uploaded to the Volvo brand.

In addition to its R design models, Volvo Cars has been working on Polestar models since 2017 and introduced its first model as a plug-in hybrid 600 hp car (Isaksson et al., 2018). These developments also show that Polestar, which was developed in an integrated manner with the Volvo Cars brand, has a performance-oriented positioning (Al-Saidi & Thomas, 2019). When examined in this context, it is understood that the Volvo Cars brand aims for a performance-oriented positioning in both R Design and Polestar top models.

When Volvo Cars literature is examined, it is seen that the most general position of the brand focuses on the concepts of safety, quality, and environmentalism. However, in addition to these main concepts, there are also concepts from the R Design and Polestar models that are decisive in the position of the Volvo Cars brand. As a result of these examinations, the concepts that are decisive in the positioning of Volvo Cars can be shown as in Figure 1.

Figure 1. Positioned Images of Volvo Cars



When a general evaluation is made, Volvo Cars focuses primarily on safety, quality, and green product images as figure 1 shows. Stylidis et al's (2020) study also support this determination. But, it is seen that there is an incompatibility problem between the features highlighted in the brand's "flagship" R Design and Polestar models and its primarily targeted position. This inconsistency constitutes the research problem of this study. A positioning strategy and marketing mix were developed for Volvo Cars' R Design and Polestar models as a positioning tool in the discussion and conclusion sections of this study.

DISCUSSION

As seen in the literature review, brands that are in the premium class and rival Volvo Cars serve the general positioning of the brand with their top models such as M, AMG and RS. For example, the image highlighted and positioned in BMW M models is the sporty driving experience. In fact, comfort and

Communicating Images

performance are offered in the top models of all brands in the premium class. However, when it comes to marketing, how that product will be launched and positioned is more important. Because when a product is positioned in the mind of the consumer, the positioned feature is important even if it includes other features. For this reason, in this study, the positioning of the Volvo R Design and Polestar models, not the features they contain, is discussed.

As it is known, Volvo Cars gives a sporty look, especially in R Design models. However, there is no performance difference between the R design and Inscription models in the UK sales of the 2021 models, while the R design models only offer a sporty exterior appearance (www.volvocars.com/uk, 2021). In fact, it is a wrong practice in terms of Volvo Cars' marketing strategy that models such as R Design, which strengthens the position of a premium brand and also gives prestige to the brand, focus only on appearance. On the other hand, how a brand which maximum speed is limited to 180 km/h will assume the image of sporty driving is another issue.

Polestar models, have a purely performance-oriented position. However, it should not be ruled out that the image of the Volvo Cars brand was developed primarily with a focus on safety. In line with the general position and image of the brand, a safety-focused product should be offered in the top models of Volvo Cars, just as Mercedes is focused on comfort in AMG models or BMW's M models, sporty driving experience. However, this strategy should not be evaluated as merely presenting a product to the market. The importance of the process will be better understood when these products are considered as a positioning tool and strategy of Volvo Cars in the market and more importantly in the mind of the consumer.

Before developing a positioning strategy for Volvo Cars, it should be recognized that corporate branding needs to be developed for a sustainable brand image in today's markets (Jamil & Batool, 2021: 6). Corporate branding, on the other hand, should be seen as a consistent legal entity creation process for consumers today, and consumers should be able to communicate with the personality of the brand like an individual. So, the process of developing marketing mix in this study should be understood as creating an organization that has a personality as a whole. Therefore, developing a positioning strategy in this study has developed a consistent marketing mix for Volvo Cars.

First of all, a correct name should be used for the model that will represent the upper segment in Volvo Cars' own models. The currently used R Design is not a correct name in this context. Because although the "R" expression evokes a higher performance model in the minds of consumers, in practice (for example, in the UK) a higher performance is not offered in these models. When evaluated together with the concept of design, it is understood that the model has an exterior design as if it has high performance. This situation, on the other hand, is not suitable for a brand in the premium segment and does not comply with the general positioning strategy and market conditions of the brand. Because in the premium segment, positionings such as performance and sporty driving experience are already dominated. Volvo Cars should offer a safety-oriented top model to the market in line with its own brand image. The name to be given to this model should include the presentation of a name that the industry is familiar with in the safety concept. The name suggested in this study is the SS model, provided that it is highlighted as Super Safe. A marketing mix needs to be developed for this product to correctly position both the brand and the SS (Super Safe) model.

- **Product:** The SS model should be the model that will be offered as the top models of the sedan and SUV models. When evaluated in this context, it is understood that the SS model will be a special trim package within the Volvo Cars brand. For this reason, the SS model should be presented

as the top-of-the-line version of the XC90 and S90 models. Although these products offer the top features of the premium segment in terms of high performance and comfort, these presentations should not be shown as an image of the brand. Instead, competitive advantage should focus on safety features and these focus should be placed in the mind of the consumer. Although Volvo Cars uses the image of having the maximum safety focus in all its models, this strategy is also viable when compared to its competitors. For example, although Mercedes offers comfort in all its models, it offers a higher level of comfort in Maybach and AMGs. This enables consumers to perceive those other models have a higher comfort by anchoring. In other words, the images presented in the upper models are also reflected in the lower models in the consumer perception. In addition, it does not seem possible in terms of pricing for a brand specialized in a field to offer a feature at the highest level in all its models. Examination of this is discussed in the price component. For example, even armored models can be introduced when the cost is covered in SS models.

In addition, although Volvo SS (super safe) models are safety-oriented, they should have a simpler design, unlike other brands. This simple and differentiated approach will also strengthen Volvo Cars' image of simplicity, especially in the automotive market, where the understanding of having more complex designs is seen as it rises to higher models.

- **Price:** Before pricing the Volvo SS models, it is necessary to examine the current strategy of the brand. Currently, Volvo Cars does not offer a safer top model as it offers maximum safety features in all its models. However, when approached realistically, it should be accepted that a higher level of every feature in a product is possible in the markets. In fact, the point is to reach a consumer portfolio that is ready to pay the highest level for that product. The existence of brands that sell cars at higher prices than Volvo Cars in the premium class, which includes Volvo Cars in the automotive sector, shows that sales at higher prices are possible for Volvo Cars. However, it should primarily focus on the top model that is correctly associated with its own image and position, and the SS (super safe) model is recommended in this study. In fact, it is not possible to talk about the existence of an upper model that Volvo cars can price. As a matter of fact, Volvo Cars does not have a product priced at the level of Mercedes AMG and BMW M models. When Volvo introduces the S90 SS model to the market, its rival in the segment, Mercedes E Class, will have to price it comparatively with the AMG models. In this context, it would be correct to price the SS model by comparing the price differences with the Mercedes E and S models which are the E and F class luxury sedans, Volvo's rival product in terms of performance and comfort.
- **Distribution:** Since this study does not aim to develop a general marketing mix for Volvo Cars, the distribution component is analyzed within the framework of the SS model proposed in this study. A differentiated practice should be pursued in the distribution of Volvo SS models. Unlike other models, consumers should not buy their cars from Volvo Cars stores. On the contrary, SS model vehicles should be delivered to the addresses of the customers who purchased them. Thus, a differentiated marketing mix in every sense will be applied to the consumers who purchase the SS model. Although this application is considered as distribution in terms of classical marketing, this application will be reflected in the consumer's mind as promotion components. For this reason, the delivery method as a related distribution tool is also examined under the promotion component.

Communicating Images

- **Promotion:** The society consisting of post-modern consumers is also expressed as a promotion culture today (Hackley, 2005). Promotion is of great importance for post-modern consumer satisfaction, brand image and brand loyalty. For this reason, it is necessary to carefully identify the promotion practices in the marketing mix developed for the Volvo SS proposal.

As mentioned in the Post-Modern consumer behavior section, consumers no longer see products only as a means of meeting their needs. They see the products they use as individuals and as images that make up their own selves. This has made brands, their images, and positions in the social structure important. Thus, promotion, which essentially constitutes the communication mix of the brand, has become an indispensable element of today's marketing practices.

Volvo Cars' recommendations for promotion practices to be implemented in SS models should mainly focus on the safety position. It is clear that it is possible for the brand to develop many different promotion mixes, especially considering the variety of tools that can be applied in promotion. In this study, suggestions were made for promotion practices, considering the expectations of post-modern consumers.

As partly mentioned in the distribution section, Volvo's SS models must be delivered at customers' addresses. Both the other premium class brands do not have such an application and Volvo, which takes an initiative to strengthen its position, needs to support it with a differentiated application. In this process, the carrier vehicles used in vehicle delivery should also be designed in a way that creates a safe vehicle image for consumers. With this method, the Volvo brand, which is also a truck manufacturer, will use this feature as a promotional tool. In addition, since such applications are shared by customers on social media, they will make an important contribution to the promotion of the model and its virality.

One of the most important characteristics of post-modern consumers is their desire to experience consumption in an experiential way. This expectation of consumers is called commodity fit in postmodern marketing (Skandalis et al., 2019). Similarly, studies that accept postmodern marketing as a process of producing an experience rather than a product sold confirm this argument (Odabaşı, 2017). For this reason, not only the distribution component, but the whole process should be made an experience tool for consumers as much as possible. In this context, it would be appropriate for customers who purchased Volvo SS models to be invited to a safe driving techniques course in Sweden as a promotion practice. In this regard, Volvo publishes safe driving recommendations. However, this is not a method that will meet the experiential expectations of the post-modern consumer (Machado et al., 2021). Instead of this, guests should be given the opportunity to watch Volvo Cars' own safety tests live. Studies showing that post-modern consumers expect extraordinary experiences out of monotonous life also support this promotion strategy (Arnould & Price, 1993; Kozinets, 2002). Because it should not be forgotten that it is always more effective for consumers to make those applications viral rather than for a brand to make its applications viral itself. Thus, both the promotion practice will become an experience and the social media posts made during the course will make the brand's practices viral.

As mentioned in the product component, it is possible to produce a model with higher features for almost every product today. For example, although the use of carbon-reinforced steel is costly, it has the potential to produce a quality product. However, in order for such applications to find a response in marketing, the materials that differentiate the product and create its quality must be known by the consumer. This recognition process was planned with advertisements in terms of classical marketing. However, today, promotion applications made through influencers who are famous on social media can be more effective. When the influencers who will be invited to the launch of the SS model have the op-

portunity to test the tools by being informed about the technical details, differences and innovations in the tool, each will promote the feature that appeals to their own audience.

Finally, as a promotion practice, it is to put into practice any method that will encourage individuals who need to be protected to use the Volvo SS. Today, the majority of individuals who need to drive highly safe vehicles do not prefer Volvo. However, it is of great importance for a brand that has a marketing policy based on safety positioning that such people prefer the cars of the brand with high safety. The preference of the Volvo brand by people in need of high-safety cars will contribute both to the brand's image and to consumers' desire to reach Volvo cars. Because post-modern consumers see brands as social individuals, they focus on the social status of using that brand. When examined within the framework of this understanding, the use of a brand by high-status individuals in the society is of great importance, especially in terms of positioning and brand image.

As for advertising, it would be appropriate for Volvo Cars to continue its current advertising policy for SS models. However, the context of the ads should also be created in the focus of safety. For example, with the process of preparing for the SS model, consumers may be intrigued, such as "The steel we produced with Thor's hammer will be at your service soon...". Or it would be right to turn to metaphors such as "Viking ship" to strengthen the attractive image of Thor in the new model Volvo differences. In addition to these, it should make two breakthroughs on social media. The first of these is a promotion operation application through social media phenomena that have significant effects on today's consumers and are considered influencers. Secondly, it should offer consumers experiences that they can share on social media in general. Thus, the brand's applications will go viral, and this will aim to create the worldwide rave defined by David Meerman Scott (2009). In fact, the worldwide rave that will spread according to Scott's theory is a story. In other words, it is an experience and a story that Volvo Cars should create in this process.

CONCLUSION

As a result, since consumption is the way individuals show themselves to the society as an intangible value, brands have to do their real sales management through the brand image. Otherwise, the post-modern consumer does not develop loyalty to a brand that he cannot understand its personality, world view, and attitude towards social values, like an individual. This means that brands today need positioning more than ever before. In this study, the positioning strategy of Volvo Cars as a sales management and communication tool was criticized. As a result of the criticisms, a Model SS (Super Safe) recommendation was made for positioning and the marketing mix for this product was developed. The suggested marketing mix for Model SS can be compiled as in Table 1.

Communicating Images

Table 1. Marketing mix of Volvo S90 SS and XC90 SS

Marketing Mix for the XC90 SS and S90 SS Models			
Product	Price	Distribution	Promotion
Volvo Model SS (Super Safe) for XC90 and S90	Pricing policy in the highest price class that customers in premium segment can pay	Personal delivery application in addition to delivery vehicles in other models.	A promotion strategy focused on safety
High safety equipment that can only be purchased at high prices due to its cost	For example, the “Volvo S90 SS Long” model can be based on the prices of Mercedes S Models, and in S90 SS models, the prices of E AMG models.		Use of Volvo trucks designed with the image of safety in personal deliveries
Simpler design in line with the brand image			Delivering experiences that will enable consumers to share on social media and meta-align (safe driving techniques in Sweden, an audience invitation to Volvo Cars’ own safety tests)
Although it includes high comfort, material quality and performance, these features should always be presented with an image focused on safety (such as luxury in max safety, comfort in max safety...)	Higher pricing on armored models to support brand image		Using Scandinavian culture (like forged steel with Thor’s hammer...) to strengthen the brand’s Swedish image against Chinese buyouts.
			Developing worldwide rave creative strategies by considering social media elements in promotion applications

Table 1 is a marketing mix which appropriate with the brand image of Volvo Cars. As mentioned in the Discussion section, the marketing mix components developed for Volvo Cars are coordinated to create the consumer’s perception of the products as safe. However, a correct positioning should also provide the hedonic, functional and value benefits of consumers (Stylidis et al., 2020). While product and price components provide concrete positioning for the product, distribution and promotion components provide abstract positioning in the minds of consumers. Thus, the brand’s safety positioning will be strengthened sustainably by the marketing strategy as a whole.

Limitations

In order to understand this study more accurately, it is necessary to mention the limitations of the study. The limitations of the study should be expressed in two groups:

The marketing mix developed in the study was developed only for the model SS. However, it should not be ruled out that the overall marketing mix of the Volvo Cars must be compatible with the marketing mix developed for the model SS.

In the study, a direct strategy was not developed for some sub-components of the marketing mix, especially the price component. This is because these strategies differ from country to country. Instead, a comparative pricing strategy is proposed. Thus, although there are different price applications between countries, a similar strategy will be created based on a certain ratio.

Future Research Directions

The future research directions of this study are to conduct specific research for the sub-components of the marketing mix of Model SS. Especially in the promotion mix, it will be possible to carry out many specific studies. Because it is not possible to develop a strategy for all the promotion components in a single study, and the promotion strategies can show an infinite number of differences in relation to the creativity and skills of the marketing specialist who develops the marketing mix. In addition to these, studies to be carried out in this field are of great importance for the brands, as the promotional components will affect the image of the brands, their position in the social structure, the communication they will establish with the consumers as an individual, the sales management and the general positioning.

REFERENCES

- Akgün, Ö., & Aslantaş, H. (2021). A Holistic Approach to the Concept of Experiential Marketing: A Literature Review. *7th International Conference on Business and Economics Studies*, 39-62.
- Al-Saidi, E., & Thomas, A. (2019). *Design of Premium Top Tethers for Volvo Cars*. Chalmers University of Technology Department of Industrial and Materials Science.
- Arnould, E. J., & Price, L. L. (1993). River Magic: Extraordinary Experience and the Extended Service Encounter. *The Journal of Consumer Research*, 20(1), 24–45. doi:10.1086/209331
- Bergquist, A.-K., & Näsman, M. (2021). Safe Before Green! The Greening of Volvo Cars in the 1970s-1990s. *Enterprise and Society*, 1–31. doi:10.1017/eso.2021.23
- Blythe, J. (2009). *Key Concepts in Marketing*. Sage Publications. doi:10.4135/9781446221617
- Brooksbank, R. (1994). The Anatomy of Marketing Positioning Strategy. *Marketing Intelligence & Planning*, 12(4), 10–14. doi:10.1108/02634509410060695
- Chen, Y. A., Wang, X. J., & Young, M. N. (2015). Geely Automotive's Acquisition of Volvo. *Asian Case Research Journal*, 19(1), 183–202. doi:10.1142/S0218927515500078
- Devlin, J., Ennew, C., & Mirza, M. (1995). Organizational Positioning in Retail Financial Services. *Journal of Marketing Management*, 11(1-3), 119–132. doi:10.1080/0267257X.1995.9964333
- Fang, T., & Chimenson, D. (2017). The Internationalization of Chinese Firms and Negative Media Coverage: The Case of Geely's Acquisition of Volvo Cars. *Thunderbird International Business Review*, 59(4), 483–502. doi:10.1002/tie.21905
- Featherstone, M. (1987). Lifestyle and Consumer Culture. *Theory, Culture & Society*, 4(1), 55–70. doi:10.1177/026327687004001003
- Firat, A. F., & Venkatesh, A. (1995). Liberatory Postmodernism and the Reenchantment of Consumption. *The Journal of Consumer Research*, 22(3), 239–267. doi:10.1086/209448
- Goyat, S. (2011). The Basis of Market Segmentation: A Critical Review of Literature. *European Journal of Business and Management*, 3(9), 45–54.

Communicating Images

- Grubb, E. L., & Grathwohl, H. L. (1967). Consumer Self-Concept, Symbolism, and Market Behavior: A Theoretical Approach. *Journal of Marketing*, 31(4), 22–27. doi:10.1177/002224296703100405
- Hackley, C. (2005). *Advertising & Promotion: Communicating Brands*. Sage Publications. doi:10.4135/9781446278789
- Hart, N. (1978). *The Practice of Advertising*. Butterworth Heinemann.
- Holbrook, M. B. (2000). The Millennial Consumer in the Text of Our Times: Experience and Entertainment. *Journal of Macromarketing*, 20(2), 178–182. doi:10.1177/0276146700202008
- Hooley, G., Saunders, J., & Piercy, N. F. (1998). *Marketing Strategy and Competitive Positioning*. Prentice-Hall.
- Isaksson, J., Langguth, J., & Schnee, S. (2018). Volvo & The Polestar Series: Integration or Separation? *Management Decision*, 18, 1–3.
- Ivanova, N., Volkova, A., & Patosha, O. (2022). The Relationship Between Social Identity and Consumer Behavior. *DIEM: Dubrovnik International Economic Meeting*, 7(1), 72-79.
- Jamil, M. H., & Batool, S. (2021). *Sustainability Practices in Corporate Branding of VOLVO*. Halmstad University.
- Kalafatis, S. P., Tsogas, M. H., & Blankson, C. (2000). Positioning Strategies in Business Markets. *Journal of Business and Industrial Marketing*, 15(6), 416–437. doi:10.1108/08858620010349501
- Karabıyık, H. Ç. (2021). *Pazarlama İlkeleri & Bir Meta-Pazarlama Tartışması: Karşı Pazarlama Yaklaşımı*. NEU Press.
- Karabıyık, H. Ç., & Elgün, M. N. (2020). Pazarlama Teorisine İlişkin Ontolojik ve Epistemolojik Bir İnceleme ve Pratiğine İlişkin Post-Modern Tüketici Davranışları Çerçevesinde Bir Tartışma. *International Social Sciences Studies Journal*, 6(68), 3490–3499.
- Kotiranta, V. (2017). *Corporate Brand Positioning and Differentiation in the Luxury Automotive Industry*. Oulu Business School.
- Kozinets, R. V. (1999). E-Tribalized Marketing? The Strategic Implications of Virtual Communities of Consumption. *European Journal of Marketing*, 17(3), 252–264.
- Kozinets, R. V. (2002). Can Consumers Escape the Market? Emancipatory Illuminations from Burning Man. *The Journal of Consumer Research*, 29(1), 20–38. doi:10.1086/339919
- Kvale, S. (2003). The Church, the Factory and the Market: Scenarios for Psychology in a Postmodern Age. *Theory & Psychology*, 13(5), 579–603. doi:10.1177/09593543030135005
- Larsson, M., & Östberg, E. (2009). *Critical Factors for Communication and Knowledge Transfer A Study of Volvo Cars Corporation's Market Intelligence Department and their Communication and Interaction with their various Internal Clients*. Uppsala University Department of Business Studies.
- Lindstrom, M. (2008). *Buy.Ology: Truth and Lies About Why We Buy*. Doubleday.

- Machado, R. B., Kindinger, D., Wasman, K., & Skora, T. (2021). Co-Designing a Meaningful, Empathetic, and Safer Future Experience for Volvo Latin America. *DMI: Review*, 32(2), 34–42. doi:10.1111/drev.12263
- Matsuyama, K. (2002). The Rise of Mass Consumption Societies. *Journal of Political Economy*, 110(5), 1035–1070. doi:10.1086/341873
- Morgan, R. E. (1996). Conceptual Foundations of Marketing and Marketing Theory. *Management Decision*, 34(10), 19–26. doi:10.1108/00251749610150658
- Odabaşı, Y. (2004). *Postmodern Pazarlama*. MediaCat.
- Odabaşı, Y. (2017). *Postmodern Pazarlama*. MediaCat.
- Patterson, M. (1998). Direct Marketing in Postmodernity: Neo-Tribes and Direct Communications. *Marketing Intelligence & Planning*, 16(1), 68–74. doi:10.1108/02634509810199553
- Porter, M. E. (1996). What is Strategy? *Harvard Business Review*, (November-December), 61–78. PMID:10158475
- Pride, W. M., & Ferrell, O. C. (2009). *Marketing*. Houghton Mifflin.
- Ries, A., & Trout, J. (1986). *Positioning: The Battle for Your Mind*. McGraw-Hill.
- Scott, D. M. (2009). *A World Wide Rave. Creating Triggers That Get Millions of People to Spread Your Ideas and Share Your Stories*. John Wiley & Sons. doi:10.1002/9781118258286
- Shaw, A. W. (1912). Some Problems in Market Distribution. *The Quarterly Journal of Economics*, 26(4), 703–765. doi:10.2307/1883802
- Singh, S. K., & Sanjeev, R. (2022). Antecedents of Green Marketing Initiatives: A Hierarchical Regression Model. *International Journal of Social Ecology and Sustainable Development*, 13(1), 1–15. doi:10.4018/IJSESD.298332
- Skandalis, A., Byrom, J., & Banister, E. (2019). Experiential Marketing and the Changing Nature of Extraordinary Experiences in Post-Modern Consumer Culture. *Journal of Business Research*, 97, 43–50. doi:10.1016/j.jbusres.2018.12.056
- Smith, W. R. (1956). Product Differentiation and Market Segmentation as Alternative Marketing Strategies. *Journal of Marketing*, 21(1), 3–8. doi:10.1177/002224295602100102
- Stone, M. A., & Desmond, J. (2006). *Fundamentals of Marketing*. Routledge.
- Styhre, A., Backman, M., & Börjesson, S. (2004). YCC: A gendered Carnival? Project work at Volvo Cars. *Women in Management Review*, 20(2), 96–106. doi:10.1108/09649420510584436
- Stylidis, K., Hoffenson, S., Rossi, M., Wickman, C., Söderman, M., & Söderberg, R. (2020). Transforming Brand Core Values into Perceived Quality: A Volvo Case Study. *International Journal of Product Development*, 24(1), 43–67. doi:10.1504/IJPD.2020.106448
- Thomas, M. J. (1997). Consumer Market Research: Does it have validity? Some Modern Thoughts. *Marketing Intelligence & Planning*, 15(2), 54–59. doi:10.1108/02634509710165858

Communicating Images

Tian, Z., & Yaoqing, Z. (2011). *The Variance between Brand Positioning and Brand Perception - A Case Study about Volvo Cars in China*. University of Gävle Department of Business Administration and Economic Study.

Urde, M., & Koch, C. (2014). Market and Brand-Oriented Schools of Positioning. *Journal of Product and Brand Management*, 23(7), 478–490. doi:10.1108/JPBM-11-2013-0445

Volvo Cars. (2021). www.volvocars.com/uk

Zheng, Q., Noorderhaven, N., & Du, J. (2022). Making the Unlikely Marriage Work: The Integration Process of Chinese Strategic Asset-Seeking Acquisitions. *Journal of World Business*, 57(3), 101305. doi:10.1016/j.jwb.2021.101305

Zikmund, W., & d'Amico, M. (1996). *Effective Marketing: Creating and Keeping Customers*. West Group.

ADDITIONAL READING

Featherstone, M. (2007). *Consumer Culture and Postmodernism*. Sage Publications. doi:10.4135/9781446212424

Hackley, C. (2005). *Advertising & Promotion: Communicating Brands*. Sage Publications. doi:10.4135/9781446278789

Hayes, H. M., Jenster, P. V., & Aaby, N. (Eds.). (1990). *Business Marketing: A Global Perspective*. Irwin.

Ries, A., & Trout, J. (1986). *Marketing Warfare*. McGraw-Hill. doi:10.1108/eb008182

Ries, A., & Trout, J. (2001). *Positioning: The Battle for Your Mind*. McGraw-Hill.

Scott, D. M. (2009). *A World Wide Rave. Creating Triggers That Get Millions of People to Spread Your Ideas and Share Your Stories*. John Wiley & Sons. doi:10.1002/9781118258286

Szmigin, E. (2003). *Understanding the Consumer*. Sage Publications. doi:10.4135/9781446216156

KEY TERMS AND DEFINITIONS

Marketing Mix: The marketing mix is defined as the set of tools that marketing management can use to influence sales. Although different mixes are discussed in the marketing literature, in this study, the 4Ps consisting of product, price, distribution and promotion components are examined.

Positioning: The symbolic value and place that products and brands have in the minds of consumers in the post-modern era.

Post-Modern: Post-modernism expresses the social structure and understanding seen in practice, which has a social counterpart and comes after modern society and corresponds to an intellectual phenomenon.

Postmodern: The concept of postmodernism expresses the theoretical counterparts of this change in society reflected in the fields of science and philosophy. In this study, Zygmunt Bauman's terminological approach was accepted in the distinction between the concepts of Postmodern and Post-Modern.

Compilation of References

- Aakash, A., & Aggarwal, A. G. (2019). Role of EWOM, product satisfaction, and website quality on customer repurchase intention. In J. C. A. Carvalho & E. M. C. B. Sabino (Eds.), *Strategy and superior performance of micro and small businesses in volatile economies* (pp. 144–168). IGI Global. doi:10.4018/978-1-5225-7888-8.ch010
- Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458. doi:10.1016/j.jclepro.2019.118458
- Abed, M. G., & Haghghi, M. (2009). The effect of selling strategies on sales performance. *Business Strategy Series*, 10(5), 266–282. doi:10.1108/17515630910989169
- Adamson, B., Dixon, M., & Toman, N. (2012). *The end of solution sales*. Harvard Business School.
- Addis, M., & Holbrook, M. B. (2001). On the conceptual link between mass customisation and experiential consumption: An explosion of subjectivity. *Journal of Consumer Behaviour*, 1(1), 50–66. doi:10.1002/cb.53
- Agatz, N. A. H., Fleischmann, M., & van Nunen, J. A. E. E. (2008). E-fulfillment and multi-channel distribution – A review. *European Journal of Operational Research*, 187(2), 339–356. doi:10.1016/j.ejor.2007.04.024
- Agnihotri, R., Rapp, A., & Trainor, K. (2009). Understanding the role of information communication in the buyer-seller exchange process: Antecedents and outcomes. *Journal of Business and Industrial Marketing*, 24(7), 474–486. doi:10.1108/08858620910986712
- Agustin, C., & Singh, J. (2005). Curvilinear effects of consumer loyalty determinants in relational exchanges. *JMR, Journal of Marketing Research*, 42(1), 96–108. doi:10.1509/jmkr.42.1.96.56961
- Ahmad, A. (2015). Business Intelligence for Sustainable Competitive Advantage. In *Sustaining Competitive Advantage Via Business Intelligence, Knowledge Management, and System Dynamics* (Vol. 22A, pp. 3–220). Emerald Group Publishing Limited. doi:10.1108/S1069-096420150000022014
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. doi:10.1016/0749-5978(91)90020-T
- Ajzen, I., & Fishbein, M. (1975). A Bayesian analysis of attribution processes. *Psychological Bulletin*, 82(2), 261–277. doi:10.1037/h0076477
- Akar, E., & Dalgic, T. (2018). Understanding online consumers' purchase intentions: A contribution from social network theory. *Behaviour & Information Technology*, 37(5), 473–487. doi:10.1080/0144929X.2018.1456563
- Akay, G. & Demir, L.S. (2020). Toplum Beslenmesinde Sürdürülebilirlik ve Çevre. *Selçuk Tıp Dergisi*, 36(3), 282-287. DOI: .2020.01341 doi:10.30733/std

Compilation of References

- Akdoğan, L., Durmaz, Y., & Değirmenci, B. (2020). The impact of perceived consumer effectiveness on ecologically conscious consumer behavior: The mediating role of environmental concern [Algılanan tüketici etkililiğinin ekolojik bilinçli tüketici davranışı üzerine etkisi: Çevresel kaygının aracılık rolü]. *ASBİDER The Journal of Academic Social Sciences*, 7(20), 95–117. doi:10.34189/asbd.7.20.005
- Akgün, Ö., & Aslantaş, H. (2021). A Holistic Approach to the Concept of Experiential Marketing: A Literature Review. *7th International Conference on Business and Economics Studies*, 39-62.
- Alamäki, A., & Korpela, P. (2021). Digital transformation and value-based selling activities: Seller and buyer perspectives. *Baltic Journal of Management*, 16(2), 298–317. doi:10.1108/BJM-08-2020-0304
- Alam, S., & Yasin, M. N. (2010). What factors influence online brand trust: Evidence from online tickets buyers in Malaysia. *Journal of Theoretical and Applied Electronic Commerce Research*, 5(3), 78–89.
- Al-Gahtani, S. S., Hubona, G. S., & Wang, J. (2007). Information technology (IT) in Saudi Arabia: Culture and the acceptance and use of IT. *Information & Management*, 44(8), 681–691. doi:10.1016/j.im.2007.09.002
- Alhadeff, D. A. (1982). *Microeconomics and human behavior: Toward a new synthesis of economics and psychology*. University of California Press. doi:10.1525/9780520314443
- Al-Jabri, I. M., Sohail, M. S., & Ndubisi, N. O. (2015). Understanding the usage of global social networking sites by Arabs through the lens of uses and gratifications theory. *Journal of Service Management*, 26(4), 662–680. doi:10.1108/JOSM-01-2015-0037
- Almeida, B. J. M. D. (2004). Audit and society: The necessary dialogue [Auditoria e sociedade: o diálogo necessário]. *Revista Contabilidade & Finanças*, 15(34), 80–96. doi:10.1590/S1519-70772004000100006
- Almeida, M. I. S., Coelho, R. L. F., Porto, R. B., & Santos, J. A. (2020). Predictors of intention-purchase correspondence and programmed reinforcement levels of specialty brands. *Brazilian Journal of Marketing*, 19(4), 738–761. doi:10.5585/remark.v19i4.11126
- Al-Saidi, E., & Thomas, A. (2019). *Design of Premium Top Tethers for Volvo Cars*. Chalmers University of Technology Department of Industrial and Materials Science.
- Alshurideh, M. T., Al Kurdi, B., & Salloum, S. A. (2021). The moderation effect of gender on accepting electronic payment technology: A study on United Arab Emirates consumers. *Review of International Business and Strategy*, 31(3), 375–396. doi:10.1108/RIBS-08-2020-0102
- Amaeshi, K., Adegbite, E., Ogbechie, C., Idemudia, U., Kan, K. A. S., Issa, M., & Anakwue, O. I. (2016). Corporate social responsibility in SMEs: A shift from philanthropy to institutional works? *Journal of Business Ethics*, 138(2), 385–400. doi:10.1007/10551-015-2633-1
- Ameen, N., Tarhini, A., Shah, M., & Madichie, N. (2021). Going with the flow: Smart shopping malls and omnichannel retailing. *Journal of Services Marketing*, 35(3), 325–348. doi:10.1108/JSM-02-2020-0066
- Amenuvor, F. E., Yi, H.-T., & Boateng, H. (2022). Examining the consequences of adaptive selling behavior by door-to-door salespeople in the Korean cosmetic industry. *Asia Pacific Journal of Marketing and Logistics*, 34(4), 800–816. doi:10.1108/APJML-12-2020-0846
- Anderson, E. T., & Fox, E. J. (2019). How price promotions work: A review of practice and theory. In J.-P. Dubé & P. E. Rossi (Eds.), *Handbook of the Economics of Marketing*, 1 (pp. 497–552). Elsevier. doi:10.1016/bs.hem.2019.04.006
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modelling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411–423. doi:10.1037/0033-2909.103.3.411

- Anderson, L., & McCabe, D. B. (2012). A coconstructed world: Adolescent self-socialization on the internet. *Journal of Public Policy & Marketing*, 31(2), 240–253. doi:10.1509/jppm.08.043
- Antolín-Prieto, R., Ruiz-Lacaci, N., & Reyes-Menendez, A. (2021). KPIs for Mobile Apps and Digital Data Management in Healthcare. *Management and Marketing for Improved Competitiveness and Performance in the Healthcare Sector*, 238-265.
- Arens, A. A. E. R. J., & Beasley, M. S. (2012). Auditing and assurance services: an integrated approach. A. S. Ltd., Ed.
- Armitage, C. J., & Conner, M. (2001). Efficacy of the theory of planned behaviour: A meta-analytic review. *British Journal of Social Psychology*, 40(4), 471–499. doi:10.1348/014466601164939 PMID:11795063
- Arnould, E. J., & Price, L. L. (1993). River Magic: Extraordinary Experience and the Extended Service Encounter. *The Journal of Consumer Research*, 20(1), 24–45. doi:10.1086/209331
- Artaud, A. (1989). *The Theatre and Its Double* [O Teatro e o Seu Duplo]. Fenda.
- Assocham Resurgent Study. (2018). *Over 120 million Indian consumers to shop online in 2018*. <https://www.assochem.org/newsdetail.php?id=6866>
- Atefi, Y., Ahearne, M., Maxham, J. G. III, Donovan, D. T., & Carlson, B. D. (2018). Does Selective Sales Force Training Work? *JMR, Journal of Marketing Research*, 55(5), 722–737. doi:10.1177/0022243718803096
- Attia, A., Honeycutt, E., & Leach, M. (2013). A Three-Stage Model for Assessing and Improving Sales Force Training and Development. *Journal of Personal Selling & Sales Management*, 25, 253–268.
- Atulkar, S. (2020). Brand trust and brand loyalty in mall shoppers. *Marketing Intelligence & Planning*, 38(5), 559–572. doi:10.1108/MIP-02-2019-0095
- Awais, M., Samin, T., Gulzar, M. A., & Hwang, J. (2019). The sustainable development of the China Pakistan economic corridor: Synergy among economic, social, and environmental sustainability. *Sustainability*, 11(24), 7044. doi:10.3390/s11247044
- Aydın Eryılmaz, G., Kılıç, O., & Boz, İ. (2019). Türkiye’de Organik Tarım ve İyi Tarım Uygulamalarının Ekonomik, Sosyal ve Çevresel Sürdürülebilirlik Açısından Değerlendirilmesi. *Yüzüncü Yıl University Journal of Agricultural Sciences*, 29(2), 352–361. doi:10.29133/yyutbd.446002
- Aylan, F. K. (2019). *Otel İşletmelerinde Yeşil Pazarlama*. Eğitim Yayınevi.
- Aytekin, P. (2007). *Yeşil Pazarlama Stratejileri (Yayımlanmamış Yüksek Lisans Tezi)*. Celal Bayar Üniversitesi Sosyal Bilimler Enstitüsü.
- Azanza, G., Gorgievski, M. J., Moriano, J. A., & Molero, F. (2018). Influencing salespeople’s work outcomes through authentic leadership. *Leadership and Organization Development Journal*, 39(7), 926–944. doi:10.1108/LODJ-05-2017-0113
- Azevedo, S. (2009). *The Role of the Body in the Actor’s Body* [O Papel do Corpo no Corpo do Ator]. Perspetiva.
- Babakus, E., Cravens, D. W., Grant, K., Ingram, T. N., & LaForge, R. W. (1996). Investigating the relationships among sales, management control, sales territory design, salesperson performance, and sales organization effectiveness. *International Journal of Research in Marketing*, 13(4), 345–363. doi:10.1016/S0167-8116(96)00016-X
- Babiyak, M. A., & Green, S. B. (2010). Confirmatory factor analysis: An introduction for psychosomatic medicine researchers. *Psychosomatic Medicine*, 72(6), 587–597. doi:10.1097/PSY.0b013e3181de3f8a PMID:20467001

Compilation of References

- Baek, E., Choo, H., Wei, X., & Yoon, S. (2020). Understanding the virtual tours of retail stores: How can store brand experience promote visit intentions? *International Journal of Retail & Distribution Management*, 48(7), 469–666. doi:10.1108/IJRDM-09-2019-0294
- Bagozzi, R. P. (2007). The legacy of the technology acceptance model and a proposal for a paradigm shift. *Journal of the Association for Information Systems*, 8(4), 244–254. doi:10.17705/1jais.00122
- Bahari, A. (2021). Affordances and challenges of teaching language skills by virtual reality: A systematic review (2010–2020). *E-Learning and Digital Media*, 19(2), 163–168. doi:10.1177/20427530211036583
- Baltaş, A., Ürkmez, İ., & Sevil, İ. (2019). *Communication and body language in sales* (4th ed.). Remzi Bookstore.
- Baptista, M. F. V. de A. (2018). *Portuguese fashion designers: Behaviours for an international business* [PhD Thesis]. ISCTE IUL Repositório.
- Barber, N. A. (2013). Investigating the potential influence of the internet as a new socialization agent in context with other traditional socialization agents. *Journal of Marketing Theory and Practice*, 21(2), 179–194. doi:10.2753/MTP1069-6679210204
- Barbosa, J. R. R. (2019). *The process of implementing the omnichannel model in retail: Portuguese case studies* [O processo de implementação do modelo omnicanal no retalho: Casos de estudo portugueses] [PhD Thesis]. Escola de Economia e Gestão. Universidade do Minho.
- Barbosa, P. (2003). *Modern Theatre Theory: The Zero Hour* [Teoria do Teatro Moderno: A Hora Zero]. Afrontamento.
- Barrett, F., Adolphs, R., Marsella, S., Martinez, A., & Pollak, S. (2019). Emotional expressions reconsidered: Challenges to inferring emotion from human facial movements. *Psychological Science in the Public Interest*, 20(1), 1–68. doi:10.1177/1529100619832930 PMID:31313636
- Barton, A. W., & Kevin, D. B. (1999). Personal selling and sales management: A relationship marketing perspective. *Journal of the Academy of Marketing Science*, 27(2), 241–254. doi:10.1177/0092070399272008
- Bauerova, R., & Bracnikova, V. (2021). Customer's Choice of Purchasing Channel: Do Channel Characteristic, Brand, and Loyalty Matter When Shopping in Hybrid Retailers? *Sustainability*, 13(5), 2453. doi:10.3390u13052453
- Baxter, R. (2008). Intangible value in buyer–seller relationships. In A. G. Woodside, F. Golfetto, & M. Gibbert (Eds.), *Creating and managing superior customer value* (Vol. 14, pp. 27–98). Emerald Group Publishing Limited. doi:10.1016/S1069-0964(08)14002-9
- Bayramov, K. (2016). *Tüketicilerin Su Markası Tercihlerinde Yeşil Pazarlama Eğilimleri ve bir Uygulama* (Yayınlanmamış Yüksek Lisans Tezi). Gazi Üniversitesi Sosyal Bilimler Enstitüsü.
- Beauchamp, M. B., & Ponder, N. (2010). Perceptions of retail convenience for in-store and online shoppers. *The Marketing Management Journal*, 20(1), 49–65.
- Beeton, S. (2006). Understanding film-induced tourism. *Tourism Analysis*, 11(3), 181–188. doi:10.3727/108354206778689808
- Bell, D. R., Chiang, J., & Padmanabhan, V. (1999). The Decomposition of promotional response: An empirical generalization. *Marketing Science*, 18(4), 504–526. doi:10.1287/mksc.18.4.504
- Bell, D. R., Gallino, S., & Moreno, A. (2014). How to win in an omnichannel world. *MIT Sloan Management Review*, 56(1), 45.
- Bell, D. R., Gallino, S., & Moreno, A. (2018). Offline Showrooms in Omnichannel Retail: Demand and Operational Benefits. *Management Science*, 64(4), 1629–1651. doi:10.1287/mnsc.2016.2684

- Bell, D., Gallino, S., & Moreno, A. (2020). Customer Supercharging in Experience-Centric Channels. *Management Science*, 66(9), 4096–4107. doi:10.1287/mnsc.2019.3453
- Bento, A. (2012). Quantitative and qualitative research: Dichotomy or complementarity [Investigação quantitativa e qualitativa: Dicotomia ou complementaridade] [Associação Académica da Universidade da Madeira]. *Revista JA*, 64(7), 40–43.
- Bergquist, A.-K., & Näsman, M. (2021). Safe Before Green! The Greening of Volvo Cars in the 1970s-1990s. *Enterprise and Society*, 1–31. doi:10.1017/eso.2021.23
- Berman, B., & Thelen, S. (2004). A guide to developing and managing a well- integrated multi- channel retail strategy. *International Journal of Retail & Distribution Management*, 32(3), 147–156. doi:10.1108/09590550410524939
- Berman, B., & Thelen, S. (2018). Planning and implementing an effective omnichannel marketing program. *International Journal of Retail & Distribution Management*, 46(7), 598–614. doi:10.1108/IJRDM-08-2016-0131
- Bernon, M., Cullen, J., & Gorst, J. (2016). Online retail returns management: Integration within an omni-channel distribution context. *International Journal of Physical Distribution & Logistics Management*, 46(6/7), 584–605. doi:10.1108/IJPDLM-01-2015-0010
- Berry, L. L., Conant, J. S., & Parasuraman, A. (1991). A framework for conducting a services marketing audit. *Journal of the Academy of Marketing Science*, 19(3), 255–268. doi:10.1007/BF02726500
- Berry, L. L., Seiders, K., & Grewal, D. (2002). Understanding Service Convenience. *Journal of Marketing*, 66(3), 1–17. doi:10.1509/jmkg.66.3.1.18505
- Bettman, J. R. (1979). *An information processing theory of consumer choice*. Addison-Wesley Publishing Company.
- Beynon-Davies, P. (2011). “Communication: The medium is not the message. In Significance (pp. 58–76) Palgrave Macmillan.
- Bhatnagar, A., Misra, S., & Rao, H. R. (2000). On risk, convenience, and Internet shopping behavior. *Communications of the ACM*, 43(11), 98–105. doi:10.1145/353360.353371
- Bhatt, S. (2020). *An Empirical Analysis of Retailers’ Perception towards E-Retailing with Reference to the Brick-and-Click Approach*. Academic Press.
- BigCommerce & PayPal. (2021). *2022 Consumer Spending Trends: An Omnichannel Report*. Retrieved from BigCommerce: https://www.bigcommerce.com/resources/guides/consumer-spending-trends-cdl-report/?utm_medium=pressrelease&utm_source=businesswire&utm_campaign=tp_global_us_mm_acq_omni_ct_2021_q2_paypal-omni-report-pr&utm_content=paypal-omni-report-pr&_gl=1*p1cwsr*_ga*NjU
- Bijmolt, T. H. A., Broekhuis, M., de Leeuw, S., Hirche, C., Rooderkerk, R. P., Sousa, R., & Zhu, S. X. (2021). Challenges at the marketing–operations interface in omni-channel retail environments. *Journal of Business Research*, 122, 864–874. doi:10.1016/j.jbusres.2019.11.034
- Binnie, L. (2018). *The Future of Omni-Channel Retail: Predictions in the Age of Amazon*. Emerald Lake Books.
- Blasco-Arcas, L., Lee, H. H., Kastanakis, M. N., Alcañiz, M., & Reyes-Menendez, A. (2022). The role of consumer data in marketing: A research agenda. *Journal of Business Research*, 146, 436–452.
- Blom, A., Lange, F., & Hess, R. (2017). Omnichannel-based promotions’ effects on purchase behavior and brand image. *Journal of Retailing and Consumer Services*, 39, 286–295.
- Blythe, J. (2009). *Key Concepts in Marketing*. Sage Publications. doi:10.4135/9781446221617

Compilation of References

- Boal, A. (1997). *200 Exercises and Games for the Actor and the Non-Actor willing to Say Something Through the Theater* [200 Exercícios e Jogos para o Ator e o Não-Ator com vontade de Dizer Algo Através do Teatro]. Civilização Brasileira.
- Boles, J., Brashear, T., Bellenger, D., & Barksdale, H. Jr. (2000). Relationship selling behaviors: Antecedents and relationship with performance. *Journal of Business and Industrial Marketing*, *15*(2/3), 141–153. doi:10.1108/08858620010316840
- Bolton, R., Gustafsson, A., Tarasi, C., & Witell, L. (2022). Designing satisfying service encounters: Website versus store touchpoints. *Journal of the Academy of Marketing Science*, 2–12.
- Borg, S. W., & Vagn Freytag, P. (2012). Helicopter view: An interpersonal relationship sales process framework. *Journal of Business and Industrial Marketing*, *27*(7), 564–571. doi:10.1108/08858621211257338
- Boutin, G., Goyette, G., & Lessard-Hébert (2008). *Qualitative research: fundamentals and practices* [Investigação qualitativa: fundamentos e práticas]. Instituto Piaget.
- Boyd, D. (2008). Why youth (heart) social network sites: The role of networked publics in teenage social life. In *Youth, Identity, and Digital Media* (pp. 119–142). The John D. and Catherine T. MacArthur Foundation Series on Digital Media and Learning, Cambridge, The MIT Press.
- Brazilian National Confederation of Industry. (2022). *What is the difference between micro and small companies?* <https://www.portaldaindustria.com.br/industria-de-a-z/micro-e-pequena-empresa/#:-:text=Micro%20empresa%3A%20empresa%20que%20t%C3%AAm,a%2099%20pessoas%20na%20ind%C3%BAstria>
- Brito, P. Q., & Hammond, K. (2007). Strategic versus tactical nature of sales promotions. *Journal of Marketing Communications*, *13*(2), 131–148. doi:10.1080/14697010601081969
- Brook, P. (2008). *The Empty Space*. Penguin Books.
- Brooksbank, R. (1994). The Anatomy of Marketing Positioning Strategy. *Marketing Intelligence & Planning*, *12*(4), 10–14. doi:10.1108/02634509410060695
- Brownlie, D. (1996). The conduct of marketing audits a critical review and commentary [Review]. *Industrial Marketing Management*, *25*(1), 11–22. doi:10.1016/0019-8501(95)00036-4
- Brynjolfsson, E., Hu, Y. J., & Rahman, M. S. (2013). Competing in the Age of Omnichannel Retailing. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/competing-in-the-age-of-omnichannel-retailing/>
- Byrne, B. M. (2006). *Structural equation modeling with EQS: Basic concepts, application, and programming*. Lawrence Erlbaum Associates.
- Cai, Y.-J., & Lo, C. (2020). Omni-channel management in the new retailing era: A systematic review and future research agenda. *International Journal of Production Economics*.
- Çakır, F., & Pehlivan, Ş. (2013). Evaluation of consumer perceptions of sales personnel towards the services offered by sales personnel in terms of marketing communication [Pazarlama iletişimi açısından satış personelinin sunduğu hizmetlere yönelik tüketici algılarının değerlendirilmesi]. *The Journal of Social Sciences and Humanities*, *5*(2), 79–88.
- Campbell, D. T., & Stanley, J. C. (1966). *Experimental and quasi-experimental designs for research*. Rand McNally.
- Cao, J., So, K. C., & Yin, S. (2016). Impact of an “online-to-store” channel on demand allocation, pricing and profitability. *European Journal of Operational Research*, *248*(1), 234–245. doi:10.1016/j.ejor.2015.07.014
- Cardoso, A., & Sousa, B. (2020). The Theory of Attachment in Contexts of Public and Social Marketing: Study of the Program “Portugal Sou Eu”. In D. Crowther & S. Seifi (Eds.), *CSR and Sustainability in the Public Sector: Approaches to Global Sustainability, Markets, and Governance*. Springer. doi:10.1007/978-981-15-6366-9_6

- Cardoso, L., Dias, F., de Araújo, A. F., & Marques, M. I. A. (2019). A destination imagery processing model: Structural differences between dream and favourite destinations. *Annals of Tourism Research*, 74, 81–94. doi:10.1016/j.annals.2018.11.001
- Cardoso, L., Estevão, C. M., Muniz, A. C. F., & Alves, H. (2017). Film induced tourism: A systematic literature review. *Tourism & Management Studies*, 13(3), 23–30. doi:10.18089/tms.2017.13303
- Carroll, D., & Guzmán, I. (2015). *The New Omni-Channel Approach to Serving Customers*. Strategy Implications for Communications Service Providers. <https://docplayer.net/23797185-The-new-omni-channel-approach-to-serving-customers.html>
- Carter, L., & Weerakkody, V. (2008). E-government adoption: A cultural comparison. *Information Systems Frontiers*, 10(4), 473–482. doi:10.1007/10796-008-9103-6
- Casais, B., & Sousa, B. (2020). Heterogeneity of motivations and conflicts in pilgrim-to-pilgrim interaction: A research on the way of Saint James. *Tourism Management Perspectives*, 36, 1–9. doi:10.1016/j.tmp.2020.100748
- Casaló, L. V., Flavian, C., & Ibáñez-Sánchez, S. (2019). Antecedents of Consumer Intention to Follow And Recommend an Instagram Account. *Online Information Review*, 41(7), 1046–1063. doi:10.1108/OIR-09-2016-0253
- Catania, A. C. (2013). *Learning*. Sloan Publishing.
- Cava, A. C. dos S. (2021). Loyalty customers: Understand what CRM is and what is it for? [Fidelizar clientes: Entenda o que é CRM e para que serve?]. *Blog da Social Miner*. <http://blog.socialminer.com/people-marketing/o-que-e-crm-e-para-que-serve/>
- Çavuşoğlu, S., & Durmaz, Y. (2020). *Experiential marketing and green behavior (applied)*. Hiper Publishing.
- Ceyhan, A. (2019). The Impact of Perception Related Social Media Marketing Applications on Consumers' Brand Loyalty and Purchase Intention. *EMAJ: Emerging Markets Journal*, 9(1), 88–100. doi:10.5195/emaj.2019.173
- Chacra, S. (2007). *Nature and Meaning of Theatrical Improvisation* [Natureza e Sentido da Improvisação Teatral]. Perspetiva.
- Chan, F. T., & Chong, A. Y. (2012). A SEM–neural network approach for understanding determinants of interorganizational system standard adoption and performances. *Decision Support Systems*, 54(1), 621–630. doi:10.1016/j.dss.2012.08.009
- Chang, M. L., & Wu, W. Y. (2012). Revisiting Perceived Risk in the Context of Online Shopping: An Alternative Perspective of Decision-Making Styles. *Psychology and Marketing*, 29(5), 378–400. doi:10.1002/mar.20528
- Chattalas, M., & Shukla, P. (2015). Impact of value perceptions on luxury purchase intentions: A developed market comparison. *Luxury Research Journal*, 1(1), 40–57. doi:10.1504/LRJ.2015.069806
- Chatterjee, P., & Kumar, A. (2017). Consumer willingness to pay across retail channels. *Journal of Retailing and Consumer Services*, 34, 264–270.
- Chaturvedi, S., Bahuguna, P. C., & Raman, U. (2022). Developing innovativeness and competency through talent management in Indian oil and gas sector. *Journal of Business Innovation and Research*, 27(2), 223–241. doi:10.1504/IJBIR.2022.121540
- Chaturvedi, S., Verma, M., Purohit, S., & Varaprasad, R. R. (2022). Digital Value Innovation and Strategic Management Practices of Adyar Ananda Bhavan. In J. D. Santos (Ed.), *Cases on Digital Strategies and Management Issues in Modern Organizations* (pp. 51–76). IGI Global. doi:10.4018/978-1-7998-1630-0.ch003

Compilation of References

- Chen, F., & Andrade, H. (2018). The impact of criteria-referenced formative assessment on fifth-grade students' theater arts achievement. *The Journal of Educational Research*, *111*(3), 310–319. doi:10.1080/00220671.2016.1255870
- Chen, Y. A., Wang, X. J., & Young, M. N. (2015). Geely Automotive's Acquisition of Volvo. *Asian Case Research Journal*, *19*(1), 183–202. doi:10.1142/S0218927515500078
- Cheung, C., Lee, Z. W., & Chan, T. K. (2015). Self-disclosure in social networking sites: The role of perceived cost, perceived benefits and social influence. *Internet Research*, *25*(2), 279–299. doi:10.1108/IntR-09-2013-0192
- Chiavenato, I. (2012). *Talent building: Coaching and mentoring* [Construção de talentos: Coaching e mentoring]. Elsevier.
- Chinelato, F. B., Filho, C. G., & Júnior, C. L. N. (2021). Does brand-relationships matter? The role of brand attachment in salesperson performance in retailing. *Spanish Journal of Marketing – ESIC*, *26*(1), 117–144. . doi:10.1108/SJME-11-2020-0192
- Chin, W. W. (1998). The partial least squares approach to structural equation modelling. *Modern Methods for Business Research*, *95*(2), 295–336.
- Christoforou, T., & Melanthiou, Y. (2019). The Practicable Aspect of the Omni-Channel Retailing Strategy and Its Impact on Customer Loyalty. *Synergy of Business Theory and Practice: Advancing the Practical Application of Scholarly Research*, 239-260.
- Churchill, G., Ford, N., & Walker, O. (1985). *Sales Force Management* (Revised ed.). Irwin.
- Churchill, G. Jr, Ford, N., Hartley, S., & Walker, O. Jr. (1985). The Determinants of Salesperson Performance - A Meta-Analysis [Article]. *JMR, Journal of Marketing Research*, *22*(2), 103–118. doi:10.1177/002224378502200201
- Chu, S. C., Kamal, S., & Kim, Y. (2013). Understanding consumer's responses towards social media advertising and purchase intention toward luxury products. *Journal of Global Fashion Marketing*, *4*(3), 158–174. doi:10.1080/20932685.2013.790709
- Chuttur, M. Y. (2009). Overview of the technology acceptance model: Origins, developments and future directions. *Working Papers on Information Systems*, *9*(37).
- Cialdini, R. B. (2021). *Influence, new and expanded: The psychology of persuasion* (New and Expanded ed.). Harper Business.
- Claro, D. P., & Ramos, C. (2018). Sales intrafirm networks and the performance impact of sales cross-functional collaboration with marketing and customer service. *Journal of Personal Selling & Sales Management*, *38*(2), 172–190. doi:10.1080/08853134.2018.1437353
- Clatworthy, S. D. (2019). *The Experience-Centric Organization: How to Win Through Customer Experience*. O'Reilly Media.
- Cocco, H., & Demoulin, N. (2020). Seamless Shopping in Omnichannel Retailing: The effect of Channel Integration on Consumers' Responses. *11TH EMAC Regional Conference - Challenging the Status Quo in Marketing Research*, 32-41.
- Coelho, F. (1990). *The Time of Comedians: Study and Anthology* [O Tempo dos Comediantes: Estudo e Antologia]. Publicações Alfa.
- Constantinides, E. (2014). Foundations of social media marketing. *Procedia: Social and Behavioral Sciences*, *148*, 40–57. doi:10.1016/j.sbspro.2014.07.016
- Cook, G. (2014). Customer experience in the omni-channel world and the challenges and opportunities this presents. *Journal of Direct, Data and Digital Marketing Practice*, *15*(4), 262–266.

- Cooper, M. J., Gwin, C. F., & Wakefield, K. L. (2008). Cross-functional interface and disruption in CRM projects: Is marketing from Venus and information systems from Mars? *Journal of Business Research*, *61*(4), 292–299. doi:10.1016/j.jbusres.2007.07.028
- Cowan, S. (2012). Third-degree price discrimination and consumer surplus. *The Journal of Industrial Economics*, *60*(2), 333–345. doi:10.1111/j.1467-6451.2012.00479.x
- Cozby, P. C., & Bates, S. (2017). *Methods in behavioral research*. McGraw Hill.
- Cramer-Flood, E. (2021). *Global Ecommerce Update 2021*. Retrieved from eMarketer: <https://www.emarketer.com/content/global-ecommerce-update-2021>
- Cristini, H., Kauppinen-Räsänen, H., Barthod-Prothade, M., & Woodside, A. (2017). Toward a general theory of luxury: Advancing from workbench definitions and theoretical transformations. *Journal of Business Research*, *70*, 101–107. doi:10.1016/j.jbusres.2016.07.001
- Cron, W. L., Marshall, G. W., Singh, J., Spiro, R. L., & Sujana, H. (2005). Salesperson Selection, Training, and Development: Trends, Implications, and Research Opportunities. *Journal of Personal Selling & Sales Management*, *25*(2), 123–136.
- Croy, G., & Heitmann, S. (2011). Tourism and film. *Research Themes for Tourism*, 188–204.
- Cuomo, M. T., Foroudi, P., Tortora, D., Hussain, S., & Melewar, T. C. (2019). Celebrity endorsement and the attitude towards luxury brands for sustainable consumption. *Sustainability*, *11*(23), 6791. doi:10.3390/s11236791
- Cuong, P. H., Nguyen, O. D. Y., Ngo, L. V., & Nguyen, N. P. (2020). Not all experiential consumers are created equals: The interplay of customer equity drivers on brand loyalty. *European Journal of Marketing*, *54*(9), 2257–2286. doi:10.1108/EJM-04-2018-0228
- Dandis, A. O., Eid, A. H., & Badi, M. (2021). Customer lifetime value: Investigating the factors affecting attitudinal and behavioural brand loyalty. *The TQM Journal*, *34*(3), 476–493. doi:10.1108/TQM-12-2020-0311
- Darmon, R. Y. (2017). Optimizing a Two-Step Sales-Force Selection Process. *The Journal of the Operational Research Society*, *37*(6), 549–560. doi:10.1057/jors.1986.97
- Darmon, R., & Shapiro, S. (1980). Sales recruiting—A major area of underinvestment. *Industrial Marketing Management*, *9*(1), 47–51. doi:10.1016/0019-8501(80)90033-4
- Das, S., Echambadi, R., McCardle, M., & Luckett, M. (2003). The effect of interpersonal trust, need for cognition, and social loneliness on shopping, information seeking and surfing on the web. *Marketing Letters*, *14*(3), 185–202. doi:10.1023/A:1027448801656
- Dastane, O. (2020). Impact of digital marketing on online purchase intention: Mediation effect of customer relationship management. *Journal of Asian Business Strategy*, *10*(1), 142–158. doi:10.18488/journal.1006.2020.101.142.158
- Dastane, O. (2020). Impact of leadership styles on employee performance: A moderating role of gender. *Australian Journal of Business and Management Research*, *5*(12), 27–52. doi:10.52283/NSWRCA.AJBMR.20200512A03
- Dastane, O., & Fazlin, I. (2017). Re-investigating key factors of customer satisfaction affecting customer retention for fast food industry. *International Journal of Management, Accounting and Economics*, *4*(4), 379–400.
- Daugherty, P. J., Bolumole, Y., & Grawe, S. J. (2019). The new age of customer impatience: An agenda for reawakening logistics customer service research. *International Journal of Physical Distribution & Logistics Management*, *49*(1), 4–32. doi:10.1108/IJPDLM-03-2018-0143

Compilation of References

- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *Management Information Systems Quarterly*, 13(3), 319–340. doi:10.2307/249008
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User acceptance of computer technology: A comparison of two theoretical models. *Management Science*, 35(8), 982–1003. doi:10.1287/mnsc.35.8.982
- de Carvalho, J. L. G. (2019). *Customer experience management and the integration of offline and online environments: A case study from the supermarket retail perspective* [Gerenciamento da experiência do cliente e a integração dos ambientes off-line e on-line: Estudo de caso na perspectiva de varejo supermercadista] [PhD Thesis]. Faculdade de Economia, Administração e Contabilidade da Universidade de São Paulo.
- DeConinck, J. B. (2015). Outcomes of ethical leadership among salespeople. *Journal of Business Research*, 68(5), 1086–1093. doi:10.1016/j.jbusres.2014.10.011
- Değirmenci, B., & Aytekin, M. (2021). Çalşanların Çevreci Davranışları Merinos A.Ş. Uygulaması (Kavram, Teori ve Uygulama). Gazi Kitabevi.
- Dekimpe, M. G., Hanssens, D. M., Nijs, V. R., & Steenkamp, J. B. E. (2005). Measuring short-and long-run promotional effectiveness on scanner data using persistence modelling. *Applied Stochastic Models in Business and Industry*, 21(4-5), 409–416. doi:10.1002/asmb.581
- Deligöz, K., Erciş, A., Gül, B. (2019). Yeşil Pazarlama Faaliyetlerinin Tüketici Satın Alma Davranışına Etkileri: Erzurum İli Örneğ. *Journal of Academic Value Studies*, 5(5), 942-956.
- Deloitte. (2014). *The omnichannel opportunity Unlocking the power of the connected consumer*. <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consumer-business/unlocking-the-power-of-the-connected-consumer.pdf>
- Deloitte. (2015). *Omni-channel retail: A Deloitte Point of View Deloitte E-commerce Point of View*. Deloitte AB. <https://www2.deloitte.com/content/dam/Deloitte/se/Documents/technology/Omni-channel-2015.pdf>
- Deloitte. (2017). *Holiday Survey: Ringing In the Retail*. Deloitte University Press.
- Denga, E. M., Vajjhala, N. R., & Rakshit, S. (2022). The Role of Digital Marketing in Achieving Sustainable Competitive Advantage. In O. Yildiz (Ed.), *Digital Transformation and Internationalization Strategies in Organizations* (pp. 44–60). IGI Global. doi:10.4018/978-1-7998-8169-8.ch003
- Devlin, J., Ennew, C., & Mirza, M. (1995). Organizational Positioning in Retail Financial Services. *Journal of Marketing Management*, 11(1-3), 119–132. doi:10.1080/0267257X.1995.9964333
- Diallo, M. F., Moulins, J. L., & Roux, E. (2021). Unpacking brand loyalty in retailing: A three-dimensional approach to customer–brand relationships. *International Journal of Retail & Distribution Management*, 49(2), 204–222. doi:10.1108/IJRDM-03-2020-0115
- Diamond, J., Diamond, E., & Litt, S. (2015). *Fashion Retailing: A Multi-Channel Approach* (3rd ed.). Fairchild Books.
- Dinheiro Vivo. (2021). *The fashion industry has a turnover of 15 billion and represents 11% of exports* [Indústria da moda fatura 15 mil milhões e representa 11% das exportações]. <https://www.dinheirovivo.pt/economia/industria-da-moda-fatura-15-mil-milhoes-e-representa-11-das-exportacoes-12778370.html>
- Dinu, A., Marei, R., & Pavel, J. M. (2017). Empirical study regarding the influence of communication on sales performance. *Proceedings of The International Management Conference*, 11(1), 182–187.
- Dissanayake, D., & Singh, M. (2007). Managing returns in e-business. *Journal of Internet Commerce*, 7(6), 35–49. doi:10.1300/J179v06n02_04

- Dolensek, N., Gehrlach, D., Klein, A., & Gogolla, N. (2020). Facial Expressions of emotion states and their Neuronal Correlates in Mice. *Science*, 368(6486), 89–94. doi:10.1126/science.aaz9468 PMID:32241948
- Donni, R., Dastane, O., Haba, H. F., & Selvaraj, K. (2018). Consumer perception factors for fashion M-commerce and its impact on loyalty among working adults. *Business and Economic Review*, 8(2), 168–192. doi:10.5296/ber.v8i2.13044
- Doolin, B., Dillon, S., Thompson, F., & Corner, J. L. (2005). Perceived risk, the internet shopping experience and online purchasing behaviour: A New Zealand perspective. *Journal of Global Information Management*, 13(2), 66–68. doi:10.4018/jgim.2005040104
- dos Santos, A. C., Friedrich, M. P. A., & Hein, N. (2020). Determinants of the use of mobile banking service channels for financial transactions [Determinantes da utilização de canais de serviços mobile banking para transações financeiras]. *Revista de Gestão e Tecnologia*, 20(1), 3353.
- Drollinger, T., & Comer, L. B. (2013). Salesperson’s listening ability as an antecedent to relationship selling. *Journal of Business and Industrial Marketing*, 28(1), 50–59. doi:10.1108/08858621311285714
- Dubinsky, A. J., Anderson, R. E., & Mehta, R. (1999). Selection, Training, and Performance Evaluation of Sales Managers: An Empirical Investigation. *Journal of Business-To-Business Marketing*, 6(3), 37–69. doi:10.1300/J033v06n03_03
- Dubinsky, A. J., & Hansen, R. W. (1981). The Sales Force Management Audit. *California Management Review*, 24(2), 86–95. doi:10.2307/41164959
- Dubinsky, A. J., Yammarino, F. J., Jolson, M. A., & Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. *Journal of Personal Selling & Sales Management*, 15(2), 17–31.
- Duque, A. S. C. (2013). *O Cinema na construção e promoção de territórios turísticos: a imagem do rural no cinema português* (Doctoral dissertation). Faculdade de Letras da Universidade de Coimbra.
- Du, S., Wang, L., & Hu, L. (2019). Omnichannel management with consumer disappointment aversion. *International Journal of Production Economics*, 215, 84–101.
- Dwivedi, Y. K., Rana, N. P., Janssen, M., Lal, B., Williams, M. D., & Clement, M. (2017). An empirical validation of a unified model of electronic government adoption (UMEGA). *Government Information Quarterly*, 34(2), 211–230. doi:10.1016/j.giq.2017.03.001
- Eastlick, M. A., & Feinberg, R. A. (1999). Shopping motives for mail catalog shopping. *Journal of Business Research*, 45(3), 281–290. doi:10.1016/S0148-2963(97)00240-3
- Echchakoui, S. (2017). Effect of salesperson personality on sales performance from the customer’s perspective: Application of socio-analytic theory. *European Journal of Marketing*, 51(9/10), 1739–1767. doi:10.1108/EJM-03-2016-0147
- Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N. (2015). The Impact of Recruitment and Selection Criteria on Organizational Performance. *Global Journal of Human Resource Management*, 3(2), 22–33.
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook “friends:” Social capital and college students’ use of online social network sites. *Journal of Computer-Mediated Communication*, 12(4), 1143–1168. doi:10.1111/j.1083-6101.2007.00367.x
- Enders, A., & Jelassi, T. (2000). The converging business models of Internet and bricks-and-mortar retailers. *European Management Journal*, 18(5), 542–550. doi:10.1016/S0263-2373(00)00043-8

Compilation of References

- Endres, H., Helm, R., & Dowling, M. (2020). Linking the types of market knowledge sourcing with sensing capability and revenue growth: Evidence from industrial firms. *Industrial Marketing Management*, 90(10), 30–43. doi:10.1016/j.indmarman.2020.06.004
- Erdoğan, Z. (2013). *Marketing communication concept and elements*. Anadolu Üniversitesi Publishing.
- Euchner, J. (2016). The Medium is the Message. *Research Technology Management*, 59(5), 9–11. doi:10.1080/08956308.2016.1209068
- Fagerstrøm, A., & Hantula, D. A. (2013). Buy it now and pay for it later: An experimental study of student credit card use. *The Psychological Record*, 63(2), 323–332. doi:10.11133/j.tpr.2013.63.2.007
- Fang, T., & Chimenson, D. (2017). The Internationalization of Chinese Firms and Negative Media Coverage: The Case of Geely' s Acquisition of Volvo Cars. *Thunderbird International Business Review*, 59(4), 483–502. doi:10.1002/tie.21905
- Fariás, P., Torres, E., & Mora Cortez, R. (2017). A new model for measuring salesperson lifetime value. *Journal of Business and Industrial Marketing*, 32(2), 274–281. doi:10.1108/JBIM-09-2016-0205
- Farris, P., Bendle, N., Pfeifer, P. E., & Reibstein, D. (2015). *Marketing metrics: The manager's guide to measuring marketing performance*. F.T. Press. doi:10.1002/9781118785317.weom090164
- Featherstone, M. (1987). Lifestyle and Consumer Culture. *Theory, Culture & Society*, 4(1), 55–70. doi:10.1177/026327687004001003
- Feng, C., Fay, S., & Xiang, K. (2020). When do we need higher educated salespeople? The role of work experience. *Review of Managerial Science*, 15(5), 1391–1429. doi:10.1007/11846-020-00388-y
- Feshbach, N. D., & Seymour Feshbach, S. (2009). Empathy and Education. In J. Decety & W. Ickes (Eds.), *The social neuroscience of empathy* (pp. 85–97). The MIT Press. doi:10.7551/mitpress/9780262012973.003.0008
- Fiestas, J., & Tuzovic, S. (2021). Mobile-assisted showroomers: Understanding their purchase journey and personalities. *Journal of Retailing and Consumer Services*, 58.
- Firat, A. F., & Venkatesh, A. (1995). Liberatory Postmodernisma and the Reenchantment of Consumption. *The Journal of Consumer Research*, 22(3), 239–267. doi:10.1086/209448
- Flavián, C., Gurrea, R., & Orús, C. (2020). Combining channels to make smart purchases: The role of webrooming and showrooming. *Journal of Retailing and Consumer Services*.
- Flavian, C., Gurrea, R., & Orus, C. (2021). Mobile word of mouth (m-WOM): Analysing its negative impact on webrooming in omnichannel retailing. *International Journal of Retail & Distribution Management*, 49(3), 394–420.
- Ford, J. B., Honeycutt, E., & Simintiras, A. (2003). *Sales management: A global perspective*. Routledge. doi:10.4324/9780203451182
- Forrester Consulting. (2021). *The Future of Retail Report: Trends for 2022*. Shopify.
- Foster, B. D., & Cadogan, J. W. (2000). Relationship selling and customer loyalty: An empirical investigation. *Marketing Intelligence & Planning*, 18(4), 185–199. doi:10.1108/02634500010333316
- Foxall, G. R. (1999). The marketing firm. *Journal of Economic Psychology*, 20(2), 207–234. doi:10.1016/S0167-4870(99)00005-7
- Foxall, G. R. (2016a). Operant behavioral economics. *Managerial and Decision Economics*, 37(4-5), 215–223. doi:10.1002/mde.2712

- Foxall, G. R. (2016b). *Consumers in context: The BPM research program*. Routledge. doi:10.4324/9781315659077
- Foxall, G. R. (2020). The theory of the marketing firm. *Managerial and Decision Economics*, 41(2), 164–184. doi:10.1002/mde.3047
- Foxall, G. R. (2021). A Nexus of bilateral contingencies. In G. Foxall (Ed.), *The Theory of the Marketing Firm: responding to the imperatives of consumer-orientation* (pp. 229–262). Palgrave Macmillan. doi:10.1007/978-3-030-86106-3_10
- Foxall, G. R., Oliveira-Castro, J. M., & Porto, R. B. (2021). Consumer behavior analysis and the marketing firm: Measures of performance. *Journal of Organizational Behavior Management*, 41(2), 97–123. doi:10.1080/01608061.2020.1860860
- Franke, G. R., & Park, J. E. (2006). Salesperson adaptive selling behavior and customer orientation: A meta-analysis. *JMR, Journal of Marketing Research*, 43(4), 693–702. doi:10.1509/jmkr.43.4.693
- Franses, P. H. (2006). Forecasting in marketing. In G. Elliot, C. W. J. Granger, & A. Timmermann (Eds.), *Handbook of Economic Forecasting* (pp. 983–1009). Elsevier. doi:10.1016/S1574-0706(05)01018-9
- Frasquet-Deltoro, M., Molla-Descals, A., & Miquel-Romero, M. (2021). Omnichannel retailer brand experience: Conceptualisation and proposal of a comprehensive scale. *Journal of Brand Management*, 28(4), 388–401.
- Frazer, M., & Stiehler, B. E. (2014). Omnichannel retailing: The merging of the online and off-line environment. Institute for Business & Finance Research, 655–657.
- French, W. A., & Harris, C. E. (1983). A reply. *Journal of Personal Selling & Sales Management*, 3(1), 50. doi:10.1080/008853134.1983.10754349
- Freo, M. (2005). The impact of sales promotions on store performance: A structural vector autoregressive approach. *Statistical Methods & Applications*, 14(2), 271–281. doi:10.1007/10260-005-0114-x
- Gabler, C. B., Agnihotri, R., & Moberg, C. R. (2014). Collaborative communication between sales and logistics and its impact on business process effectiveness: A theoretical approach. *Journal of Marketing Channels*, 21(4), 242–253. doi:10.1080/1046669X.2014.945355
- Gallino, S., & Moreno, A. (2014). Integration of Online and Offline Channels in Retail: The Impact of Sharing Reliable Inventory Availability Information. *Management Science*, 60(6), 1434–1451. doi:10.1287/mnsc.2014.1951
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37–52.
- Gammoh, B. S., Mallin, M. L., & Pullins, E. B. (2021). Dual foci of identification: The role of salesperson brand and organizational identification in driving brand performance. *Journal of Product and Brand Management*, 30(6), 866–882. doi:10.1108/JPBM-12-2019-2679
- Gammoh, B. S., Mallin, M. L., Pullins, E. B., & Johnson, C. M. (2018). The role of salesperson brand selling confidence in enhancing important sales management outcomes: A social identity approach. *Journal of Business and Industrial Marketing*, 33(3), 277–290. doi:10.1108/JBIM-11-2016-0274
- Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*, 58(2), 1–19. doi:10.1177/002224299405800201
- Ganesan, S., & Hess, R. (1997). Dimensions and levels of trust: Implications for commitment to a relationship. *Marketing Letters*, 8(4), 439–448. doi:10.1023/A:1007955514781
- Gao, F., & Su, X. (2017). Omnichannel Retail Operations with Buy-Online-andPick-up-in-Store. *Management Science*, 63(8), 2481–2490.

Compilation of References

- Gao, R., Murphy, W. H., & Anderson, R. E. (2020). Transformational leadership effects on salespeople's attitudes, striving, and performance. *Journal of Business Research, 110*, 237–245. doi:10.1016/j.jbusres.2020.01.023
- Gao, W., Fan, H., Li, W., & Wang, H. (2021). Crafting the customer experience in omnichannel contexts: The role of channel integration. *Journal of Business Research, 126*, 12–22.
- Garretson, J. A., & Clow, K. E. (1999). The influence of coupon face value on service quality expectations, risk perceptions and purchase intentions in the dental industry. *Journal of Services Marketing, 13*(1), 59–72. doi:10.1108/08876049910256122
- Gautam, S., Agarwal, S., & Kumar, U. (2021). Influence of sales representative characteristics on customer purchase behavior. *International Journal of Business and Emerging Markets, 13*(1), 89–106. doi:10.1504/IJBEM.2021.112781
- Gedenk, K. (2019) Measuring sales promotion effectiveness. In C. Homburg, M. Klarmann, & A. Vomberg (Eds.), *Handbook of Market Research* (pp. 1-18). Springer. doi:10.1007/978-3-319-05542-8_32-1
- Gedik, Y. (2020). Yeşil Pazarlama Stratejileri ve İşletmelerin Amaçlarına Etkisi. *International Anatolia Academic Online Journal Social Sciences Journal, 6*(2), 46-65. Retrieved from <https://dergipark.org.tr/en/pub/iaaoj/issue/55243/677540>
- Gentzler, A., DeLong, K., & Smart, R. (2020). Theater majors compared with nonmajors: Investigating temperament and emotion beliefs, awareness, regulation, and perception. *Psychology of Aesthetics, Creativity, and the Arts, 14*(3), 301–312. doi:10.1037/aca0000219
- George, J. F. (2004). The Theory of planned behavior and Internet purchasing. *Journal of Internet Research, 14*(3), 198–212. doi:10.1108/10662240410542634
- Gerea, C., Gonzalez-Lopez, F., & Herskovic, V. (2021). Omnichannel Customer Experience and Management: An Integrative Review and Research Agenda. *Sustainability, 13*(5), 1–5.
- Gertner, D., & Diaz, A. N. (1999). Marketing na Internet e comportamento do consumidor: Investigando a dicotomia hedonismo vs. utilitarismo na WWW. *Revista de Administração Contemporânea, 3*(3), 131–156. doi:10.1590/S1415-65551999000300007
- Geyskens, I., Gielens, K., & Dekimpe, M. G. (2002). The Market Valuation of Internet Channel Additions. *Journal of Marketing, 66*(2), 102–119. doi:10.1509/jmkg.66.2.102.18478
- Gironda, J. T., & Korgaonkar, P. K. (2014). Understanding consumers' social networking site usage. *Journal of Marketing Management, 30*(5-6), 571–605. doi:10.1080/0267257X.2013.851106
- Gobe, A. C., Fisher, C. H., De Souza, J. J., Pasquale, P. P., & Moreira, J. C. T. (2010). *Administração de Vendas* (2nd ed.). Editora Saraiva.
- Goldberg, R. (2007). *The Art of Performance* [A Arte da Performance]. Orfeu Negro.
- Goleman, D. (1998). *Why is emotional intelligence more important than IQ?* (8th ed.). Varlık Publishing.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review, 78*(4), 4–17.
- Goleman, D., Boyatzis, R. E., & McKee, A. (2002). *Primal leadership: realizing the power of emotional intelligence*. Harvard Business School Press.
- Goyat, S. (2011). The Basis of Market Segmentation: A Critical Review of Literature. *European Journal of Business and Management, 3*(9), 45–54.
- Grayson, K., Johnson, D., & Chen, D. F. R. (2008). Is firm trust essential in a trusted environment? How trust in the business context influences customers. *JMR, Journal of Marketing Research, 45*(2), 241–256. doi:10.1509/jmkr.45.2.241

- Grieve, R., Indian, M., Witteveen, K., Tolan, G. A., & Marrington, J. (2013). Face-to-face or Facebook: Can social connectedness be derived online? *Computers in Human Behavior*, 29(3), 604–609. doi:10.1016/j.chb.2012.11.017
- Groening, C., Sarkis, J., & Zhu, Q. (2018). Green marketing consumer-level theory review: A compendium of applied theories and further research directions. *Journal of Cleaner Production*, 172, 1848–1866. doi:10.1016/j.jclepro.2017.12.002
- Grove, P. J., & Raymond, P. (1996). Going Green in the Service Sector Social Responsibility Issues, Applications and Implementation. *European Journal of Marketing*, 30(5), 56–66. doi:10.1108/03090569610118777
- Grubb, E. L., & Grathwohl, H. L. (1967). Consumer Self-Concept, Symbolism, and Market Behavior: A Theoretical Approach. *Journal of Marketing*, 31(4), 22–27. doi:10.1177/002224296703100405
- Gruman, J., & Saks, A. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123–136. doi:10.1016/j.hrmmr.2010.09.004
- Guenzi, P. (2003). Antecedents and consequences of a firm's selling orientation. *European Journal of Marketing*, 37(5/6), 706–727. doi:10.1108/03090560310465116
- Güleç, H. (2016). *Dış ticarete yeşil pazarlama etkileri ve bir araştırma (Yayınlanmamış Yüksek Lisans Tezi)*. İstanbul Ticaret Üniversitesi, Sosyal Bilimler Enstitüsü.
- Guo, C. (2001). A review on consumer external search: Amount and determinants. *Journal of Business and Psychology*, 15(3), 505–519. doi:10.1023/A:1007830919114
- Gupta, S. (1988). Impact of sales promotions on when, what, and how much to buy. *JMR, Journal of Marketing Research*, 25(4), 342–355. doi:10.1177/002224378802500402
- Gürdin, B. (2020). Bibliometric analysis of yeşil marketing using the technique of visualization of scientific maps. *Econder International Academic Journal*, 4(1), 203–231. doi:10.35342/econder.738473
- Haas, A., & Kenning, P. (2014). Utilitarian and Hedonic Motivators of Shoppers' Decision to Consult with Salespeople. *Journal of Retailing*, 90(3), 428–441. doi:10.1016/j.jretai.2014.05.003
- Haba, H. F., & Dastane, O. (2018). An empirical investigation on taxi hailing mobile app adoption: A structural equation modelling. *Business Management and Strategy*, 9(2), 48–72. doi:10.5296/bms.v9i1.13006
- Hackley, C. (2005). *Advertising & Promotion: Communicating Brands*. Sage Publications. doi:10.4135/9781446278789
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Sage.
- Hair, J. F., Ortinau, D. J., & Harrison, D. E. (2010). *Essentials of marketing research* (Vol. 2). McGraw-Hill/Irwin.
- Hajli, M. N. (2014). A study of the impact of social media on consumers. *International Journal of Market Research*, 56(3), 387–404. doi:10.2501/IJMR-2014-025
- Hallmann, K., Zehrer, A., & Müller, S. (2015). Perceived destination image: An image model for a winter sports destination and its effect on intention to revisit. *Journal of Travel Research*, 54(1), 94–106. doi:10.1177/0047287513513161
- Halpenny, E., Kono, S., & Moghimehfar, F. (2018). Predicting World Heritage site visitation intentions of North American park visitors. *Journal of Hospitality and Tourism Technology*, 9(3), 417–437. doi:10.1108/JHTT-10-2017-0109
- Hanif, Y., & Lallie, H. S. (2021). Security factors on the intention to use mobile banking applications in the UK older generation (55+). A mixed-method study using modified UTAUT and MTAM-with perceived cyber security, risk, and trust. *Technology in Society*, 67, 101693. doi:10.1016/j.techsoc.2021.101693

Compilation of References

- Han, J. H., Kim, J. S., Lee, C. K., & Kim, N. (2019). Role of place attachment dimensions in tourists' decision-making process in Cittáslow. *Journal of Destination Marketing & Management*, 11, 108–119. doi:10.1016/j.jdmm.2018.12.008
- Hansen, J. D., & Riggle, R. J. (2009). Ethical sales person behavior in sales relationships. *Journal of Personal Selling & Sales Management*, 29(2), 151–166. doi:10.2753/PSS0885-3134290204
- Hansen, R., & Sia, S. K. (2015). Hummel's digital transformation toward omnichannel retailing: Key lessons learned. *MIS Quarterly Executive*, 14(2).
- Hartmann, N., & Lussierb, B. (2020). Managing the sales force through the unexpected exogenous COVID-19 crisis. *Industrial Marketing Management*, 88, 101–111. doi:10.1016/j.indmarman.2020.05.005
- Hart, N. (1978). *The Practice of Advertising*. Butterworth Heinemann.
- Heerde, H. J. V., & Neslin, S. A. (2017). Sales promotion models. In B. Wierenga & R. V. D. Lans (Eds.), *Handbook of Marketing Decision Models* (pp. 13–77). Springer. doi:10.1007/978-3-319-56941-3_2
- Heine, K., & Berghaus, B. (2014). Luxury goes digital: How to tackle the digital luxury brand–consumer touchpoints. *Journal of Global Fashion Marketing*, 5(3), 223–234. doi:10.1080/20932685.2014.907606
- Heinonen, K. (2011). Consumer activity in social media: Managerial approaches to consumers' social media behaviour. *Journal of Consumer Behaviour*, 10(6), 356–364. doi:10.1002/cb.376
- Hennig-Thurau, T., Hofacker, C. F., & Bloching, B. (2013). Marketing the pinball way: Understanding how social media change the generation of value for consumers and companies. *Journal of Interactive Marketing*, 27(4), 237–241. doi:10.1016/j.intmar.2013.09.005
- Hentschel, R., Leyh, C., & Petznick, A. (2018). Current cloud challenges in Germany: The perspective of cloud service providers. *Journal of Cloud Computing*, 7(1), 1–12.
- Herhausen, D., Binder, J., Schoegel, M., & Herrmann, A. (2015). Integrating Bricks with Clicks: Retailer-Level and Channel-Level Outcomes of Online–Offline Channel Integration. *Journal of Retailing*, 91(2), 309–325. doi:10.1016/j.jretai.2014.12.009
- Herhausen, D., Kleinlercher, K., Verhoef, P., Emrich, O., & Rudolph, T. (2019). Loyalty Formation for Different Customer Journey Segments. *Journal of Retailing*, 95(3), 9–29.
- Herrero-Crespo, A., Viejo-Fernandez, N., Collado-Agudo, J., & Perez, M. (2021). Webrooming or showrooming, that is the question: Explaining omnichannel behavioural intention through the technology acceptance model and exploratory behaviour. *Journal of Fashion Marketing and Management*.
- Herrington, J. D. (2005). Are restaurant franchisees getting a positive return on their advertising fees? *Journal of Promotion Management*, 11(1), 71–81. doi:10.1300/J057v11n01_05
- Herrnstein, R. J. (1964). Secondary reinforcement and rate of primary reinforcement. *Journal of the Experimental Analysis of Behavior*, 7(1), 27–36. doi:10.1901/jeab.1964.7-27 PMID:14120136
- Hervert-Escobar, L., & Alexandrov, V. (2018). Territorial design optimization for business sales plan. *Journal of Computational and Applied Mathematics*, 340, 501–507. doi:10.1016/j.cam.2018.02.010
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2nd ed.). Wiley.
- He, Y., Xu, Q., & Wu, P. (2020). Omnichannel retail operations with refurbished consumer returns. *International Journal of Production Research*, 58(1), 271–290. doi:10.1080/00207543.2019.1629672

- Hoang, T. D. T., Brown, G., & Kim, A. K. J. (2020). Measuring resident place attachment in a World Cultural Heritage tourism context: The case of Hoi An (Vietnam). *Current Issues in Tourism*, 23(16), 2059–2075. doi:10.1080/13683500.2020.1751091
- Holbrook, M. B. (2000). The Millennial Consumer in the Text of Our Times: Experience and Entertainment. *Journal of Macromarketing*, 20(2), 178–182. doi:10.1177/0276146700202008
- Holland, J. L., & Baird, L. L. (1968). An interpersonal competency scale. *Educational and Psychological Measurement*, 28(2), 503–510. doi:10.1177/001316446802800236
- Homburg, C., Jensen, O., & Hahn, A. (2012). How to organize pricing? vertical delegation and horizontal dispersion of pricing authority. *Journal of Marketing*, 76(5), 49–69. doi:10.1509/jm.11.0251
- Homburg, C., Muller, M., & Klarmann, M. (2011). When does salespeople’s customer orientation lead to customer loyalty? The differential effects of relational and functional customer orientation. *Journal of the Academy of Marketing Science*, 39(6), 795–812. doi:10.1007/11747-010-0220-7
- Honeycutt, E. D., Ford, J. B., & Simintiras, A. (2003). *Sales management: a global perspective*. Routledge.
- Honeycutt, E. D. Jr. (1996). Conducting a sales training audit. *Industrial Marketing Management*, 25(2), 105–113. doi:10.1016/0019-8501(95)00064-X
- Honeycutt, E. D. Jr, Ford, J. B., & Tanner, J. F. Jr. (1994). Who trains salespeople?: The role of sales trainers and sales managers. *Industrial Marketing Management*, 23(1), 65–70. doi:10.1016/0019-8501(94)90028-0
- Honeycutt, E. D. Jr, Howe, V., & Ingram, T. N. (1993). Shortcomings of sales training programs. *Industrial Marketing Management*, 22(2), 117–123. doi:10.1016/0019-8501(93)90037-8
- Honeycutt, E., Karande, K., Attia, A., & Maurer, S. (2013). An Utility Based Framework for Evaluating the Financial Impact of Sales Force Training Programs. *Journal of Personal Selling & Sales Management*, 21, 229–238.
- Hoogveld, M., & Koster, J. M. (2016). Implementing omnichannel strategies the success factor of agile processes. *Advances in Management and Applied Economics*, 6(2), 25.
- Hooley, G., Saunders, J., & Piercy, N. F. (1998). *Marketing Strategy and Competitive Positioning*. Prentice-Hall.
- Hsia, T., Wu, J., Xu, X., Li, Q., Peng, L., & Robinson, S. (2020, December). Omnichannel retailing: The role of situational involvement in facilitating consumer experiences. *Information & Management*, 57(8), 1–7.
- Hsieh, J. K., & Hsieh, Y. C. (2013). Appealing to Internet-based freelance developers in smartphone application marketplaces. *International Journal of Information Management*, 33(2), 308–317. doi:10.1016/j.ijinfomgt.2012.11.010
- Hsu, P. F., Ray, S., & Li-Hsieh, Y. Y. (2014). Examining cloud computing adoption intention, pricing mechanism, and deployment model. *International Journal of Information Management*, 34(4), 474–488. doi:10.1016/j.ijinfomgt.2014.04.006
- Huang, E., Lin, S., & Cheng, K. (2019). How does Omnichannel Integration Quality Affect Consumers’ Stickiness Intention. *Proceedings of the 52nd Annual Hawaii International Conference on System Sciences*, 4753-4762.
- Hübner, A., Wollenburg, J., & Holzapfel, A. (2016). Retail logistics in the transition from multi-channel to omnichannel. *International Journal of Physical Distribution & Logistics Management*, 46(6/7), 562–583. doi:10.1108/IJPDLM-08-2015-0179
- Hudson, S., & Ritchie, J. B. (2006). Promoting destinations via film tourism: An empirical identification of supporting marketing initiatives. *Journal of Travel Research*, 44(4), 387–396. doi:10.1177/0047287506286720

Compilation of References

- Hui, S. C. S., Dastane, O., Johari, Z., & Roslee, M. (2021). Enhancing Online Repurchase Intention via Application of Big Data Analytics in E-Commerce. In M. N. Almunawar, M. A. Ali, & S. A. Lim (Eds.), *Handbook of Research on Innovation and Development of E-Commerce and E-Business in ASEAN* (pp. 395–434). IGI Global.
- Hummon, D. M. (1992). Community attachment. In *Place attachment* (pp. 253–278). Springer. doi:10.1007/978-1-4684-8753-4_12
- Hutchison, C. M. (2006). *Sales Audit*. iUniverse, Inc.
- IBM. (2016). *IBM institute of business value hybrid cloud survey, 2016*. Retrieved from www.ibm.com/thought-leadership/institute-business-value/
- Imamović, I., Azevedo, A. J., & Sousa, B. M. (2022). The Urban Sensescapes and Sensory Destination Branding. In M. Valeri (Ed.), *New Governance and Management in Touristic Destinations* (pp. 276–293). IGI Global. doi:10.4018/978-1-6684-3889-3.ch017
- Imran, A. M. (2017). Impact of entertainment motivational drivers on user acceptance of online social network banner advertising: A gratification perspective. *Zagreb International Review of Economics & Business*, 20(1), 19–47. doi:10.1515/zireb-2017-0006
- Infra.commerce. (2021). *Do you know what it's like to be an omnichannel company?* [Você sabe o que é ser uma empresa omnicanal?]. <https://www.infracommerce.com.br/post/voce-sabe-o-que-e-ser-uma-empresa-omnicanal>
- Ingram, T., La Forge, R., Williams, M., & Schwegker, C., Jr. (2015). *Sales management: Analysis and decision making*. T. South-Western, Ed.
- Ingram, T., La Forge, R., Williams, M., & Schwegker, C., Jr. (2015). *Sales management: Analysis and decision making*. T. South-Western.
- Ingram, T. N., LaForge, R. W., Avila, R. A., Charles, H., Schwegker, J., & Williams, M. R. (2020). *Sales management: analysis and decision making* (10th ed.). Routledge.
- Ipsos & Google. (2019, February). *Google/Ipsos, Global Retail Study*. Retrieved from Think with Google: thinkwithgoogle.com/consumer-insights/consumer-trends/store-visit-after-online-research-data/
- Isaac, S., & Michael, W. B. (1971). *Handbook in research and evaluation*. EdITS.
- Isaksson, J., Langguth, J., & Schnee, S. (2018). Volvo & The Polestar Series: Integration or Separation? *Management Decision*, 18, 1–3.
- Ivanova, N., Volkova, A., & Patosha, O. (2022). The Relationship Between Social Identity and Consumer Behavior. *DIEM: Dubrovnik International Economic Meeting*, 7(1), 72-79.
- Iyer, P., Davari, A., & Mukherjee, A. (2018). Investigating the effectiveness of retailers' mobile applications in determining customer satisfaction and repatronage intentions? A congruency perspective. *Journal of Retailing and Consumer Services*, 44, 235–243.
- Jacinto, D. (1992). *Teatro III*. Lello & Irmão Editores.
- Jackson, B. B. (1985). Build customer relationships that last. *Harvard Business Review*, 11, 120–128.
- Jacobs, B., & De Klerk, H. M. (2010). Online apparel shopping behaviour of South African professional women: The role of consumers' apparel shopping scripts. *International Journal of Consumer Studies*, 34(3), 255–264. doi:10.1111/j.1470-6431.2009.00819.x

- Jain, S., Mishra, S., & Mukhopadhyay, S. (2021). Critical success factors for luxury fashion brands in emerging markets: Insights from a qualitative study. *Journal of Global Fashion Marketing*, 12(1), 47–61. doi:10.1080/20932685.2020.1845765
- Jamil, M. H., & Batool, S. (2021). *Sustainability Practices in Corporate Branding of VOLVO*. Halmstad University.
- Jansen, F. P. J. (2006). *German Sunday shoppers in Roermond: Shopping motivations and choice criteria* [Unpublished thesis]. Marketing Department, Tilburg University.
- Jantan, M. A., Honeycutt, E. D. Jr, Thelen, S. T., & Attia, A. M. (2004). Managerial perceptions of sales training and performance. *Industrial Marketing Management*, 33(7), 667–673. doi:10.1016/j.indmarman.2003.09.003
- Jap, S. D., & Anderson, E. (2003). Safeguarding interorganizational performance and continuity under ex post opportunism. *Management Science*, 49(12), 1684–1701. doi:10.1287/mnsc.49.12.1684.25112
- Jara, M., Cliquet, G., & Robert, I. (2017). A comparison between economic and organic store brands: Packaging as a key factor of store brand equity. *International Journal of Retail & Distribution Management*, 45(12), 1298–1316. doi:10.1108/IJRDM-07-2016-0107
- Javadi, M. H. M., Dolatabadi, H. R., Nourbakhsh, M., Poursaeedi, A., & Asadollahi, A. R. (2012). An Analysis of Factors Affecting Online Shopping Behavior of Consumers. *International Journal of Marketing Studies*, 4(5), 2012.
- Jin, D., Caliskan-Demirag, O., Chen, F. Y., & Huang, M. (2020). Omnichannel retailers' return policy strategies in the presence of competition. *International Journal of Production Economics*, 225, 107595. doi:10.1016/j.ijpe.2019.107595
- Jin, S. (2012). The potential of social media for luxury brand management. *Marketing Intelligence & Planning*, 30(7), 687–699. doi:10.1108/02634501211273805
- Joao, B., & Pastore, R. (2019). *Research in omnichannel retail: a systematic review and quantitative content analysis*. Revista Brasileira de Marketing.
- Jobber, D., & Lancaster, G. (2009). *Selling and Sales Management* (8th ed.). Pearson Education Limited.
- Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2019). *Selling and sales management* (11th ed.). Pearson.
- Johnson, J. S. (2015). Qualitative sales research: An exposition of grounded theory. *Journal of Personal Selling & Sales Management*, 35(3), 262–273. doi:10.1080/08853134.2014.954581
- Johnson, O., & Ramirez, S. (2021). The influence of showrooming on Millennial generational cohorts online shopping behaviour. *International Journal of Retail & Distribution Management*, 49(1), 81–103.
- Johnston, M. W., & Marshall, G. W. (2021). *Sales force management: leadership, innovation, technology* (13th ed.). Routledge.
- Johnston, M. W., & Marshall, G. W. (2016). *Sales force management: leadership, innovation, technology* (12th ed.). doi:10.4324/9781315668062
- Jones, D. L., Lee, A., & Chon, K. (2011). Future issues in sales, marketing, and revenue management in greater china: What keeps you up at night? *Journal of Travel & Tourism Marketing*, 28(6), 598–614. doi:10.1080/10548408.2011.599219
- Joseph, G. (2015). Sustaining brick & mortar through omnichannel: An emerging story of retail business model convergence. *International Journal of Business and Management*, 3(2), 203.
- Juaneda-Ayensa, E., Mosquera, A., & Murillo, Y. (2016). Omnichannel Customer Behavior: Key Drivers of Technology Acceptance and Use and Their Effects on Purchase Intention. *Frontiers in Psychology*, 7, 3–8.

Compilation of References

- Junglas, I., Goel, L., Abraham, C., & Ives, B. (2013). The Social component of information systems—How sociability contributes to technology acceptance. *Journal of the Association for Information Systems*, 14(10), 1. doi:10.17705/1jais.00344
- Kaczorowska-Spychalska, D. (2017). Consumer perspective of omnichannel commerce. *MANAGEMENT-POLAND*, 21(2), 95–108.
- Kadic-Maglajlic, S., Vida, I., Obadia, C., & Plank, R. (2016). Clarifying the influence of emotional intelligence on salesperson performance. *Journal of Business and Industrial Marketing*, 31(7), 877–888. doi:10.1108/JBIM-09-2015-0168
- Kagel, J. H., & Winkler, R. C. (1972). Behavioral economics: Areas of cooperative research between economics and applied behavioral analysis. *Journal of Applied Behavior Analysis*, 5(3), 335–342. doi:10.1901/jaba.1972.5-335 PMID:16795356
- Kalafatis, S. P., Tsogas, M. H., & Blankson, C. (2000). Positioning Strategies in Business Markets. *Journal of Business and Industrial Marketing*, 15(6), 416–437. doi:10.1108/08858620010349501
- Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2015). *Strategy, not technology, drives digital transformation: Becoming a digitally mature enterprise*. MIT Sloan Management Review and Deloitte University Press.
- Kang, J. (2019). What drives omnichannel shopping behaviors? Fashion lifestyle of social-local-mobile consumers. *Journal of Fashion Marketing and Management*, 23(2), 224–238.
- Kang, J.-Y. M. (2018). Showrooming, Webrooming, and User-Generated Content Creation in the Omnichannel Era. *Journal of Internet Commerce*, 17(2), 145–169. doi:10.1080/15332861.2018.1433907
- Kapferer, J.-N. (2008). *Strategic Brand Management, Creating and sustaining Brand Equity Long Term*. Kogan Page.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59–68. doi:10.1016/j.bushor.2009.09.003
- Kappelman, L., McLean, E., Luftman, J., & Johnson, V. (2013). Key issues of IT organizations and their leadership: The 2013 SIM IT trends study. *MIS Quarterly Executive*, 12(4), 227–240.
- Karabıyık, H. Ç. (2021). *Pazarlama İlkeleri & Bir Meta-Pazarlama Tartışması: Karşı Pazarlama Yaklaşımı*. NEU Press.
- Karabıyık, H. Ç., & Elgün, M. N. (2020). Pazarlama Teorisine İlişkin Ontolojik ve Epistemolojik Bir İnceleme ve Pratiğine İlişkin Post-Modern Tüketici Davranışları Çerçevesinde Bir Tartışma. *International Social Sciences Studies Journal*, 6(68), 3490–3499.
- Karadeniz, H. (2020). *Yeşil Pazarlamanın Tüketici Satın alma davranışlarına etkisi: Giresun Üniversitesi İktisadi ve İdari Bilimler Fakültesi İşletme ve İktisat Öğrencileri Üzerinde bir Araştırma* (Yayınlanmamış Yüksek Lisans Tezi). Giresun Üniversitesi Sosyal Bilimler Enstitüsü: Giresun.
- Kasarda, J. D., & Janowitz, M. (1974). Community attachment in mass society. *American Sociological Review*, 39(3), 328–339. doi:10.2307/2094293
- Katona, G., & Mueller, E. (1955). A study of purchase decisions. In L. H. Clark (Ed.), *Consumer behavior: The dynamics of consumer reaction* (pp. 30–87). University Press.
- Kearney, A. J. (2015). *Understanding applied behavior analysis: An introduction to ABA for parents, teachers, and other professionals*. Jessica Kingsley Publishers.
- Keillor, B. D., Parker, R. S., & Pettijohn, C. E. (2000). Relationship-oriented characteristics and individual salesperson performance. *Journal of Business and Industrial Marketing*, 15(1), 7–22. doi:10.1108/08858620010311520
- Keller, K. L. (2008). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Prentice Hall.

- Keltner, D., Sauter, D., Tracy, J., & Cowen, A. (2019). Emotional Expression: Advances in Basic Emotion Theory. *Journal of Nonverbal Behavior*, 43(2), 133–160. doi:10.1007/10919-019-00293-3 PMID:31395997
- Keszey, T., & Biemans, W. (2016). Sales–marketing encroachment effects on innovation. *Journal of Business Research*, 69(9), 3698–3706. doi:10.1016/j.jbusres.2016.03.032
- Keyes, D. (2019). *Consumers want to use click-and-collect*. Retrieved from Business Insider: <https://www.businessinsider.com/us-consumers-want-bopis-2019-3?r=US&IR=T>
- Khan, U., Dhar, R., & Wertenbroch, K. (2005). A behavioral decision theory perspective on hedonic and utilitarian choice. *Inside consumption: Frontiers of research on consumer motives, goals, and desires*, 1, 144–165.
- Khan, Z. (2016). Determinants of a successful cross-border knowledge transfer in franchise networks. *Journal of Asia Business Studies*, 10(2), 148–163. doi:10.1108/JABS-05-2015-0052
- Khusainova, R., de Jong, A., Lee, N., Marshall, G. W., & Rudd, J. M. (2018). (Re) defining salesperson motivation: Current status, main challenges, and research directions. *Journal of Personal Selling & Sales Management*, 38(1), 2–29. doi:10.1080/08853134.2017.1415761
- Kiel, G. C., & Layton, R. A. (1981). Dimensions of consumer information seeking behavior. *JMR, Journal of Marketing Research*, 18(2), 233–239. doi:10.1177/002224378101800210
- Kılıç, T. A., & Çalıřır, G. (2020). Tüketicilerin Yeřil Ürönlere Yönelik Yaklařımı: Gümüşhane Örneęi. *SBedergi*, 4(6), 71-98. . doi:10.29228/sbe.42939
- Kılınç, B. (2017). Introduction to Communication. In B. Kılınç & U. Eriř (Eds.), *Communication Information* (pp. 1–16). Anadolu Üniversitesi Publishing.
- Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, 65(10), 1480–1486. doi:10.1016/j.jbusres.2011.10.014
- Kim, K., Han, S.-L., Jang, Y.-Y., & Shin, Y.-C. (2020). The Effects of the Antecedents of “Buy-Online- Pick-Up-In-Store” Service on Consumer’s BOPIS Choice Behaviour. *Sustainability*.
- Klein, L. R., & Ford, G. T. (2003). Consumer search for information in the digital age: An empirical study of prepurchase search for automobiles. *Journal of Interactive Marketing*, 17(3), 29–49. doi:10.1002/dir.10058
- Kleinlercher, K., Linzmajer, M., Verhoef, P., & Rudolph, T. (2020). Antecedents of Webrooming in Omnichannel Retailing. *Frontiers in Psychology*, 57.
- Koçel, T. (2011). *Business management* (13th ed.). Beta Publishing.
- Koelle, I. (2018). *Omnichannel: What it is, benefits and how to implement it* [Omnichannel: O que é, benefícios e como implantar]. Blog FIA. <https://fia.com.br/blog/omnichannel/>
- Ko, H., Cho, C. H., & Roberts, M. S. (2005). Internet uses and gratifications: A structural equation model of interactive advertising. *Journal of Advertising*, 34(2), 57–70. doi:10.1080/00913367.2005.10639191
- Koponen, J., Julkunen, S., & Asai, A. (2019). Sales communication competence in international B2B solution selling. *Industrial Marketing Management*, 82, 238–252. doi:10.1016/j.indmarman.2019.01.009
- Korkmaz, S., Eser, Z., Öztürk, S. A., & Iřın, F. B. (2009). *Marketing*. Siyasal Bookstore.
- Kotiranta, V. (2017). *Corporate Brand Positioning and Differentiation in the Luxury Automotive Industry*. Oulu Business School.

Compilation of References

- Kotler, P., & Keller, K. L. (2012). *Marketing Management* (14th ed.). Prentice-Hall.
- Kotler, P., Gregor, W., & Rodgers, W. (1977). *The Marketing Audit Comes of Age*. Academic Press.
- Kotler, P. (1992). *Marketing Administration* [Administração de Marketing]. Editora Atlas.
- Kotler, P., & Armstrong, G. (2012). *Principles of Marketing* (4th ed.). Pearson Education.
- Kotler, P., & Keller, K. (2014). *Marketing Management* (15th ed.). Prentice Hall.
- Kotler, P., & Stigliano, G. (2019). *Retail 4.0*. Mondadori.
- Koufaris, M. (2002). Applying the technology acceptance model and flow theory to online consumer behaviour. *Information Systems Research*, 13(2), 205–223. doi:10.1287/isre.13.2.205.83
- Kourimsky, H., & Van Den Berk, M. (2014). The impact of omni-channel commerce on supply chains. *Intelligence NTT DATA Business Solution*.
- Kozinets, R. V. (1999). E-Tribalized Marketing? The Strategic Implications of Virtual Communities of Consumption. *European Journal of Marketing*, 17(3), 252–264.
- Kozinets, R. V. (2002). Can Consumers Escape the Market? Emancipatory Illuminations from Burning Man. *The Journal of Consumer Research*, 29(1), 20–38. doi:10.1086/339919
- Kozlova, O., Sukhostav, E., Anashkina, N., Tkachenko, O., & Shatskaya, E. (2019). Consumer Model Transformation in the Digital Economy Era. *Perspectives on the Use of New Information and Communication Technology (ICT) in the Modern Economy*, 726, 279–287.
- Krishnamoorthy, A., Misra, S., & Prasad, A. (2005). Scheduling sales force training: Theory and evidence. *International Journal of Research in Marketing*, 22(4), 427–440. doi:10.1016/j.ijresmar.2005.09.001
- Küçük, M., & Güneş, G. (2013). Sivil Toplum Kuruluşları Ve Çevresel Sürdürülebilirlik. *Sosyal ve Beşeri Bilimler Dergisi*, 5(2), 298-311. Retrieved from <https://dergipark.org.tr/en/pub/sobiadsbd/issue/11356/135798>
- Küçük, G. (2020). *İstanbul'da Beş Yıldızlı Otellerde Yeşil Pazarlama Uygulamasının Oda Doluluk Oranına Etkileri (Yayınlanmamış Yüksek Lisans Tezi)*. İstanbul Ticaret Üniversitesi Sosyal Bilimler Enstitüsü.
- Kumar, J., Gupta, A., Tapar, A. V., & Khan, M. C. R. (2020). EXOS: Does the retention of salesforce matter in entrepreneurial start-ups? *Emerald Emerging Markets Case Studies*, 10(3), 1–14. doi:10.1108/EEMCS-04-2020-0108
- Kumar, V., & Rajan, B. (2009). Profitable customer management: Measuring and maximizing customer lifetime value. *Management Accounting Quarterly*, 10(3), 1–18.
- Kumar, V., & Reinartz, W. (2016). Creating Enduring Customer Value. *Journal of Marketing*, 80(6), 36–68. doi:10.1509/jm.15.0414
- Küster, I., & Canales, P. (2011). Compensation and control sales policies, and sales performance: The field sales manager's points of view. *Journal of Business and Industrial Marketing*, 26(4), 273–285. doi:10.1108/0885862111127018
- Kuvaas, B. (2006). Work Performance, Affective Commitment, and Work Motivation: The Roles of Pay Administration and Pay Level. *Journal of Organizational Behavior*, 27(3), 365–385. doi:10.1002/job.377
- Kvale, S. (2003). The Church, the Factory and the Market: Scenarios for Psychology in a Postmodern Age. *Theory & Psychology*, 13(5), 579–603. doi:10.1177/09593543030135005

- Lal, P., & Bharadwaj, S. S. (2020). Understanding the drivers of cloud-based service adoption and their impact on the organizational performance: An Indian perspective. *Journal of Global Information Management*, 28(1), 56–85. doi:10.4018/JGIM.2020010104
- Larke, R., Kilgour, M., & O'Connor, H. (2018). Build touchpoints and they will come: Transitioning to omnichannel retailing. *International Journal of Physical Distribution & Logistics Management*, 48(4), 465–483. doi:10.1108/IJPDLM-09-2016-0276
- Larraufie, M. A.-F., & Kourdoughli, A. (2014). The e-semiotics of luxury. *Journal of Global Fashion Marketing*, 5(3), 197–208. doi:10.1080/20932685.2014.906120
- Larsen, N. M., Sigurdsson, V., Breivik, J., Fagerstrøm, A., & Foxall, G. R. (2020). The marketing firm: Retailer and consumer contingencies. *Managerial and Decision Economics*, 41(2), 203–215. doi:10.1002/mde.3053
- Larsen, T., Rosenbloom, B., Anderson, R., & Mehta, R. (2000). Global sales manager leadership styles: The impact of national culture. *Journal of Global Marketing*, 13(2), 31–48. doi:10.1300/J042v13n02_03
- Larsson, M., & Östberg, E. (2009). *Critical Factors for Communication and Knowledge Transfer A Study of Volvo Cars Corporation's Market Intelligence Department and their Communication and Interaction with their various Internal Clients*. Uppsala University Department of Business Studies.
- Lassk, F. G., & Shepherd, C. D. (2013). Exploring the relationship between emotional intelligence and salesperson creativity. *Journal of Personal Selling & Sales Management*, 33(1), 25–38. doi:10.2753/PSS0885-3134330103
- Latham, G. (2008). *Work Motivation, history, theory, research and practice*. Sage Publications.
- Lazaris, C., Vrechopoulos, A., Sarantopoulos, P., & Doukidis, G. (2022). Additive omnichannel atmospheric cues: The mediating effects of cognitive and affective responses on purchase intention. *Journal of Retailing and Consumer Services*, 64.
- Le, A., & Nguyen-Le, X. (2021). A moderated mediating mechanism of omnichannel customer experiences. *International Journal of Retail & Distribution Management*, 49(5), 595–615.
- Lee, J. M. (2013). *Validity of consumer-based physical activity monitors and calibration of smartphone for prediction of physical activity energy expenditure*. <https://dr.lib.iastate.edu/entities/publication/7c397042-85d4-4e7c-b47a-5da6af459135>
- Lee, C. W. (2002). Sales promotions as strategic communication: The case of Singapore. *Journal of Product and Brand Management*, 11(2), 103–114. doi:10.1108/10610420210423473
- Lee, S. G., Chae, S. H., & Cho, K. M. (2013). Drivers and inhibitors of SaaS adoption in Korea. *International Journal of Information Management*, 33(3), 429–440. doi:10.1016/j.ijinfomgt.2013.01.006
- Lee, S., & Dubinsky, A. (2003). Influence of salesperson characteristics and customer emotion on retail dyadic relationships. *International Review of Retail, Distribution and Consumer Research*, 13(1), 21–36. doi:10.1080/09593960321000051666
- Lee, Z., Chan, T., Chong, A., & Thadani, D. (2019). Customer engagement through omnichannel retailing: The effects of channel integration quality. *Industrial Marketing Management*, 77, 90–101.
- Lehmann, H. (2010). *Postdramatic Theatre*. Routledge.
- Lemon, K. N., & Nowlys, S. M. (2002). Developing synergies between promotions and brands in different price–quality tiers. *JMR, Journal of Marketing Research*, 39(2), 171–185. doi:10.1509/jmkr.39.2.171.19089

Compilation of References

- Lencastre, H. (2020). *Which clothing brands did the Portuguese buy the most in January?* [Quais as marcas de roupa que os portugueses mais compraram em janeiro?]. Grande Consumo. <https://grandeconsumo.com/quais-as-marcas-de-roupa-que-os-portugueses-mais-compraram-em-janeiro/>
- Lendrevie, J., Lévy, J., Rodrigues, J. V., & Dionísio, P. (2011). *Mercator of the Portuguese Language Theory and practice of marketing* [Mercator da Língua Portuguesa Teoria e prática do marketing]. Dom Quixote.
- Lendrevie, J., Lindon, D., Dionísio, P., & Rodrigues, V. (1996). *Mercator – Teoria e Prática do Marketing* (6th ed.). Publicações Dom Quixote.
- Levinson, H. (1970). Management by whose objectives. *Harvard Business Review*, 48(4), 125–134. PMID:12545927
- Lewicka, M. (2011). Place attachment: How far have we come in the last 40 years? *Journal of Environmental Psychology*, 31(3), 207–230. doi:10.1016/j.jenvp.2010.10.001
- Li, N., & Zhang, P. (2002). Consumer online shopping attitudes and behavior: An assessment of research. *AMCIS 2002 Proceedings*, 74.
- Li, R., Li, Y., Liu, H., & Huang, Q. (2019). Cross-Channel Integration and Customer Retention in Omnichannel Retailing: The Role of Retailer Image and Alternative Attractiveness. *Proceedings of the 52nd Annual Hawaii International Conference on System Sciences*, 4713-4722.
- Lian, J. W., & Yen, D. C. (2014). Online shopping drivers and barriers for older adults: Age and gender differences. *Computers in Human Behavior*, 37(3), 133–143. doi:10.1016/j.chb.2014.04.028
- Lima, A. F. S. (2015). *Omni-channel Retail Strategies: An outlook to Portuguese business transformation* [Master Thesis]. Faculdade de Economia da Universidade do Porto.
- Lim, S., Jin, X., & Srail, J. (2018). Consumer-driven e-commerce: A literature review, design framework, and research agenda on last-mile logistics models. *International Journal of Physical Distribution & Logistics Management*.
- Lim, W. M., & Ting, D. H. (2012). E-shopping: An Analysis of the Uses and Gratifications Theory. *Modern Applied Science*, 6(5), 48–63. doi:10.5539/mas.v6n5p48
- Lin, C. P., & Anol, B. (2008). Learning online social support: An investigation of network information technology based on UTAUT. *Cyberpsychology & Behavior*, 11(3), 268–272. doi:10.1089/cpb.2007.0057 PMID:18537495
- Lindstrom, M. (2008). *Buy.Ology: Truth and Lies About Why We Buy*. Doubleday.
- Ling, K. C., Daud, D. B., Piew, T. H., Keoy, K. H., & Hassan, P. (2011). Perceived risk, perceived technology, online trust for the online purchase intention in Malaysia. *International Journal of Business and Management*, 6(6), 167–182.
- Li, S., Li, H., Song, H., Lundberg, C., & Shen, S. (2017). The economic impact of on-screen tourism: The case of The Lord of the Rings and the Hobbit. *Tourism Management*, 60, 177–187. doi:10.1016/j.tourman.2016.11.023
- Liu, J., & Xu, Q. (2020). Joint Decision on Pricing and Ordering for Omnichannel BOPS Retailers: Considering Online Returns. *Sustainability*, 12(4), 1539. doi:10.3390/u12041539
- Liu, Y. (2019). Selling to All Involved: A Contingent Model Linking Internal Selling Behavior to Salesperson Role Stress and Sales Performance. In P. L. Perrewé & P. D. Harms (Eds.), *Research in Occupational Stress and Well Being: Vol. 17. Examining the Role of Well-being in the Marketing Discipline* (pp. 1–25). Emerald Publishing Limited. doi:10.1108/S1479-355520190000017001

- Li, Z., Sha, Y., Song, X., Yang, K., ZHao, K., Jiang, Z., & Zhang, Q. (2019). Impact of risk perception on customer purchase behavior: A meta-analysis. *Journal of Business and Industrial Marketing*, 35(1), 76–96. doi:10.1108/JBIM-12-2018-0381
- Loveland, J. M., Lounsbury, J. W., Park, S.-H., & Jackson, D. W. (2015). Are salespeople born or made? Biology, personality, and the career satisfaction of salespeople. *Journal of Business and Industrial Marketing*, 30(2), 233–240. doi:10.1108/JBIM-12-2012-0257
- Lowe, B., & Barnes, B. R. (2012). Consumer perceptions of monetary and non-monetary introductory promotions for new products. *Journal of Marketing Management*, 28(5-6), 629–651. doi:10.1080/0267257X.2011.560889
- Lynch, S., & Barnes, L. (2020). Omnichannel fashion retailing: Examining the customer decision- making journey. *Journal of Fashion Marketing and Management*, 24(3), 471–439.
- Macdonald, C. R. (1982). *The marketing audit workbook*. Institute for Business Planning.
- Macdonald, E. K., Wilson, H., Martinez, V., & Toossi, A. (2011). Assessing value-in-use: A conceptual framework and exploratory study. *Industrial Marketing Management*, 40(5), 671–682. doi:10.1016/j.indmarman.2011.05.006
- Mace, F. C., Pratt, J., Zangrillo, A., & Steege, M. (2011). Schedules of reinforcement. In W. W. Fisher, C. C. Piazza, & H. S. Roane (Eds.), *Handbook of Applied Behavior Analysis* (pp. 44–75). Guilford Press.
- Machado, R. B., Kindinger, D., Wasman, K., & Skora, T. (2021). Co-Designing a Meaningful, Empathetic, and Safer Future Experience for Volvo Latin America. *DMI: Review*, 32(2), 34–42. doi:10.1111/drev.12263
- Madakam, S., & Tripathi, S. (2021). Social Media/Networking: Applications, Technologies, Theories. *JISTEM-Journal of Information Systems and Technology Management*, 18.
- Madhani, P. M. (2015). Sales and marketing: Integration. *SCMS Journal of Indian Management*, 12(2), 17–28.
- Madhani, P. M. (2016). Sales and marketing integration: Enhancing competitive advantages. The IUP. *The Journal of Business Strategy*, 13(4), 50–77. doi:10.1108/08858621111097201
- Malek, S. L., Sarin, S., & Jaworski, B. J. (2018). Sales management control systems: Review, synthesis, and directions for future exploration. *Journal of Personal Selling & Sales Management*, 38(1), 30–55. doi:10.1080/08853134.2017.1407660
- Malshe, A. (2010). How is marketers' credibility construed within the sales-marketing interface? *Journal of Business Research*, 63(1), 13–19. doi:10.1016/j.jbusres.2009.01.004
- Malshe, A., Johnson, J. S., & Viio, P. (2017). Understanding the sales-marketing interface dysfunction experience in business-to-business firms: A matter of perspective. *Industrial Marketing Management*, 63, 145–157. doi:10.1016/j.indmarman.2016.10.014
- Malshe, A., & Sohi, R. S. (2009). What makes strategy making across the sales-marketing interface more successful? *Journal of the Academy of Marketing Science*, 37(4), 400–421. doi:10.1007/11747-009-0132-6
- Marconi, M. D. A., & Lakatos, E. M. (2003). *Fundamentos de Metodologia Científica* (5th ed.). Atlas.
- Mark, C. J., & Dale, F. D. (2001). Testing competing models of sales force communication. *Journal of Personal Selling & Sales Management*, 21(4), 265–277. doi:10.1080/08853134.2001.10754280
- Mark, D., Groza, M., Zmich, L., & Rajabi, R. (2021). Organizational innovativeness and firm performance: Does sales management matter? *Industrial Marketing Management*, 97, 10–20. doi:10.1016/j.indmarman.2021.06.007

Compilation of References

- Marriott, H. R., & Williams, M. D. (2018). Exploring consumers perceived risk and trust for mobile shopping: A theoretical framework and empirical study. *Journal of Retailing and Consumer Services*, 42, 133–146. doi:10.1016/j.jretconser.2018.01.017
- Maslow, A. H. (1959). *New knowledge in human values* (1st ed.). Harper.
- Mason, T., & Knights, M. (2019). *Omnichannel Retail: How to build winning stores in a digital world*. Kogan Page.
- Massey, D. (2005). *For Space*. Sage Publications.
- Matsuyama, K. (2002). The Rise of Mass Consumption Societies. *Journal of Political Economy*, 110(5), 1035–1070. doi:10.1086/341873
- Mayer, D., & Greenberg, H. M. (1991). *What makes a good salesman*. *Harvard Business Review*.
- Mazumdar, S., & Mazumdar, S. (2004). Religion and place attachment: A study of sacred places. *Journal of Environmental Psychology*, 24(3), 385–397. doi:10.1016/j.jenvp.2004.08.005
- McAvoy, M. (2020). Theater arts, global education, and policy, or, what Chance the Rapper taught us about arts education. *Arts Education Policy Review*, 121(3), 98–105. doi:10.1080/10632913.2019.1658248
- McClelland, D. C. (1971). *Assessing human motivation*. General Learning Press.
- McCroskey, J. C., & Richmond, V. P. (1989). Bipolar scales. In P. Emmert & L. L. Barker (Eds.), *Measurement of communication behavior* (pp. 154–167). Longman, Inc.
- McDonald, M. (2015). *Marketing Planning - A Cambridge Marketing Handbook*. Cambridge Marketing Press.
- McGregor, D. (1960). *The human side of enterprise*. McGraw-Hill.
- Megri, Z., & Bencherif, F. (2014). The effect of territorial marketing on city image valuation: An exploratory study in Algeria. *International Journal of Marketing Studies*, 6(4), 145–156. doi:10.5539/ijms.v6n4p145
- Melacini, M., Perotti, S., Rasini, M., & Tappia, E. (2018). E-fulfilment and distribution in omni-channel retailing: A systematic literature review. *International Journal of Physical Distribution & Logistics Management*.
- Mencarelli, R., Riviere, A., & Lombart, C. (2021). Do myriad e-channels always create value for customers? A dynamic analysis of the perceived value of a digital information product during the usage phase. *Journal of Retailing and Consumer Services*, 63.
- Menon, A., Ajay, M., & Jhinuk, C. (1999). Developing Paradigm for Environmental Sensitivity in Marketing Programs: A Synthesis of Theory and Practice. *Journal of Marketing Theory and Practice*, 7(2), 1–12. doi:10.1080/10696679.1999.11501825
- Michopoulou, E., Siurnicka, A., & Moisa, D. G. (2022). Experiencing the Story: The Role of Destination Image in Film-Induced Tourism. In R. Baleiro & R. Pereira (Eds.), *Global Perspectives on Literary Tourism and Film-Induced Tourism* (pp. 240–256). IGI Global. doi:10.4018/978-1-7998-8262-6.ch013
- Milewicz, C., & Saxby, C. (2013). Leaders' social media usage intentions for in-bound customer communications. *Management Research Review*, 36(9), 849–867. doi:10.1108/MRR-03-2012-0049
- Miller, R. B., & Heiman, S. E. (1985). *Strategic Selling*. Miller Heiman Associates Inc., Time Warner Books.
- Millward, W. (2021, Aug. 11). Microsoft adds massive cloud sales muscle with new EY deal. *CRN*. <https://www.crn.com/news/cloud/microsoft-adds-massive-cloud-sales-muscle-with-new-ey-deal?itc=refresh>

- Mint. (2020, Oct. 8). IBM to break up company to focus on cloud computing after 109 years, 'landmark day' says CEO. *Livemint*. <https://www.livemint.com/companies/news/ibm-to-break-up-company-to-focus-on-cloud-computing-after-109-years-landmark-day-says-ceo-11602163922911.html>
- Mishra, R., Singh, R., & Koles, B. (2021). Consumer decision-making in omnichannel retailing: Literature review and future research agenda. *International Journal of Consumer Studies*.
- Mishra, R., Singh, R. K., & Koles, B. (2021). Consumer decision-making in Omnichannel retailing: Literature review and future research agenda. *International Journal of Consumer Studies*, 45(2), 147–174. doi:10.1111/ijcs.12617
- Mishra, S., Malhotra, G., Chatterjee, R., & Shukla, Y. (2021). Consumer retention through phygital experience in omnichannel retailing: Role of consumer empowerment and satisfaction. *Journal of Strategic Marketing*, 2–8.
- Moe, W. W., & Schweidel, D. A. (2012). Online product opinions: Incidence, evaluation, and evolution. *Marketing Science*, 31(3), 372–386. doi:10.1287/mksc.1110.0662
- Mohanty, P. K., & Patro, A. (2022). Analyzing repurchase behavior and benchmarking brands: Implications for salespersons in a personal selling context. *Journal of Agribusiness in Developing and Emerging Economies*, 12(1), 56–74. doi:10.1108/JADEE-05-2020-0103
- Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2009). Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. *Journal of Clinical Epidemiology*, 62(10), 1006–1012.
- Montano, D. E., & Kasprzyk, D. (2015). Theory of reasoned action, theory of planned behavior, and the integrated behavioral model. *Health behavior: Theory, research and practice*, 70(4), 231.
- Monteiro, A. C. (2016). 34.1% of international retailers are in Portugal [34,1% dos retalhistas internacionais estão em Portugal]. *Hipersuper*. <https://www.hipersuper.pt/2016/07/07/341-dos-retalhistas-internacionais-estao-em-portugal/>
- Monteiro, P. (2010). *Drama and Communication* [Drama e Comunicação]. Imprensa de V. Cambra.
- Morgan, R. E. (1996). Conceptual Foundations of Marketing and Marketing Theory. *Management Decision*, 34(10), 19–26. doi:10.1108/00251749610150658
- Moriuchi, E. (2021). An empirical study of consumers' intention to use biometric facial recognition as a payment method. *Psychology and Marketing*, 38(10), 1741–1765. doi:10.1002/mar.21495
- Mortelmans, D. (2005). Sign values in processes of distinction: The concept of luxury. *Semiotica*, 2005(157), 497–520.
- Morwitz, V. G., Steckel, J. H., & Gupta, A. (2007). When do purchase intentions predict sales? *International Journal of Forecasting*, 23(3), 347–364. doi:10.1016/j.ijforecast.2007.05.015
- Mosquera, A., Olarte, C., & Juaneda Ayensa, E. (2017). Understanding the customer experience in the age of omnichannel shopping. *Icono14*, 15(2), 166–185.
- Mostafa, R. B., & Kasamani, T. (2021). Brand experience and brand loyalty: Is it a matter of emotions? *Asia Pacific Journal of Marketing and Logistics*, 33(4), 1033–1051. doi:10.1108/APJML-11-2019-0669
- Mucuk, İ. (2009). *Marketing principles* (7th ed.). Türkmen Bookstore.
- Mukhopadhyay, S., & Bouwman, H. (2018). Multi-actor collaboration in platform-based ecosystem: Opportunities and challenges. *Journal of Information Technology Case and Application Research*, 20(2), 47–54. doi:10.1080/15228053.2018.1479160

Compilation of References

- Mukhopadhyay, S., & Bouwman, H. (2019). Orchestration and governance in digital platform ecosystems: A literature review and trends. *Digital Policy, Regulation & Governance*, 21(4), 329–351. doi:10.1108/DPRG-11-2018-0067
- Mukhopadhyay, S., Pingali, S., & Satyam, A. (2021). *Selling IT: The Science of Selling, Buying, and Deal-Making*. Routledge India. doi:10.4324/9781003155270
- Mukhopadhyay, S., & Upadhyay, P. (2022). Institutional intervention in technology innovation: The struggle to increase mobile payment adoption. *Digital Policy, Regulation & Governance*, 24(1), 74–92. doi:10.1108/DPRG-01-2021-0002
- Mullins, R., Menguc, B., & Panagopoulos, N. (2019). Antecedents and performance outcomes of value-based selling in sales teams: A multilevel, systems theory of motivation perspective. *Journal of the Academy of Marketing Science*, 48(5), 1053–1074.
- Mulpuru, S., Harteveldt, H., & Roberge, D. (2011). *Five retail ecommerce trends to watch in 2011*. Forrester Research.
- Munoz, L., & Mallin, M. (2019). Unethical sales behavior neutralization: The impact of salesperson role variables and moderating effects of role relationship orientation. *Journal of Business and Industrial Marketing*, 34(1), 62–79. doi:10.1108/JBIM-10-2017-0243
- Naba, T. V. (2017). *Kurumsal sosyal sorumluluk kampanyalarının tüketici satın alma davranışı üzerine etkileri (Yayınlanmamış Yüksek Lisans Tezi)*. Ege Üniversitesi, Sosyal Bilimler Enstitüsü.
- Nekmahmud, M., & Fekete-Farkas, M. (2020). Why not green marketing? Determines of consumers' intention to green purchase decision in a new developing nation. *Sustainability*, 12(19), 7880. doi:10.3390/s12197880
- Nendwich, M. (2017). Customer behaviour in retailing and influencing factors during the purchase in the context of omnichannel retailing. *New Challenges of Economic and Business Development - 2017: Digital Economy*, 398-406.
- Neslin, S. A., Grewal, D., Leghorn, R., Shankar, V., Teerling, M. L., Thomas, J. S., & Verhoef, P. C. (2006). Challenges and Opportunities in Multichannel Customer Management. *Journal of Service Research*, 9(2), 95–112. doi:10.1177/1094670506293559
- Neslin, S., Grewal, D., Leghorn, R., Shankar, V., Teerling, M., Thomas, J., & Verhoef, P. (2006). Challenges and opportunities in multichannel customer management. *Journal of Service Research*, 95–112.
- Neslin, S., Jerath, K., Bodapati, A., Bradlow, E., Deighton, J., Gensler, S., ... Zhang, Z. (2014). The interrelationships between brand and channel. *Marketing Letters*, 25.
- Ng, S. L., & Feng, X. (2020). Residents' sense of place, involvement, attitude, and support for tourism: A case study of Daming Palace, a Cultural World Heritage Site. *Asian Geographer*, 37(2), 189–207. doi:10.1080/10225706.2020.1729212
- Nian, S., Zhang, H., Mao, L., Zhao, W., Zhang, H., Lu, Y., Zhang, Y., & Xu, Y. (2019). How Outstanding Universal Value, service quality and place attachment influences tourist intention towards world heritage conservation: A case study of Mount Sanqingshan National Park, China. *Sustainability*, 11(12), 1–18. doi:10.3390/s11123321
- Nick, T. G. (2007). Descriptive Statistics. In W. T. Ambrosius (Ed.), *Topics in Biostatistics* (pp. 33–52). Springer. doi:10.1007/978-1-59745-530-5_3
- Noonan, C. J. (1998). *Sales management*. Butterworth-Heinemann. doi:10.1016/B978-0-7506-3361-1.50019-2
- Noonan, C. J. (2010). *Sales Management: The Complete Marketeer's Guide*. Routledge. doi:10.4324/9780080938646
- Norbert, B., & Rygl, D. (2015). Categorization of multiple channel retailing in Multi-, Cross-, and Omni-Channel Retailing for retailers and retailing. *Journal of Retailing and Consumer Services*, 170–178.

- Nord, W. R., & Peter, J. P. (1980). A behavior modification perspective on marketing. *Journal of Marketing*, 44(2), 36–47. doi:10.1177/002224298004400205
- Novell, C. A., Machleit, K. A., & Sojka, J. Z. (2016). Are good salespeople born or made? A new perspective on an age-old question: Implicit theories of selling ability. *Journal of Personal Selling & Sales Management*, 36(4), 309–320. doi:10.1080/08853134.2016.1214594
- Nysveen, H., Pedersen, P. E., & Thorbjørnsen, H. (2005). Intentions to use mobile services: Antecedents and cross-service comparisons. *Journal of the Academy of Marketing Science*, 33(3), 330–346. doi:10.1177/0092070305276149
- Ocke, M. A. M., & Ikeda, A. A. (2014). Marketing de lugar: Estado da arte e perspectivas futuras. *Revista ADM*, 49(4), 671–683.
- Odabaşı, Y. (2004). *Postmodern Pazarlama*. MediaCat.
- Odabaşı, Y., & Oyman, M. (2020). *Marketing communication management* (18th ed.). Kapital Medya Publishing.
- Ogden-Barnes, S., & Minahan, S. (2015). *Sales promotion decision making: Concepts, principles, and practice*. Business Expert Press.
- Ogden, S., Minahan, S., & Bednall, D. (2017). Promotional competitions: A taxonomy of campaign framing choices integrating economic, informational, and affective objectives. *Journal of Promotion Management*, 23(4), 449–480. doi:10.1080/10496491.2017.1297971
- Okoli, C. (2015). A guide to conducting a standalone systematic literature review. *Communications of the Association for Information Systems*, 37(1), 879–910. doi:10.17705/1CAIS.03743
- Oldmeadow, J. A., Quinn, S., & Kowert, R. (2013). Attachment style, social skills, and Facebook use amongst adults. *Computers in Human Behavior*, 29(3), 1142–1149. doi:10.1016/j.chb.2012.10.006
- Oliveira, C. da S. (2017). *The Omnichannel Reality in Portugal [A Realidade Omnicanal em Portugal] [Master Thesis]*. Faculdade de Economia da Universidade do Porto. <https://repositorio-aberto.up.pt/handle/10216/109896>
- Olsson, J., Hellstrom, D., & Palsson, H. (2019). Framework of Last Mile Logistics Research: A Systematic Review of the Literature. *Sustainability*.
- Önder, Ş., & Ağca, A. (2018). İşletmelerin risk gruplarına göre çevresel sürdürülebilirlik uygulamaları: BIST 100 endeksinde bir uygulama. *İnsan ve Toplum Bilimleri Araştırmaları Dergisi*, 7(1), 77-89.
- Onurlu, Ö. (2016). *Effective customer communication techniques in terms of personal sales process in businesses*. Beta Yayıncılık.
- Opatha, H. H. D. N. P. (2010). Human Resource Management. Colombo, Ed.
- Ortis, I., & Casoli, A. (2009). *Technology selection: IDC retail insights guide to enabling immersive shopping experiences*. IDC Retail Insights.
- Osterloh, M., Frey, B., & Frost, J. (2002). The dynamics of motivation of new organizational forms. *International Journal of the Economics of Business*, 9(1), 61–77. doi:10.1080/13571510110102976
- Özcan, H., & Özgül, B. (2019). Yeşil Pazarlama Ve Tüketicilerin Yeşil Ürün Tercihlerini Etkileyen Faktörler. *Türkiye Mesleki Ve Sosyal Bilimler Dergisi*, (1), 1-18. . doi:10.46236/jvosst.562230
- Özçelik, S. (2017). *Hazır giyim (örme) alt sektöründe faaliyet gösteren kobi'lerde yeşil pazarlama uygulamaları (Yayınlanmamış Yüksek Lisans Tezi)*. İstanbul Ticaret Üniversitesi, Dış Ticaret Enstitüsü.

Compilation of References

- Özdoğan, B. (2018). *Tüketicilerin Otomobil Satın Alma Kararlarında Yeşil Pazarlamanın Etkisinin Tanımlayıcı Veriler Açısından İncelenmesi (Yayınlanmamış Yüksek Lisans Tezi)*. Çağ Üniversitesi Sosyal Bilimler Enstitüsü.
- Ozimec, K., & Lišanin, M. T. (2011). Motivational Incentives for developing salesforce performance in emerging markets. *APBITM 2011 – Proceedings 2011 IEEE International Summer Conference of Asia Pacific Business Innovation and Technology Management*.
- Öztürk, S. A. (2013). Personal sales and Y Odabaşı [Kişisel satış and Y Odabaşı]. In *Marketing Communication* (pp. 74–99). Anadolu Üniversitesi Publishing.
- Öztürk, S. A. (2017). *Marketing management*. Anadolu Üniversitesi Publishing.
- Oztürk, S., & Okumuş, A. (2018). The birth of omni-channel marketing and new dynamics of consumers' approach to retail channels. In *Marketing Management in Turkey* (pp. 247–272). Emerald Publishing Limited.
- Ozuem, W., & Azemi, Y. (2017). *Digital marketing strategies for fashion and luxury brands*. IGI Global.
- Pagani, M. (2004). Determinants of adoption of third generation mobile multimedia services. *Journal of Interactive Marketing, 18*(3), 46–59. doi:10.1002/dir.20011
- Palazon, M., & Delgado-Ballester, E. (2009). La evaluación de las promociones monetarias e non monetarias según la propensión a la promoción del consumidor. *Revista Española de Investigación de Marketing, 13*(1), 35–70.
- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis. *Journal of Marketing, 70*(4), 136–153. doi:10.1509/jmkg.70.4.136
- Panagopoulos, N. G., & Ogilvie, J. (2015). Can salespeople lead themselves? Thought self-leadership strategies and their influence on sales performance. *Industrial Marketing Management, 47*, 190–203. doi:10.1016/j.indmarman.2015.02.043
- Panagopoulos, N., Geiger, S., & Dimitriadis, S. (2009). Transformational leadership as a mediator of the relationship between behavior-based control and salespeople's key outcomes. *European Journal of Marketing, 43*(7/8), 1008–1031.
- Papadas, K. K., Avlonitis, G. J., Carrigan, M., & Piha, L. (2019). The interplay of strategic and internal green marketing orientation on competitive advantage. *Journal of Business Research, 104*, 632–643. doi:10.1016/j.jbusres.2018.07.009
- Paparoidamis, N. G., & Guenzi, P. (2009). An empirical investigation into the impact of relationship selling and LMX on salespeople's behaviours and sales effectiveness. *European Journal of Marketing, 43*(7/8), 1053–1075. doi:10.1108/03090560910961515
- Paravastu, N. S., & Ramanujan, S. S. (2021). Interpersonal Trust and Technology Trust in Information Systems Research: A Comprehensive Review and A Conceptual Model. *International Journal of Information Systems and Social Change, 12*(4), 1–18. doi:10.4018/IJISSC.287832
- Park, D. H., Lee, J., & Han, I. (2007). The effect of on-line consumer reviews on consumer purchasing intention: The moderating role of involvement. *International Journal of Electronic Commerce, 11*(4), 125–148. doi:10.2753/JEC1086-4415110405
- Park, J., & Kim, R. (2021). The effects of integrated information & service, institutional mechanism and need for cognition (NFC) on consumer omnichannel adoption behavior. *Asia Pacific Journal of Marketing and Logistics, 33*(6), 1386–1414.
- Patterson, M. (1998). Direct Marketing in Postmodernity: Neo-Tribes and Direct Communications. *Marketing Intelligence & Planning, 16*(1), 68–74. doi:10.1108/02634509810199553
- Pauwels, K., Hanssens, D. M., & Siddarth, S. (2002). The long-term effects of price promotions on category incidence, brand choice, and purchase quantity. *JMR, Journal of Marketing Research, 39*(4), 421–439. doi:10.1509/jmkr.39.4.421.19114

- Pauwels, K., Leeflang, P. S. H., Teerling, M. L., & Huizingh, K. R. E. (2011). Does Online Information Drive Offline Revenues? *Journal of Retailing*, 87(1), 1–17. doi:10.1016/j.jretai.2010.10.001
- Pavis, P. (2008). *The Theatre at the Crossroads of Cultures* [O Teatro no Cruzamento de Culturas]. Perspetiva.
- Pavlou, P. A. (2003). Consumer acceptance of electronic commerce: Integrating trust and risk with the technology acceptance model. *International Journal of Electronic Commerce*, 7(3), 69–103.
- Pavlou, P. A., & Fygenson, M. (2006). Understanding and predicting electronic commerce adoption: An extension of the theory of planned Behavior. *Management Information Systems Quarterly*, 30(1), 115–143. doi:10.2307/25148720
- Payne, A. F. (1988). Developing a marketing-oriented organization. *Business Horizons*, 31(3), 46–53.
- Payne, E. M., Peltier, J. W., & Barger, V. A. (2017). Omni-channel marketing, integrated marketing communications and consumer engagement: A research agenda. *Journal of Research in Interactive Marketing*, 11(2), 185–197. doi:10.1108/JRIM-08-2016-0091
- Paz, M., & Delgado, F. (2020). Consumer Experience and Omnichannel Behavior in Various Sales Atmospheres. *Frontiers in Psychology*, 11, 3–10.
- Pentina, I., Koh, A. C., & Le, T. T. (2012). Adoption of social networks marketing by SMEs: Exploring the role of social influences and experience in technology acceptance. *International Journal of Internet Marketing and Advertising*, 7(1), 65–82. doi:10.1504/IJIMA.2012.044959
- Pereiro, X. (2019). Turismo y peregrinacion, dos caras de la misma moneda: El caminho portugues interior de Santiago de Compostela. *Cuadernos de Turismo*, 43(43), 407–434. doi:10.6018/turismo.43.16
- Pérez-Luño, A., Valle Cabrera, R., & Wiklund, J. (2007). Innovation and Imitation as Sources of Sustainable Competitive Advantage. *Management Research: Journal of the Iberoamerican Academy of Management*, 5(2), 71–82. doi:10.2753/JMR1536-5433050201
- Perreault, W. D., Jr., Cannon, J. P., & McCarthy, E. J. (2013). *Basics of Marketing: A Marketing Strategy Planning Approach* (A. G. Before, Trans.). Ankara: Nobel Publishing. (Original work published 2012)
- Peterson, R. M., Gordon, G. L., & Krishnan, V. (2015). When sales and marketing align: Impact on performance. *Journal of Selling*, 15(1), 29–43.
- Picot-Coupey, K., & Huré, E. (2016). Channel design to enrich customers' shopping experiences: Synchronizing clicks with bricks in an omni-channel perspective - the Direct Optic case. *International Journal of Retail & Distribution Management*, 33(3), 336–368.
- Pillai, A., & Mukherjee, J. (2011). User acceptance of hedonic versus utilitarian social networking web sites. *Journal of Indian Business Research*, 3(3), 180–191. doi:10.1108/17554191111157047
- Pimenta da Gama, A. (2011). A renewed approach to services marketing effectiveness. *Measuring Business Excellence*, 15(2), 3–17. doi:10.1108/13683041111131583
- Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the Special Issue Information Technology in Retail: Toward Omnichannel Retailing. *International Journal of Electronic Commerce*, 18(4), 5–16. doi:10.2753/JEC1086-4415180400
- Poon, P., Albaum, G., & Yin, C. Y. (2017). Exploring risks, advantages and interpersonal trust in buyer-salesperson relationships in direct selling in a non-western country. *International Journal of Retail & Distribution Management*, 45(3), 328–342. doi:10.1108/IJRDM-08-2016-0124

Compilation of References

- Porcu, L., del Barrio-García, S., & Kitchen, P. J. (2012). How Integrated Marketing Communications (IMC) works? A theoretical review and an analysis of its main drivers and effects. *Comunicación y Sociedad*, XXV(1), 313–348.
- Porter, M. E. (1996). What is Strategy? *Harvard Business Review*, (November-December), 61–78. PMID:10158475
- Porto, R. B. (2016). The commercial cycle from the viewpoint of operant behavioral economics: Effects of price discounts on revenues received from services. *Rausp Management Journal*, 51(3), 310–322. doi:10.1016/j.rausp.2016.06.005
- Porto, R. B., & Foxall, G. R. (2019). The marketing firm as a metacontingency: Revealing the mutual relationships between marketing and finance. *Journal of Organizational Behavior Management*, 39(3-4), 115–144. doi:10.1080/01608061.2019.1666774
- Porto, R. B., & Oliveira-Castro, J. M. (2013). Say-do correspondence in brand choice: Interaction effects of past and current contingencies. *The Psychological Record*, 63(2), 345–362. doi:10.11133/j.tpr.2013.63.2.009
- Porto, R. B., & Oliveira-Castro, J. M. (2015). Consumer purchase and brand performance. In G. Foxall (Ed.), *The Routledge Companion to Consumer Behavior Analysis* (pp. 175–201). Routledge.
- Portugal Têxtil. (2019). Retail trends in 201 [As tendências para o retalho em 2019.]. *Portugal Têxtil*. [https:// www.portugaltextil.com/as-tendencias-para-o-retalho-em-2019/](https://www.portugaltextil.com/as-tendencias-para-o-retalho-em-2019/)
- Portugal Têxtil. (2020a). Omnichannel is key [Omnicanal é fundamental]. *Portugal Têxtil*. [https:// www.portugaltextil.com/omnicanal-e-fundamental/](https://www.portugaltextil.com/omnicanal-e-fundamental/)
- Portugal Têxtil. (2020b). Retail faces new challenges in 2020 [Retalho enfrenta novos desafios em 2020]. *Portugal Têxtil*. [https:// www.portugaltextil.com/retalho-enfrenta-novos-desafios-em-2020/](https://www.portugaltextil.com/retalho-enfrenta-novos-desafios-em-2020/)
- Preis, M. W., Divita, S. F., & Smith, A. K. (2003). Building Effective Buyer-Seller Dyadic Relationships. In A. G. Woodside (Ed.), *Evaluating Marketing Actions and Outcomes* (Vol. 12, pp. 263–358). Emerald Group Publishing Limited. doi:10.1016/S1069-0964(03)12005-4
- Pride, W., Ferrell, O., Lukas, B., Schembri, S., Niininen, O., & Casidy, R. (2018). *Marketing Principles* (3rd Asia-Pacific ed.). Cengage.
- Proshansky, H. M. (1978). The city and self-identity. *Environment and Behavior*, 10(2), 147–169. doi:10.1177/0013916578102002
- Pullins, E. (2001). An Exploratory Investigation of the Relationship of Sales Force Compensation and Intrinsic Motivation. *Industrial Marketing Management*, 30(5), 403–413. doi:10.1016/S0019-8501(99)00095-4
- Pullins, E. B., Mallin, M. L., Buehrer, R. E., & Jones, D. E. (2011). How salespeople deal with intergenerational relationship selling. *Journal of Business and Industrial Marketing*, 26(6), 443–455. doi:10.1108/08858621111156430
- Qalati, S. A., Vela, E. G., Li, W., Dakhan, S. A., Hong Thuy, T. T., & Merani, S. H. (2021). Effects of perceived service quality, website quality, and reputation on purchase intention: The mediating and moderating roles of trust and perceived risk in online shopping. *Cogent Business & Management*, 8(1), 1869363. doi:10.1080/23311975.2020.1869363
- Qin, L., & De-Juan-Vigaray, M. D. (2021). Social commerce: Is interpersonal trust formation similar between USA and Spain? *Journal of Retailing and Consumer Services*, 62, 102642. doi:10.1016/j.jretconser.2021.102642
- Raghavendra, P., Newman, L., Grace, E., & Wood, D. (2015). Enhancing social participation in young people with communication disabilities living in rural Australia: Outcomes of a home-based intervention for using social media. *Disability and Rehabilitation*, 37(17), 1576–1590. doi:10.3109/09638288.2015.1052578 PMID:26043751

- Raghubir, P., Inman, J. J., & Grande, H. (2004). The three faces of consumer promotions. *California Management Review*, 46(4), 23–42. doi:10.2307/41166273
- Rai, B. H., Mommens, K., Verlinde, S., & Macharis, C. (2019). How does consumers' omnichannel shopping behaviour translate into travel and transport impacts? Case-study of a footwear retailer in Belgium. *Sustainability*, 11(9), 2534. doi:10.3390/u11092534
- Rai, H., Verlinde, S., & Macharis, C. (2021). Who is interested in a crowdsourced last mile? A segmentation of attitudinal profiles. *Travel Behaviour & Society*, 22, 22–31.
- Raimundo, R., & Rosário, A. (2021). Blockchain system in the Higher Education. *European Journal of Investigation in Health, Psychology and Education*, 11(1), 276–293. doi:10.3390/ejihpe11010021 PMID:34542464
- Rangaswamy, A., & Van Bruggen, G. H. (2005). Opportunities and challenges in multichannel marketing: An introduction to the special issue. *Journal of Interactive Marketing*, 19(2), 5–11. doi:10.1002/dir.20037
- Rani, P. (2014). Factors influencing consumer behaviour. *International Journal of Current Research and Academic Review*, 2, 52–61.
- Raub, S., & Streit, E. M. (2006). Realistic recruitment: An empirical study of the cruise industry. *International Journal of Contemporary Hospitality Management*, 18(4), 278–289. doi:10.1108/09596110610665294
- Raza, S., & Govindaluri, S. M. (2021). Omni-channel retailing in supply chains: A systematic literature review. *Benchmarking*.
- Reid, M., Thompson, P., Mavondo, F., & Brunsø, K. (2015). Economic and utilitarian benefits of monetary versus non-monetary in-store sales promotions. *Journal of Marketing Management*, 31(3-4), 247–268. doi:10.1080/0267257X.2014.939216
- Reinartz, W. J., & Kumar, V. (2000). On the Profitability of Long-Life Customers in a Noncontractual Setting: An Empirical Investigation and Implications for Marketing. *Journal of Marketing*, 64(4), 17–35. doi:10.1509/jmkg.64.4.17.18077
- Reinartz, W., Dellaert, B., Krafft, M., Kumar, V., & Varadarajan, R. (2011). Retailing innovations in a globalizing retail market environment. *Journal of Retailing*, 87, S53–S66. doi:10.1016/j.jretai.2011.04.009
- Renko, S., & Druzijanic, M. (2014). Perceived usefulness of innovative technology in retailing: Consumers' and retailers' point of view. *Journal of Retailing and Consumer Services*, 21(5), 836–843. doi:10.1016/j.jretconser.2014.02.015
- Ren, L., Xie, G., & Krabbendam, K. (2010). Sustainable competitive advantage and marketing innovation within firms. *Management Research Review*, 33(1), 79–89. doi:10.1108/01409171011011580
- Rentz, J. O., Shepherd, C. D., Tashchian, A., Dabholkar, P. A., & Ladd, R. T. (2002). A measure of selling skill: Scale development and validation. *Journal of Personal Selling & Sales Management*, 22(1), 13–21.
- Research, C. (2019). *US Store Closures 2019 Outlook: No Light at the End of the Tunnel*. Retrieved from Coresight Research: <https://coresight.com/research/us-store-closures-2019-outlook-no-light-at-the-end-of-the-tunnel/>
- Rex, E., & Baumann, H. (2007). Beyond ecolabels: What green marketing can learn from conventional marketing. *Journal of Cleaner Production*, 15(6), 567–576. doi:10.1016/j.jclepro.2006.05.013
- Reyes-Menedez, A., Filipe, F., & Saura, J. R. (2019, September). The importance of behavioural data to identify online fake reviews for tourism businesses: A systematic review. *PeerJ. Computer Science*, 5–13.
- Reyes-Menendez, A., Palos-Sanchez, P., Saura, J. R., & Santos, C. R. (2022). Revisiting the impact of perceived social value on consumer behavior toward luxury brands. *European Management Journal*, 40(2), 224–233.

Compilation of References

- Reyes-Menendez, A., Saura, J., & Palos-Sanchez, P. (2020). Identifying Key Performance Indicators for Marketing strategies in Mobile Applications: A Systematic Literature Review. *International Journal of Electronic Marketing and Retailing*, 11, 259–277.
- Rhee, H., & Lee, K. (2021). Enhancing the Sneakers Shopping Experience through Virtual Fitting Using Augmented Reality. *Sustainability*, 13–11.
- Ries, A., & Trout, J. (1986). *Positioning: The Battle for Your Mind*. McGraw-Hill.
- Rigby, D. (2011). *The Future of Shopping*. Retrieved from Harvard Business Review: <https://hbr.org/2011/12/the-future-of-shopping>
- Rigby, D. (2011). The future of shopping. *Harvard Business Review*, 89(12), 65–76.
- Rindfleisch, A., & Moorman, C. (2003). Interfirm cooperation and customer orientation. *JMR, Journal of Marketing Research*, 40(4), 421–436. doi:10.1509/jmkr.40.4.421.19388
- Rizvi, S. M. A., & Siddiqui, D. A. (2019). Omnichannel Development within the Pakistani Fashion Retail. *Journal of Marketing and Consumer Research*, 54, 57–87.
- Robbins, S. (2005). *Organizational behavior*. Prentice-Hall.
- Rodriguez-Torrico, P., Cabezudo, R., & San-Martin, S. (2017). Tell me what they are like and I will tell you where they buy. An analysis of omnichannel consumer behavior. *Computers in Human Behavior*, 68, 465–471.
- Román, S., Ruiz, S., & Luis Munuera, J. (2002). The effects of sales training on sales force activity. *European Journal of Marketing*, 36(11/12), 1344–1366. doi:10.1108/03090560210445218
- Rosário, A. T., & Raimundo, R. (2021). Consumer Marketing Strategy on E-commerce in the Last Decade. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(7), 3003–3024. doi:10.3390/jtaer16070164
- Rosário, A., Moniz, L., & Cruz, R. (2021). Data Science Applied to Marketing: A Literature Review. *Journal of Information Science and Engineering*, 37(5), 1067–1081. doi:10.6688/JISE.202109_37(5).0006
- Rosário, A., Vilaça, F., Raimundo, R., & Cruz, R. (2021). Literature review on Health Knowledge Management in the last 10 years (2009-2019). *Electronic Journal of Knowledge Management*, 18(3), 338–355. doi:10.34190/ejkm.18.3.2120
- Rose, S., Clark, M., Samouel, P., & Hair, N. (2012). Online customer experience in e-retailing: An empirical model of antecedents and outcomes. *Journal of Retailing*, 88(2), 308–322. doi:10.1016/j.jretai.2012.03.001
- Rotter, J. B. (1967). A new scale for the measurement of interpersonal trust. *Journal of Personality*, 35(4), 651–665. doi:10.1111/j.1467-6494.1967.tb01454.x PMID:4865583
- Rouziès, D., Anderson, E., Kohli, A. K., Michaels, R. E., Weitz, B. A., & Zoltners, A. A. (2005). Sales and marketing integration: A proposed framework. *Journal of Personal Selling & Sales Management*, 25(2), 113–122.
- Rowley, J. (1998). Promotion and marketing communications in the information marketplace. *Library Review*, 47(8), 383–387. doi:10.1108/00242539810239543
- Roy, I. (2007). *Figuras of the Monologue Théâtrale or Seul en Scène* [Figuras du Monologue Théâtrale ou Seul en Scène]. Éditions Nota bene.
- Sabri, E. R. (2019). Consumer's Purchase Intention towards Luxury Retailer's Social Media Advertisements — A Case Study of a Shoe Retail — UAE-Dubai Mall. *Social Networking*, 8(1), 39–51. doi:10.4236n.2019.81003

- Sahu, K., Naved Khan, M., & Gupta, K. (2021). Determinants of Webrooming and Showrooming Behavior: A Systematic Literature Review. *Journal of Internet Commerce*.
- Salsbury, G. B. (1982). Properly recruit salespeople to reduce training costs. *Industrial Marketing Management*, 11(2), 143–146. doi:10.1016/0019-8501(82)90008-6
- San Martín, S., & Camarero, C. (2009). How perceived risk affects online buying. *Online Information Review*, 33(4), 629–654. doi:10.1108/14684520910985657
- Sanchez-Perez, M., Estrella-Ramon, A., Segovia-Lopez, C., & Marin-Carrillo, M. (2014). Multichannel Retailing and Consumer Behaviour: Strategy Design and Implementation. *International Journal of Applied Behavioral Economics*, 3(4), 17–39.
- San, S. S., & Dastane, O. (2021). Key Factors Affecting Intention to Order Online Food Delivery (OFD). *Journal of Industrial Distribution & Business*, 12(2), 19–27.
- Santini, F. D. O., Vieira, V. A., Sampaio, C. H., & Perin, M. G. (2016). Meta-analysis of the long-and short-term effects of sales promotions on consumer behavior. *Journal of Promotion Management*, 22(3), 425–442. doi:10.1080/10496491.2016.1154921
- Santi, P. A. (1988). *Introdução à Auditoria*. E. Atlas, Ed.
- Santos, V., Ramos, P., Sousa, B., Almeida, N., & Valeri, M. (2021). Factors influencing touristic consumer behaviour. *Journal of Organizational Change Management*. Advance online publication. doi:0.1108/JOCM-02-2021-0032
- Sarason, S. B. (1974). *The Psychological Sense of Community: Prospects for a Community Psychology*. Jossey-Bass.
- Sareen, M., & Jain, A. (2014). The role of social influence and consumer's effort expectancy in online shopping: An empirical study in India. *International Journal of Management Research and Business Strategy*, 3(1), 138–158.
- Saura, J. R., Palos-Sánchez, P., & Cerdá Suárez, L. M. (2017). Understanding the Digital Marketing Environment with KPIs and Web Analytics. *Future Internet*, 9(4), 76–89.
- Savastano, M., Barnabei, R., & Ricotta, F. (2016, January). Going online while purchasing offline: An explorative analysis of omnichannel shopping behaviour in retail settings. In *Proceedings of the international marketing trends conference* (Vol. 1, p. 22). Academic Press.
- Schlechter, A., Thompson, N. C., & Bussin, M. (2015). Attractiveness of non-financial rewards for prospective knowledge workers: An experimental investigation. *Employee Relations*, 37(3), 274–295. doi:10.1108/ER-06-2014-0077
- Schurr, P. H., & Ozanne, J. L. (1985). Influences on exchange processes: Buyers' preconceptions of a seller's trustworthiness and bargaining toughness. *The Journal of Consumer Research*, 11(4), 939–953. doi:10.1086/209028
- Schweper, C. H. (2003). Customer-oriented selling: A review, extension, and directions for future research. *Journal of Personal Selling & Sales Management*, 23(2), 152–171. doi:10.1080/08853134.2003.10748995
- Schweper, C. H. Jr. (2015). Influencing the salesforce through perceived ethical leadership: The role of salesforce socialization and person-organization fit on salesperson ethics and performance. *Journal of Personal Selling & Sales Management*, 35(4), 292–313. doi:10.1080/08853134.2015.1106769
- Scott, D. M. (2009). *A World Wide Rave. Creating Triggers That Get Millions of People to Spread Your Ideas and Share Your Stories*. John Wiley & Sons. doi:10.1002/9781118258286
- Sebald, A., & Jacob, F. (2020). What help do you need for your fashion shopping? A typology of curated fashion shoppers based on shopping motivations. *European Management Journal*, 38(2), 319–334.

Compilation of References

- Sebastien, L. (2020). The power of place in understanding place attachments and meanings. *Geoforum*, 108, 204–216. doi:10.1016/j.geoforum.2019.11.001
- SEBRAE. (n.d.). *Deciphering sales channels: Concepts and applications* [Decifrando os canais de venda: Conceitos e aplicações]. SEBRAE. <https://www.sebrae.com.br/Sebrae/Portal%20Sebrae/UFs/TO/Anexos/Decifrando%20os%20canais%20de%20vendas.pdf>
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). John Wiley & Sons Ltd.
- Self, J. T., Jones, M. F., & Botieff, M. (2015). Where restaurants fail: A longitudinal study of micro locations. *Journal of Foodservice Business Research*, 18(4), 328–340. doi:10.1080/15378020.2015.1068670
- Şenocak, B., & Bursalı, Y. (2018). İşletmelerde Çevresel Sürdürülebilirlik Bilinci Ve Yeşil İşletmecilik Uygulamaları İle İşletme Başarısı Arasındaki İlişki. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 23(1), 161-183. Retrieved from <https://dergipark.org.tr/en/pub/sduiibfd/issue/52998/702706>
- Sevim, U. (2021). İşletmelerin çevresel yatırım harcamalarının finansal performans üzerine etkisi: BİST sürdürülebilirlik endeksi üzerine bir araştırma. *Gazi İktisat ve İşletme Dergisi*, 7(1), 55–67. doi:10.30855/gjeb.2021.7.1.004
- Shadi Dizaji, B. (2017). *İmalat İşletmelerinde Yeşil Pazarlama Stratejileri; Performans ile İlişki Üzerine bir Araştırma (Yayınlanmamış Yüksek Lisans Tezi)*. Atatürk Üniversitesi Sosyal Bilimler Enstitüsü.
- Shankar, A., Gupta, M., Tiwari, A., & Behl, A. (2021). How does convenience impact showrooming intention? Omnichannel retail strategies to manage global retail apocalypse. *Journal of Strategic Marketing*, 2–8.
- Shanker, R. J., Turner, R. E., & Zoltners, A. A. (1975). Sales Territory Design: An Integrated Approach. *Management Science*, 22(3), 309–320. doi:10.1287/mnsc.22.3.309
- Shannahan, K. L. J., Bush, A. J., & Shannahan, R. J. (2012). Are your salespeople coachable? How salesperson coachability, trait competitiveness, and transformational leadership enhance sales performance. *Journal of the Academy of Marketing Science*, 41(1), 40–54. doi:10.1007/11747-012-0302-9
- Sharma, A., Rangarajan, D., & Paesbrugghe, B. (2020). Increasing resilience by creating an adaptive salesforce. *Industrial Marketing Management*, 88, 238–246. doi:10.1016/j.indmarman.2020.05.023
- Sharma, A., & Sheth, J. (2004). Web-based Marketing: The Coming Revolution in Marketing Thought and Strategy. *Journal of Business Research*, 2–6.
- Sharma, A., Wali, O. P., & Joshi, R. M. (2020). A critical investigation of consumer response for monetary and non-monetary promotions across e-services. *Paradigm*, 24(2), 195–207. doi:10.1177/0971890720959530
- Sharma, G., Bajpai, N., Kulshreshtha, K., Tripathi, V., & Dubey, P. (2019). Foresight for online shopping behavior: A study of attribution for “what next syndrome”. *Foresight*, 21(2), 285–317. doi:10.1108/FS-11-2017-0069
- Shaw, A. W. (1912). Some Problems in Market Distribution. *The Quarterly Journal of Economics*, 26(4), 703–765. doi:10.2307/1883802
- Shea, BJ, R. B. (2017). AMSTAR 2: A critical appraisal tool for systematic reviews that include randomised or non-randomised studies of healthcare interventions, or both. *BMJ (Clinical Research Ed.)*, 3–5.
- Shepherd, C. D., & Rentz, J. O. (1990). A method for investigating the cognitive processes and knowledge structures of expert salespeople. *Journal of Personal Selling & Sales Management*, ●●●, 55–70.

- Shin, D. H. (2009). Towards an understanding of the consumer acceptance of mobile wallet. *Computers in Human Behavior*, 25(6), 1343–1354. doi:10.1016/j.chb.2009.06.001
- Shi, S., Wang, Y., Chen, X., & Zhang, Q. (2020). Conceptualization of omnichannel customer experience and its impact on shopping intention: A mixed-method approach. *International Journal of Information Management*, 50, 325–336.
- Siddiqui, M. H., & Rodricks, F. (2010). *Effective crude oil export sales management towards a robust economy*. Paper presented at the Society of Petroleum Engineers - SPE/DGS Saudi Arabia Section Technical Symposium and Exhibition 2010. 10.2118/136947-MS
- Silva, S., Martins, C., & de Sousa, J. (2018). Omnichannel approach: Factors affecting consumer acceptance. *Journal of Marketing Channels*, 25(1-2), 73–84.
- Simone, A., & Sabbadin, E. (2017). The New Paradigm of the Omnichannel Retailing: Key Drivers, New Challenges and Potential Outcomes Resulting from the Adoption of an Omnichannel Approach. *International Journal of Business and Management*, 13(1), 85. doi:10.5539/ijbm.v13n1p85
- Singh, N., & Sinha, N. (2020). How perceived trust mediates merchant's intention to use a mobile wallet technology. *Journal of Retailing and Consumer Services*, 52, 101894. doi:10.1016/j.jretconser.2019.101894
- Singh, N., Sinha, N., & Liébana-Cabanillas, F. J. (2020). Determining factors in the adoption and recommendation of mobile wallet services in India: Analysis of the effect of innovativeness, stress to use and social influence. *International Journal of Information Management*, 50, 191–205. doi:10.1016/j.ijinfomgt.2019.05.022
- Singh, R., & Koshy, A. (2010). Determinants of B2B salespersons' performance and effectiveness: A review and synthesis of literature. *Journal of Business and Industrial Marketing*, 25(7), 535–546. doi:10.1108/08858621011077763
- Singh, R., & Venugopal, P. (2015). The impact of salesperson customer orientation on sales performance via mediating mechanism. *Journal of Business and Industrial Marketing*, 30(5), 594–607. doi:10.1108/JBIM-08-2012-0141
- Singh, S. K., & Sanjeev, R. (2022). Antecedents of Green Marketing Initiatives: A Hierarchical Regression Model. *International Journal of Social Ecology and Sustainable Development*, 13(1), 1–15. doi:10.4018/IJSESD.298332
- Sinha, V., & Thaly, P. (2013). A review on changing trends of recruitment practice to enhance the quality of hiring in global organizations. *Management*, 18(12), 141–156.
- Siqueira, J., Pena, N., ter Horst, E., & Molina, G. (2020). A 2020 perspective on Spreading the word: How customer experience in a traditional retail setting in influences consumer traditional and electronic word-of-mouth intention. *Electronic Commerce Research and Applications*, 40, 1–15.
- Skandalis, A., Byrom, J., & Banister, E. (2019). Experiential Marketing and the Changing Nature of Extraordinary Experiences in Post-Modern Consumer Culture. *Journal of Business Research*, 97, 43–50. doi:10.1016/j.jbusres.2018.12.056
- Skinner, B. F. (1969). *Contingencies of reinforcement: A theoretical analysis*. Meredith Corporation.
- Smith, W. R. (1956). Product Differentiation and Market Segmentation as Alternative Marketing Strategies. *Journal of Marketing*, 21(1), 3–8. doi:10.1177/002224295602100102
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339.
- Social Miner. (2020). Coronavirus and the variation in sales and service in e-commerces [Coronavírus e a variação nas vendas e no atendimento em e-commerces]. *Blog da Social Miner*. <http://blog.socialminer.com/people-marketing/coronavirus-variacao-vendas-atendimento/>

Compilation of References

- Soncini, A. (2020, February 18). *BOPIS is the next wave of ecommerce. Are you ready?* Retrieved from DigitalCommerce360: <https://www.digitalcommerce360.com/2020/02/18/bopis-is-the-next-wave-of-ecommerce-are-you-ready-for-that/#:~:text=Because%20BOPIS%20is%20popular%20with,will%20offer%20BOPIS%20by%202021.&text=Omnichannel%20retailers%2C%20take%20note%3A%20BOPIS,trend%20is%2>
- Soti.net. (2021). *From Bricks to Clicks: State of Mobility in Retail 2021 Report*. Retrieved from Soti.net: https://soti.net/industries/retail?utm_source=vanity&utm_medium=organic&utm_campaign=2021-02-retail-report#report
- Sousa, B. B., Castro, C., Luís, M. E., & Lopes, P. (2021). Religious and Spiritual Tourism: From Its Origins to Alentejo (Portugal). In E. Alaverdov & M. Bari (Eds.), *Global Development of Religious Tourism* (pp. 44–64). IGI Global.
- Sousa, B., & Liberato, D. (2022). Film induced Tourism. In D. Buhalis (Ed.), *Encyclopedia of Tourism Management and Marketing* (pp. 1–3). Edward Elgar Publishing. doi:10.4337/9781800377486.film.induced.tourism
- Sousa, B., Malheiro, A., Liberato, D., & Liberato, P. (2020). Movie Tourism and Attracting New Tourists in the Post-pandemic Period: A Niche Marketing Perspective. In *International Conference on Tourism, Technology and Systems* (pp. 373-384). Springer.
- Sousa, B., & Rocha, A. T. (2019). The role of attachment in public management and place marketing contexts: A case study applied to Vila de Montalegre (Portugal). *International Journal of Public Sector Performance Management*, 5(2), 189–205. doi:10.1504/IJPSPM.2019.099094
- Soysal, S. (2021). *Merchandising, excellent customer service and effective sales techniques* (14th ed.). Remzi Bookstore.
- Spiro, R. L., Stanton, W. J., & Rich, G. A. (2008). *Management of a sales force* (12th ed.). McGraw-Hill/Irwin. Publisher.
- Spiro, R. L., Stanton, W. J., & Rich, G. A. (2008). *Management of a sales force* (12th ed.). McGraw-Hill/Irwin.
- Srinivasan, A., Quadir, M. A., & Vijayakumar, V. (2015). Era of cloud computing: A new insight to hybrid cloud. *Procedia Computer Science*, 50, 42–51. doi:10.1016/j.procs.2015.04.059
- Staflund, L., & Kersmark, M. (2015). *Omni-channel retailing: Blurring the lines between online and offline*. Jönköping International Business School.
- Statista. (2019). *Leading countries based on number of Facebook users as of January 2019 (in millions)*. <https://www.statista.com/statistics/268136/top-15-countries-based-on-number-of-facebook-users/>
- Statista. (2020). *Active social media users as percentage of the total population in Malaysia from 2016 to 2020*. <https://www.statista.com/statistics/883712/malaysia-social-media-penetration/>
- Statista. (2020). *Value of digitally influenced retail sales in the United States from 2014 to 2022*. Retrieved from Statista: <https://www.statista.com/statistics/1117519/us-digitally-influenced-retail-sales/#:~:text=Digitally%20influenced%20retail%20sales%20in%20the%20U.S.%20from%202014%2D2022&text=In%202018%2C%20digital%20impacted%20retail,trillion%20U.S.%20dollars%20by%202022>
- Statista. (2021). Retrieved from Statista: <https://www.statista.com/statistics/1174137/view-omnichannel-strategy-ecommerce-companies-worldwide/#:~:text=Almost%20one%20in%20two%20e,for%20their%20business%20in%20>
- Stephens, D. (2017). *Reengineering Retail: The Future of Selling in a Post-Digital World*. Figure 1 Publishing.
- Stone, M. A., & Desmond, J. (2006). *Fundamentals of Marketing*. Routledge.
- Storbacka, K., Ryals, L., Davies, I. A., & Nenonen, S. (2009). The changing role of sales: Viewing sales as a strategic, cross-functional process. *European Journal of Marketing*, 43(7), 890–906. doi:10.1108/03090560910961443

- Styhre, A., Backman, M., & Börjesson, S. (2004). YCC: A gendered Carnival? Project work at Volvo Cars. *Women in Management Review*, 20(2), 96–106. doi:10.1108/09649420510584436
- Stylidis, K., Hoffenson, S., Rossi, M., Wickman, C., Söderman, M., & Söderberg, R. (2020). Transforming Brand Core Values into Perceived Quality: A Volvo Case Study. *International Journal of Product Development*, 24(1), 43–67. doi:10.1504/IJPD.2020.106448
- Sukla, B., & Raghavendra, K. (2019). Green selling: A Study of Consumers' buying activities in relation to Green commodities. *Think India Journal*, 22(4), 5401–5410.
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, 72, 437–450. doi:10.1016/j.tourman.2019.01.009
- Sum, C. Y., & Hui, C. L. (2009). Salespersons' service quality and customer loyalty in fashion chain stores: A study in Hong Kong retail stores. *Journal of Fashion Marketing and Management*, 13(1), 98–108. doi:10.1108/13612020910939905
- Sunday, A., & Bayode, B. (2011). Strategic influence of promotional mix on organisation sale turnover in the face of strong competitors. *Business Intelligence Journal*, 4(2), 67–76.
- Swait, J., & Erdem, T. (2002). The effects of temporal consistency of sales promotions and availability on consumer choice behavior. *JMR, Journal of Marketing Research*, 39(3), 304–320. doi:10.1509/jmkr.39.3.304.19106
- Syam, N. B., & Hess, J. D. (2006). *Acquisition versus Retention: Competitive Customer Relationship Management*. University of Houston. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.456.818&rep=rep1&type=pdf>
- Taís. (2016). *O que é o Marketing Cross Channel?* Digital Talks. <https://digitalks.com.br/artigos/o-que-e-o-marketing-cross-channel/>
- Tajeddini, K., & Ratten, V. (2020). The moderating effect of brand orientation on inter-firm market orientation and performance. *Journal of Strategic Marketing*, 28(3), 194–224. doi:10.1080/0965254X.2017.1293138
- Tambo, T. (2015). Omni-channel retail information systems. In *Encyclopedia of Information Science and Technology* (3rd ed., pp. 874–882). IGI Global. doi:10.4018/978-1-4666-5888-2.ch083
- Tam, C., & Oliveira, T. (2016). Understanding the impact of m-banking on individual performance: DeLone & McLean and TTF perspective. *Computers in Human Behavior*, 61, 233–244. doi:10.1016/j.chb.2016.03.016
- Tandon, U., & Kiran, R. (2018). Study on drivers of online shopping and significance of cash-on-delivery mode of payment on behavioural intention. *International Journal of Electronic Business*, 14(3), 212–237. doi:10.1504/IJEB.2018.095959
- Tandon, U., & Kiran, R. (2019). Factors impacting customer satisfaction: An empirical investigation into online shopping in India. *Journal of Information Technology Case and Application Research*, 21(1), 13–34. doi:10.1080/15228053.2019.1609779
- Tan, S. J. (1999). Strategies for reducing consumers' risk aversion in Internet shopping. *Journal of Consumer Marketing*, 16(2), 163–180. doi:10.1108/07363769910260515
- Tarou, L. R., & Bashaw, M. J. (2007). Maximizing the effectiveness of environmental enrichment: Suggestions from the experimental analysis of behavior. *Applied Animal Behaviour Science*, 102(3), 189–204. doi:10.1016/j.applanim.2006.05.026
- Taşkın, E. (2018). *Sales techniques training* (9th ed.). Papatya Yayıncılık.
- Tauber, E. M. (1972). Marketing notes and communications: Why do people shop? *Journal of Marketing*, 36(4), 46–49. doi:10.1177/002224297203600409

Compilation of References

- Taylor, D., Brockhaus, S., & Knemeyer, A. (2019). Omnichannel fulfillment strategies: Defining the concept and building an agenda for future inquiry. *International Journal of Logistics Management*.
- Teichert, T., Rezaei, S., & Correa, J. (2020). Customers' experiences of fast food delivery services: Uncovering the semantic core benefits, actual and augmented product by text mining. *British Food Journal*, 122(11), 3513–3528.
- Teoh, B. A., Teoh, P. C., Tan, H. C., & Ibrahim, A. (2021). What is next for sustainable competitive advantages in pandemic outbreak context? *International Journal of Productivity and Performance Management*. doi:10.1108/IJPPM-06-2021-0336
- Teo, T. S., Lim, V. K., & Lai, R. Y. (1999). Intrinsic and extrinsic motivation in Internet use [Motivação intrínseca e extrínseca no uso da Internet]. *Omega*, 27(1), 25–37. doi:10.1016/S0305-0483(98)00028-0
- Terho, H., Haas, A., Eggert, A., & Ulaga, W. (2012). 'It's almost like taking the sales out of selling': Towards a conceptualization of value-based selling in business markets. *Industrial Marketing Management*, 41(1), 174–185. doi:10.1016/j.indmarman.2011.11.011
- Thomas N., Raymond W., Ramon, A., Charles, H., & Schwepker, M. (2019). *Sales Management, Analysis and Decision Making*. . doi:10.4324/9780429286926
- Thomas, M. J. (1997). Consumer Market Research: Does it have validity? Some Modern Thoughts. *Marketing Intelligence & Planning*, 15(2), 54–59. doi:10.1108/02634509710165858
- Thomé, A., Márcio, T., Luiz Felipe, S., & Annibal, S. Conducting systematic literature review in operations management. *Production Planning & Control*, 27(5), 408–420. doi:10.1080/09537287.2015.1129464
- Tian, Z., & Yaoqing, Z. (2011). *The Variance between Brand Positioning and Brand Perception - A Case Study about Volvo Cars in China*. University of Gävle Department of Business Administration and Economic Study.
- Togawa, T., Sato, T., & Saito, J. (2017). Media Processing Technologies for Affective Digital Marketing. *Fujitsu Scientific and Technical Journal*, 53(5), 38–46.
- Torres, A. I., Ferraz, S. S., & Santos-Rodrigues, H. (2018). The impact of knowledge management factors in organizational sustainable competitive advantage. *Journal of Intellectual Capital*, 19(2), 453–472. doi:10.1108/JIC-12-2016-0143
- Towers, A., & Towers, N. (2021). Framing the customer journey: Touch point categories and decision-making process stages. *International Journal of Retail & Distribution Management*, 1–41.
- Töytäri, P., & Rajala, R. (2015). Value-based selling: An organizational capability perspective. *Industrial Marketing Management*, 45, 101–112. doi:10.1016/j.indmarman.2015.02.009
- Tozzi, C. (2021, Nov. 8). Who needs or doesn't need alternative cloud? *ITProToday*. <https://www.itprotoday.com/hybrid-cloud/who-needs-or-doesn-t-need-alternative-cloud>
- Tueanrat, Y., Papagiannidis, S., & Alamanos, E. (2021). A conceptual framework of the antecedents of customer journey satisfaction in omnichannel retailing. *Journal of Retailing and Consumer Services*, 61, 1–10.
- Tunçer, P. (2017). *Sales techniques* (3rd ed.). Ekin Publishing.
- Tutar, H., & Yılmaz, M. K. (2003). *General communication*. Nobel Yayın Dağıtım.
- Twing-Kwong, S., Gerald Albaum, L., & Fullgrabe, L. (2013). Trust in customer-salesperson relationship in China's retail sector. *International Journal of Retail & Distribution Management*, 41(3), 226–248. doi:10.1108/09590551311306264
- Tyrvaäinen, O., & Karjaluoto, H. (2018). Omnichannel experience - Towards successful channel integration in retail. *Research Advancements in National and Global Business Theory and Practice*, 1325-1338.

- Tyrvaïnen, O., Karjaluofo, H., & Saarijarvi, H. (2019). The role of personalization and hedonic motivation in driving customer experience. *Business Management Theories and Practices in a Dynamic Competitive Environment*, 1885-1887.
- Tyrvaïnen, O., Karjaluofo, H., & Saarijarvi, H. (2020). Personalization and hedonic motivation in creating customer experiences and loyalty in omnichannel retail. *Journal of Retailing and Consumer Services*, 57, 3-9.
- Ujang, N., & Zakariya, K. (2015). The Notion of Place, Place Meaning and Identity in Urban Regeneration. *Procedia: Social and Behavioral Sciences*, 170, 709-717. doi:10.1016/j.sbspro.2015.01.073
- Urde, M., & Koch, C. (2014). Market and Brand-Oriented Schools of Positioning. *Journal of Product and Brand Management*, 23(7), 478-490. doi:10.1108/JPBM-11-2013-0445
- Uslu, A. (2016). *Personal selling techniques* (7th ed.). Beta Publishing.
- Usui, K. (2011). Precedents for the 4Ps idea in the USA: 1910s-1940s. *European Business Review*, 23(2), 136-153. doi:10.1108/09555341111111174
- Valentini, S., Neslin, S., & Montaguti, E. (2020). Identifying omnichannel deal prone segments, their antecedents, and their consequences. *Journal of Retailing*, 96(3), 310-327.
- Van der Meulen, S. (2010). Between Benjamin and McLuhan: Vilem Flusser's Media Theory. *New German Critique, NGC*, 37(2), 180-207. doi:10.1215/0094033X-2010-010
- Vaňa, K., & Černá, L. (2012). The marketing audit as a method of the evaluation of the marketing plan. *Research Papers Faculty of Materials Science and Technology Slovak University of Technology*, 20(Special Number), 131-136. doi:10.2478/v10186-012-0023-4
- Veiga, J. M., Veloso, J. D., Pereira, S. Q., & Sousa, B. B. (2022). Market Segmentation and Dark Tourism and the (Post) Pandemic Scenario. In P. Ordóñez de Pablos, X. Zhang, & M. Almunawar (Eds.), *Handbook of Research on Green, Circular, and Digital Economies as Tools for Recovery and Sustainability* (pp. 295-310). IGI Global. doi:10.4018/978-1-7998-9664-7.ch016
- Vella, K. J., & Foxall, G. R. (2011). *The marketing firm: Economic psychology of corporate behaviour*. Edward Elgar Publishing. doi:10.4337/9780857936509
- Vella, K. J., & Foxall, G. R. (2013). The marketing firm: Operant interpretation of corporate behavior. *The Psychological Record*, 63(2), 375-402. doi:10.11133/j.tpr.2013.63.2.011
- Veloso, C., & Sousa, B. (2021). Drivers of customer behavioral intentions and the relationship with service quality in specific industry contexts. *International Review of Retail, Distribution and Consumer Research*, 1, 1-16. doi:10.1080/09593969.2021.2007977
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *Management Information Systems Quarterly*, 27(3), 425-478. doi:10.2307/30036540
- Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *Management Information Systems Quarterly*, 36(1), 157-178. doi:10.2307/41410412
- Verbeke, W. (1994). Personality characteristics that predict effective performance of salespeople. *Scandinavian Journal of Management*, 10(1), 49-57. doi:10.1016/0956-5221(94)90036-1
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From Multi-Channel Retailing to Omni-Channel Retailing. *Journal of Retailing*, 91(2), 174-181. doi:10.1016/j.jretai.2015.02.005

Compilation of References

- Verhoef, P., Inman, J., & Kannan, P. (2015). From Multi-Channel Retailing to Omni-Channel Retailing. Introduction to the Special Issue on Multi-Channel Retailing. *Journal of Retailing*, 3–4.
- Vieira, V. A., Perin, M. G., & Sampaio, C. H. (2018). The moderating effect of managers' leadership behavior on salespeople's self-efficacy. *Journal of Retailing and Consumer Services*, 40, 150–162. doi:10.1016/j.jretconser.2017.09.010
- Vijayarath, L. R., & Jones, J. M. (2000). Print and Internet catalog shopping: Assessing attitudes and intentions. *Internet Research*, 10(3), 191–202. doi:10.1108/10662240010331948
- Volvo Cars. (2021). www.volvocars.com/uk
- von Abrams, K. (2021, July 7). *Global Ecommerce Forecast 2021*. Retrieved from eMarketer: <https://www.emarketer.com/content/global-ecommerce-forecast-2021>
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- Wai, K., Dastane, O., Johari, Z., & Ismail, N. B. (2019). Perceived risk factors affecting consumers' online shopping behaviour. *The Journal of Asian Finance. Economics and Business*, 6(4), 246–260.
- Walker, O. Jr, Churchill, G. Jr, & Ford, N. (1977). Motivation and Performance in Industrial Selling - Present Knowledge and needed research. *JMR, Journal of Marketing Research*, 14(2), 156–168. doi:10.1177/002224377701400203
- Wang, R. J.-H., Malthouse, E. C., & Krishnamurthi, L. (2016). How Mobile Shopping Affects Customer Purchase Behavior: A Retailer's Perspective. Let's Get Engaged! Crossing the Threshold of Marketing's Engagement Era.
- Wang, G., & Netemeyer, R. G. (2004). Salesperson creative performance: Conceptualization, measurement, and nomological validity. *Journal of Business Research*, 57(8), 805–812. doi:10.1016/S0148-2963(02)00483-6
- Wang, N., Liang, H., Jia, Y., Ge, S., Xue, Y., & Wang, Z. (2016). Cloud computing research in the IS discipline: A citation/co-citation analysis. *Decision Support Systems*, 86, 35–47. doi:10.1016/j.dss.2016.03.006
- Wang, S., & Chen, J. S. (2015). The influence of place identity on perceived tourism impacts. *Annals of Tourism Research*, 52, 16–28. doi:10.1016/j.annals.2015.02.016
- Wang, X., Yu, C., & Wei, Y. (2012). Social media peer communication and impacts on purchase intentions: A consumer socialization framework. *Journal of Interactive Marketing*, 26(4), 198–208. doi:10.1016/j.intmar.2011.11.004
- Weber, J. H. (1963). Can results of sales promotion be predicted? *Journal of Marketing*, 27(1), 15–19. doi:10.1177/002224296302700103
- Weinman, J. (2016). Hybrid cloud economics. *IEEE Cloud Computing*, 3(1), 18–22. doi:10.1109/MCC.2016.27
- Weiss, A. M., Lurie, N. H., & MacInnis, D. J. (2008). Listening to strangers: Whose responses are valuable, how valuable are they, and why? *JMR, Journal of Marketing Research*, 45(4), 425–436. doi:10.1509/jmkr.45.4.425
- Wetzlinger, W., Auinger, A., Kindermann, H., & Schonberger, W. (2017). Acceptance of Personalization in Omnichannel Retailing. *HCI in Business, Government and Organizations: Supporting Business (HCIBGO 2017)*, 10294, 114–129.
- What is Omnichannel Retail. (2019). Retrieved from Magestore: <https://www.magestore.com/what-is-omnichannel-retail/>
- Whiting, A., & Williams, D. (2013). Why people use social media: A uses and gratifications approach. *Qualitative Market Research*, 16(4), 362–369. doi:10.1108/QMR-06-2013-0041
- Wiedmann, K., Hennigs, N., & Siebels, A. (2007). Measuring Consumers' Luxury Value Perception: A Cross-Cultural Framework. *Academy of Marketing Science*, 2007(7).

- Williams, J. D., Everett, R., & Rogol, E. (2009). Will the human factors of relationship selling survive in the twenty-first century? *International Journal of Commerce and Management*, *19*(2), 158–175. doi:10.1108/10569210910967905
- Williams, K. C., & Spiro, R. L. (1985). Communication style in the salesperson-customer dyad. *JMR, Journal of Marketing Research*, *22*(4), 434–442. doi:10.1177/002224378502200408
- Williams, K. C., Spiro, R. L., & Fine, L. M. (1990). The customer-salesperson dyad: An interaction/communication model and review. *Journal of Personal Selling & Sales Management*, *10*(3), 29–43. doi:10.1080/08853134.1990.10753832
- Wilson, A. (2002). *Marketing Audit Handbook*. Kogan Page Limited.
- Wolfenbarger, M., & Gilly, M. C. (2001). Shopping online for freedom, control, and fun. *California Management Review*, *43*(2), 34–55. doi:10.2307/41166074
- Wong, Y. H., Chan, R. Y. K., Leung, T. K. P., & Pae, J. H. (2008). Commitment and vulnerability in B2B relationship selling in the Hong Kong institutional insurance service industry. *Journal of Services Marketing*, *22*(2), 136–148. doi:10.1108/08876040810862877
- Woodside, A. G., & Fine, M. B. (2019). Sustainable fashion themes in luxury brand storytelling: The sustainability fashion research grid. *Journal of Global Fashion Marketing*, *10*(2), 111–128. doi:10.1080/20932685.2019.1573699
- Wright, T., & Snook, C. J. (2016). *Digital Sense: The Common Sense Approach to Effectively Blending Social Business Strategy, Marketing Technology, and Customer Experience*. Wiley.
- Xiao, Y., & Maria, W. (2019). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, *39*(1), 93–112. doi:10.1177/0739456X17723971
- Xu, H., Teo, H. H., Tan, B. C., & Agarwal, R. (2012). Research note—effects of individual self-protection, industry self-regulation, and government regulation on privacy concerns: A study of location-based services. *Information Systems Research*, *23*(4), 1342–1363. doi:10.1287/isre.1120.0416
- Yadav, M., & Rahman, Z. (2017). Measuring Consumer Perception of Social Media Marketing Activities in E-commerce Industry: Scale Development and Validation. *Telematics and Informatics*, *34*(7), 1294–1307. doi:10.1016/j.tele.2017.06.001
- Yammarino, F. J. (1997). Models of leadership for sales management. *Journal of Personal Selling & Sales Management*, *17*(2), 43–56.
- Yang, B., Lester, D., & James, S. (2007). Attitudes toward buying online as predictors of shopping online for British and American respondents. *Cyberpsychology & Behavior*, *10*(2), 198–203. doi:10.1089/cpb.2006.9968 PMID:17474836
- Yang, H., & Tate, M. (2012). A descriptive literature review and classification of cloud computing research. *Communications of the Association for Information Systems*, *31*(1), 2. doi:10.17705/1CAIS.03102
- Yang, Y., & Green, S. B. (2011). Coefficient alpha: A reliability coefficient for the 21st century? *Journal of Psychoeducational Assessment*, *29*(4), 377–392. doi:10.1177/0734282911406668
- Yeh, C., Lin, H., Gau, Y., & Wang, Y. (2020). What drives customers' purchase behavior in a click- and-mortar retailing context: A value transfer perspective. *Journal of Enterprise Information Management*.
- Yeo, S., Tan, C., Lim, K., Leong, J., & Leong, Y. (2020). Effects of Social Media Advertising on Consumers' Online Purchase Intentions. *Global Business and Management Research*, *12*(1), 89–106.
- Yilmaz, M. (2016). *Body language in personal selling*. Olympia Publishing.
- Yin, R. (2012). *Application of case study research. Exploratory case study*. Sage Publications.

Compilation of References

- Yin, R. K. (2009). *Case study research: Design and methods (applied social research methods)* (Vol. 5). International Educational and Professional Publisher.
- Yi, Y., & Yoo, J. (2011). The long-term effects of sales promotions on brand attitude across monetary and non-monetary promotions. *Psychology and Marketing*, 28(9), 879–896. doi:10.1002/mar.20416
- Yuan, Q., Song, H. J., Chen, N., & Shang, W. (2019). Roles of tourism involvement and place attachment in determining residents' attitudes toward industrial heritage tourism in a resource-exhausted city in China. *Sustainability*, 11(19), 5151. doi:10.3390/u11195151
- Yücel, M. A. (2021). Çevresel Sürdürülebilirliğin Değerlendirilmesi: Dinamik Mekânsal Panel Veri Yaklaşımı. *Bilgi Sosyal Bilimler Dergisi*, 23(1), 53-90. Retrieved from <https://dergipark.org.tr/en/pub/bilgisosyal/issue/60370/908722>
- Yu, T. W., & Tseng, L. M. (2016). The role of salespeople in developing life insurance customer loyalty. *International Journal of Retail & Distribution Management*, 44(1), 22–37. doi:10.1108/IJRDM-06-2014-0074
- Yu, T. W., & Tung, F. C. (2013). Investigating effects of relationship marketing types in life insurers in Taiwan. *Managing Service Quality*, 23(2), 111–130. doi:10.1108/09604521311303408
- Zaglia, M. E. (2013). Brand communities embedded in social networks. *Journal of Business Research*, 66(2), 216–223. doi:10.1016/j.jbusres.2012.07.015 PMID:23564989
- Zaiss, C. D., & Gordon, T. (2001). *Effective sales training selling*. Sistem Yayıncılık.
- Zebra. (2018). *Reinventing the supply chain: The future of fulfillment vision study*. Zebra. https://www.zebra.com/content/dam/zebra_new_ia/en-us/solutions-verticals/vertical-solutions/retail/vision-study/fulfillment-vision-study-report-en-us.pdf
- Zeng, M. (2018). *Empirical Analysis of Chinese consumers' attitudes and Value Perceptions on luxury brands*. Université Côte D'Azur. <https://tel.archives-ouvertes.fr/tel-02022823>
- Zhang, C. B., & Li, Y. N. (2019). How social media usage influences B2B customer loyalty: Roles of trust and purchase risk. *Journal of Business and Industrial Marketing*, 34(7), 1420–1433. doi:10.1108/JBIM-07-2018-0211
- Zhang, K. Z., Zhao, S. J., Cheung, C. M., & Lee, M. K. (2014). Examining the influence of online reviews on consumers' decision-making: A heuristic-systematic model. *Decision Support Systems*, 67, 78–89. doi:10.1016/j.dss.2014.08.005
- Zhang, M., Ren, C., Wang, G., & He, Z. (2018). The impact of channel integration on consumer responses in omnichannel retailing: The mediating effect of consumer empowerment. *Electronic Commerce Research and Applications*, 28, 181–193.
- Zhang, Q., Zhao, Q., Zhao, X., & Tang, L. (2020). On the introduction of green product to a market with environmentally conscious consumers. *Computers & Industrial Engineering*, 139, 106190. doi:10.1016/j.cie.2019.106190
- Zheng, Q., Noorderhaven, N., & Du, J. (2022). Making the Unlikely Marriage Work: The Integration Process of Chinese Strategic Asset-Seeking Acquisitions. *Journal of World Business*, 57(3), 101305. doi:10.1016/j.jwb.2021.101305
- Zhou, J., & Charoensukmongkol, P. (2021). The effect of social media uses on customer qualification skills and adaptive selling behaviors of export salespeople in China. *Journal of Asia Business Studies*, 15(2), 278–300. doi:10.1108/JABS-12-2019-0377
- Zhou, T. (2011). An empirical examination of initial trust in mobile banking. *Internet Research*, 21(5), 527–540. doi:10.1108/10662241111176353
- Zikmund, W., & d'Amico, M. (1996). *Effective Marketing: Creating and Keeping Customers*. West Group.

- Zolkepli, I. A., & Kamarulzaman, Y. (2015). Social media adoption: The role of media needs and innovation characteristics. *Computers in Human Behavior, 43*, 189–20. doi:10.1016/j.chb.2014.10.050
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2006). *The complete guide to sales force incentive compensation: how to design and implement plans that work*. Academic Press.
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2006). *The complete guide to sales force incentive compensation: How to design and implement plans that work*. Academic Press.
- Zoltners, A. A., & Sinha, P. (1983). Sales Territory Alignment: A Review and Model. *Management Science, 29*(11), 1237–1256. doi:10.1287/mnsc.29.11.1237
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2004). *Sales force design for strategic advantage*. Palgrave Macmillan. doi:10.1057/9780230514928
- Zoltners, A. A., Sinha, P., & Lorimer, S. E. (2009). *Building a winning sales force: powerful strategies for driving high performance*. AMACOM.
- Zoltners, A., Sinah, P., & Lorimer, S. (2008). Sales force effectiveness: A framework for researchers and practitioners. *Journal of Personal Selling & Sales Management, 28*(2), 115–131. doi:10.2753/PSS0885-3134280201
- Zoltners, A., & Sinha, P. (2005). Sales territory design: Thirty years of modeling and implementation. *Marketing Science, 24*(3), 313–331. doi:10.1287/mksc.1050.0133

About the Contributors

José Duarte Santos received his PhD in Management from Vigo University. He also holds MSc in Marketing and a bachelor's degree in Business Sciences. Between 1987 and 2002, he played various roles in sales, marketing, and management of companies in the information technology sector. From 2003 to 2018, he performed the functions of a management and marketing consultant. Since 1999, he has been a professor in higher education in Portugal in the fields of management and marketing. He is currently a marketing professor at the Business School of Polytechnic of Porto (ISCAP/P.PORTO). He is also a researcher at the CEOS.PP - Centre for Organizational and Social Studies of the Polytechnic of Porto, Portugal. His principal research area is customer relationship management by digital marketing.

* * *

Pedro Nuno Cotta Cardoso is a Master in Sales Management from Faculdade de Economia da Universidade do Porto, Portugal. In 2007, he obtained the title of Environmental Engineer from Faculdade de Biotecnologia da Universidade Católica Portuguesa. Since 2008, is Sales Representative, at Instituto Eletrotécnico Português. Coordinates the commercial activity of training, consulting and inspection departments of this institution from 2019.

Shakti Chaturvedi is an enthusiastic Associate Professor with more than ten years of teaching experience in various institutions of repute. She has been equally focused in research with multiple publications in high-impact factor journals, including the ABDC category.

Omkar Dastane obtained his PhD in Business from Curtin University and is working as an Assistant Professor at the UCSI Graduate Business School, UCSI University, Kuala Lumpur, Malaysia. Dr Omkar's research mainly emphasises digital consumer behaviour, consumer perception and values, technological impact on businesses and scale development studies in marketing domain. His research has been published in several international journals and books including Journal of Retailing and Consumer Services among others. He is also an active reviewer for Web of Science and Scopus Indexed Journals such as the International Journal of Asian Business and Information Management, Business and Society, International Journal of E-Business Research, Connection Science among others. is a Senior Lecturer and Head of Postgraduate Center at FTMS Global Malaysia (offering UK universities' MBA in Kuala Lumpur, Malaysia). Omkar is a founder member of ASCENT international conference series and associate editor of the International Journal of Accounting, Business and Management. He also serves on a

reviewer board of international journals. Omkar is also a research fellow at Curtin University. His research interests include consumer perception, choice modelling, electronic commerce, and mobile commerce.

Edna Denga is a graduate student at the American University of Nigeria.

Yakup Durmaz received his Bachelor's degree in Economics from University of Anatolia, Turkey. Then, he received his MSc in Business Administration from University of Kahramanmaraş Sütçü İmam, Turkey. He received his Ph.D in Marketing from University of İnönü. He is also an instructor in Hasan Kalyoncu University, Turkey. Durmaz's research concentrates on customer behaviour and marketing.

Youssef Elhaoussine is a researcher and professional from France. He has a scientific background in Physic-Chemistry and Analytic Chemistry as well as a Marketing and Entrepreneurship background. He has been working in China for more than 5 years as a production manager for a French printing consumable retailer, developing a manufacturer network and monitoring the production in China and Europe. In 2013, he decided to turn to a more academic career. His research focused on consumer behavior in China. After that, he became a researcher for the Sun Yat-sen International School Of Business And Finance specializing in B2B Branding strategies for Chinese factories and the Belt Road Initiative. He is regularly invited by trade organization to provide the latest development on brand strategies. He is now an Assistant Professor for the Faculty of Business and Management at Beijing Normal University Hong Kong Baptist University United International College.

Beatrice Failli Forzoni received her MS in Management from ESCP Business School in 2020, studying across Berlin, Paris, and Madrid and obtaining a double degree from France and Germany. In 2021, she started her PhD at King Juan Carlos University, Madrid. She writes and presents widely on issues of omnichannel retail, digital marketing, management and business, also incorporating in her works a practical perspective from her profession as a digital marketing consultant.

Herman Fassou Haba is an analyst for BMO financial group and a researcher who conducts research in business management, marketing, project management and finance. Having BSC in accounting and finance and an MBA from Anglia Ruskin University, UK. Herman is currently pursuing MSC in project management research studies at L'université du Québec à Trois-Rivières, Canada.

H. Çağatay Karabıyık was born in 1988 in Turkey. After bachelor's degrees in economics and public administration, Karabıyık completed his master's degree with the thesis in the field of neuro-marketing in 2016. In 2020, he earned his doctorate with his thesis in psycho-marketing, in which he adapted the Nobel Prize-winning Anchoring Theory to the field of merchandising. Apart from these, Karabıyık has educations from different institutes and universities in the fields of neuroscience, psychology, economics and intelligence.

Believing that humanity can only develop with science, art and philosophy, Karabıyık has 36 publications consisting of novels, philosophy and economics books, theses, articles, book chapters and conference papers. Currently living in Turkey, Karabıyık works as a certified public accountant and provides training and consultancy services in the fields of merchandising and marketing strategies at international level.

About the Contributors

Wenyi Leong is a creative, passionate, and a highly driven visual merchandising manager with a keen eye for detail. Wenyi Leong has global experience in supporting international brands such as Ralph Lauren, Armani Exchange, Charles and Keith and various others, specializing in interior and window display whilst providing guidance and training. Wenyi Leong is also a MBA post graduate student from Anglia Ruskin University UK, graduate Class of 2020. is a creative, passionate, and a highly driven visual merchandising manager with a keen eye for detail. Numerous years of experience with international and local retailers. Wenyi Leong has global experience in supporting international brands such as Ralph Lauren, Armani Exchange, Charles and Keith and various others, specializing in interior and window display whilst providing guidance and training. Wenyi Leong is also a MBA post graduate student from Anglia Ruskin University UK, graduate Class of 2020.

Ana Lima is a Marketing Professor at Porto Polytechnic Institute in ISCAP – School of Accounting and Administration of Porto, since 2007. She has a PhD in Marketing Management and she is a research in CEOS.PP (Center for Organizational and Social Studies of the Polytechnic of Porto) with a research work in retailing, digital marketing, branding, luxury and store equity. In research fields she has participated in international conferences and Erasmus programs. She is also director of a Business post-graduation course and responsible for professional technical course to improve employability among students.

Sandip Mukhopadhyay (Ph.D.) is an Associate Professor in Institute of Management Technology (IMT), Ghaziabad, India. He has completed his PhD from MDI Gurgaon, India focusing on the business models for Digital Platform. Prior to that, he has done his MBA from IIM-Calcutta and engineering from IEST, Calcutta, India. His research interests include digital platform and ecosystems, social media analytics and selling technology and IT solution. He has published widely in different international journals and authored multiple case studies. Before academia, Sandip worked for IBM, Ericsson, Reliance and Siemens for about twenty years, focusing on selling and deploying technology solutions and driving digital transformations. He also has recently co-authored a book “Selling IT- The science of buying, selling and deal-making”, published by Routledge.

Isabel Oliveira has a degree in Economics from the Faculty of Economics of Porto, a Master’s in Finance, a Doctorate in Business Sciences from the University of Minho and since September 2021 Post-Doctorate from the University of Vigo. Since 1992, she has been a professor at Universidade Lusíada with the category of assistant professor and since 2016 she has been a guest professor at the Polytechnic Institute of Cavado and Ave.

Paulo Botelho Pires received his PhD in Management and has a master’s degree in marketing.

Rafael Barreiros Porto is currently an associate professor of marketing in the Faculty of Economics, Management, Accounting, and Public Policy Management at the University of Brasilia and the current director of communication and publication for ANPAD - Brazilian Academy of Management. He is the leader of the Experimenta Research Center- research on strategy and marketing performance. He was a visiting researcher in marketing at the Cardiff Business School, and he obtained his Ph.D. in Behavioral Science at the University of Brasilia.

R. Vara Prasad is currently an Associate Professor in the Department of Commerce & Management, SSGS Aided Degree College, Guntakal, Andhra Pradesh, India. Prior to this he worked as an Assistant Professor in the School of Management Studies at the REVA University in Bengaluru, India and Assistant Professor in Marketing at the Madanapalle Institute of Technology and Science (MITS), Madanapalle, India. Dr. Prasad received his Masters in MBA and M. Com from Sri Krishnadevaraya University, India and his Ph.D. in Management from the same university. Dr. Prasad published several papers in referred Journals and chapters in books and participated in a range of faculty development programs and seminars. He also presented various academic as well as research-based papers at several national and international conferences. He has been involved in a major research project funded by ICSSR-IMPRESS on “Self Employed Women in the informal economy: Street Vendors in Andhra Pradesh”. The Author is an Entrepreneurial Evangelist who nurtured many students to set up their dream enterprise. His areas of interest include Entrepreneurship, Digital Marketing, Branding and Advertisement.

Sandip Rakshit is an academicians of versatile talents, involved in the education field with a teaching, consulting and research experience of more than 20 years. Prof. Rakshit has delivered more than 50 keynote addresses, invited seminars, and media briefings in Various IEEE, ACM, AIS, ISACA, Springer, Elsevier, Emeralds Conferences and has been actively involved in organizing more than 50 national and international conferences in various capacities. He has also conducted more than 50 MDP for Top Corporates and ARMY Officers in India and other Countries. Dr. Rakshit also served as IEEE GOLD (Kolkata Section) Chairman for 2012 & 2013 two consecutive years and Current Vice chair ACM Yola Professional Chapter.

Ana Reyes-Menendez is Assistant Professor (tenure position) of the Department of Business at Rey Juan Carlos University. Her research is focused in online consumer behavior with practical and theoretical approaches from Information Science, Data Science and Neuromarketing. Extraordinary PhD award in Business Economics with Post-doctoral Research stay in RCC at Harvard University. More than 10 years working in companies of Communication and Digital Marketing. Her research was published in Information Science, Data Science and Digital Marketing Journals as International Journal of Information Management, IEEE, International Journal of Electronic Marketing and Retailing, PeerJ Computer Science.

Beatriz Rodríguez Herráez is a PhD in Marketing at the Complutense University of Madrid (UCM). The thesis was realized with a scholarship granted by the General Secretary of Tourism. She Associated Professor of Marketing in the Department of Business Economics of the Faculty of Legal and Social Sciences at the University Rey Juan Carlos, Spain. She worked for nine years at Delphi Consultores Internacionales, a consultancy dedicated to research in the marketing area of companies. She is the main researchers of the consolidated group of research EcoTTuG at Rey Juan Carlos University. She is currently the communication director of the FCJS at URJC. She has published more than 30 publications in numerous prestigious national and international magazines and editorials, such as: Journal of Business Research, IEEE Access, Cuadernos de Turismo, Espacios, Dykinson, Síntesis, Palgrave-Macmillan, Springer and Thomson.

Albérico Travassos Rosário is a Ph.D. Marketing and Strategy of the Universities of Aveiro (UA), Minho (UM) and Beira Interior (UBI). With affiliation to the GOVCOPP research center of the University of Aveiro. Master in Marketing and Degree in Marketing, Advertising and Public Relations, degree

About the Contributors

from ISLA Campus Lisbon-European University | Laureate International Universities. Has the title of Marketing Specialist and teaches with the category of Assistant Professor at IADE-Faculty of Design, Technology and Communication of the European University and as a visiting Associate Professor at the Santarém Higher School of Management and Technology (ESGTS) of the Polytechnic Institute of Santarém. He taught at IPAM-School of Marketing | Laureate International Universities, ISLA- Higher Institute of Management and Administration of Santarém (ISLA-Santarém), was Director of the Commercial Management Course, Director of the Professional Technical Course (TeSP) of Sales and Commercial Management, Chairman of the Pedagogical Council and Member of the Technical Council and ISLA-Santarém Scientific Researcher. He is also a marketing and strategy consultant for SMEs.

Bruno Sousa is a Professor in Polytechnic Institute of Cavado and Ave (IPCA, Portugal) Head of Master Program - Tourism Management - PhD Marketing and Strategy. He was Market Analyst at Sonae Distribuição – Modelo e Continente, S.A. (2006 to 2009) and he was Marketing Assistant - Jornal O Jogo at Controlinveste (2005) - Best Paper Award in Strategic Marketing & Value Creation (International Conference on Innovation and Entrepreneurship in Marketing and Consumer Behaviour 2020) Teaching Award of the School of Economics and Management of the University of Minho 2015/2016 - Best Thesis in Tourism Award - ICIEMC 2015 - Management Graduation, University of Minho Award - Best performance (2006) - Merit Scholarship for Students in Public Higher Education Awards of Merit Scholarship by University of Minho in 2001/02 - 2002/03 - 2003/04 Rresearch centre: CiTUR and Applied Management Research Unit (UNIAG). He is author or co-author of several papers and her research interests include tourism management, marketing and strategy. Editorial board member of several peer reviewed scientific journals and ad-hoc reviewer of several peer-reviewed scientific journals. Member of the scientific committee of several national and international congresses and conferences.

Narasimha Rao Vajjhala is working as an Associate Professor and the Chair of the Information Systems department at the School of IT and Computing at the American University of Nigeria. He had previously worked at the Faculty of Engineering and Architecture at the University of New York Tirana, Albania. He is a senior member of ACM and IEEE. He is the Editor-in-Chief (EiC) for the International Journal of Risk and Contingency Management (IJRCM). He is also a member of the Risk Management Society (RIMS), and the Project Management Institute (PMI). He has over 20 years of experience in teaching mainly programming and database-related courses at both graduate and undergraduate levels in Europe and Africa. He has also worked as a consultant in technology firms in Europe and has experience participating in EU-funded projects. He has completed a Doctorate in Information Systems and Technology (United States); holds a Master of Science in Computer Science and Applications (India), and a Master of Business Administration with a specialization in Information Systems (Switzerland).

Mônica Cruz Walter has an undergraduate degree in Business Administration from the University of Brasília and a Specialization in Social Media from Rio de Janeiro Pontifical Catholic University in Brazil. Throughout her ten years of professional career, she has developed skills focused on customer service, marketing, production, and commercial management.

Index

A

art 20, 40, 113, 122-126, 132, 183, 289

B

B2B Marketing 162, 175
 B2C 247-248, 268
 Barcelos 290-292, 294-296, 298, 301
 Barcelos rooster 292, 294, 298, 301
 Barriers to Cloud 160
 Behavior Analysis 135, 155-158
 Behavioral Economics 135-136, 138, 152-157, 199
 Blended Customer Experience 246
 body language 110-115, 118, 120
 brand loyalty 78-79, 93-95, 97-99, 101, 286, 313
 Business 1, 16-22, 35-38, 40-42, 44-45, 47, 50, 52-53, 55-60, 62-68, 70, 75-76, 80, 83, 85, 91, 93-95, 97-102, 104-105, 107-108, 110, 112, 117-120, 123, 127, 133-134, 136, 138-139, 142, 153, 155-162, 164-165, 167-169, 172-174, 181, 187, 192, 194-202, 205, 208-209, 212, 214, 216-217, 219-226, 244-248, 261-270, 286-291, 293, 302, 316-319
 buying intentions 247, 250-253, 257, 259-260, 268
 Buying Motives 204, 226

C

Channel Management 204
 China 57, 74, 100, 227, 230-232, 243, 272, 289, 300-301, 319
 Chinese Market 227
 cloud computing 160-161, 163-166, 169, 171-174
 Cloud Consumer 175
 communication and its elements 110
 compensation 1, 4-5, 11-13, 15, 17, 19-22, 27, 32-34, 37, 39-40, 133
 consumer behaviour 199, 202-203, 219, 224, 227, 263-264, 289, 300

Consumer Purchasing Intention 265, 289
 co-presence 122, 127, 130, 134
 Creative Salesperson 102, 108-109
 CRM 48-49, 57, 60, 168, 215, 220
 cross-functional teams 49-51, 53, 56, 60
 CSP 162, 164, 175
 customer 8, 13, 16, 25-26, 28, 35, 40-41, 47-50, 52-53, 55-57, 59-60, 66, 68, 70, 78-110, 112-120, 122, 126-128, 130-131, 156, 162-163, 165-171, 173-176, 178-185, 189, 192-198, 200-205, 207-225, 227, 229, 232, 237, 242, 245-246, 248-249, 260-261, 264, 266, 285-287, 301, 303
 customer experience 85, 96, 169, 176, 179-182, 189, 192-196, 198, 200-203, 208, 210, 219-221, 224-225, 246
 customer satisfaction 26, 52, 68, 79, 88, 91, 94, 96, 103, 105-106, 109, 168, 196, 202, 208, 212, 215-216, 266, 286

D

demand 53, 55, 80, 87, 90, 106, 110, 121, 139, 163-164, 177, 213-216, 220, 228, 291, 305-306, 309
 Digital Retail 176
 digital transformation 98, 160-161, 168-169, 172-173, 177, 193, 202-203, 221
 direct sales 122-123, 127, 130-131
 distribution channel 64, 206, 226, 292
 dramatic expression 122-131, 134

E

e-commerce 58, 177-178, 181, 197, 204-205, 212, 214, 221, 226, 248, 260, 287-288
 effective listening 102, 113
 Enterprise Customer 175
 environmental sustainability 62-67, 69, 71-74, 77
 extrinsic reinforcers 139, 152, 154, 158

Index

F

film-induced tourism 290-292, 298, 300, 302
franchise 135, 152, 154, 156
franchisee 141-145, 147, 150, 152-154, 159

G

gesture 121, 124, 134
green corporate social responsibility 62, 64, 66-67, 71-73, 77
green marketing 62-64, 68-69, 71-75, 77, 119-120, 308, 318
green sales 62-65, 70-73

I

India 76, 160, 162, 165, 168, 172-173, 182, 247-248, 253-254, 265-266
innovation 4, 17-18, 36-37, 52-53, 57, 72, 78, 94-96, 99-101, 161, 165-166, 169, 171, 174, 207, 216, 249, 251, 262, 267, 270, 287
Internet Marketing 269, 288
interpersonal competencies 227-228, 232-233, 237-239, 243
interpersonal competency 227, 229-244, 246
interpersonal trust 99, 228-230, 233-235, 237-242, 244-246

L

leadership 1, 4-5, 10-11, 15-17, 19-22, 25-27, 32-40, 56, 59-60, 160, 167, 171, 173, 286
longitudinal study 135, 157
luxury brands 199, 223, 232, 269-276, 283-286, 288-289
Luxury Perception 269-270, 273, 282-284, 289

M

Marketing 2-3, 16-20, 22, 34-45, 47-60, 62-64, 68-75, 77, 79, 82, 92-93, 95, 97-105, 112, 117-120, 122-123, 126-127, 130-142, 152-158, 162, 173-175, 194-202, 206, 211, 213-214, 216, 219-225, 227, 238, 242-247, 260, 262-267, 269-276, 282-293, 296-301, 303-319
marketing mix 69, 303, 306, 308, 310-316, 319
marketing strategy 2, 58, 63, 75, 103, 153, 219, 271-272, 303-308, 311, 315, 317
metrics 13, 15, 28, 33-34, 78, 135-136, 138-142, 153-155, 159, 215, 218

Mimic 121

modern theatre 122-123, 127, 131, 134
monetary promotion 148-149, 151-153
Monetary Sales Promotions 159
motivation 1, 4-6, 8-15, 17, 19-23, 25-29, 32-34, 36-40, 51, 55, 122-123, 125-126, 128, 130-134, 189, 192, 201, 218, 225, 239, 293-294
Multichannel, e-Commerce 204

N

Negative Reinforcer 159
non-monetary promotions 135, 137, 139-140, 146, 149, 152, 158-159

O

Offline Retail 229, 232, 238, 246
Offline Source of Information 237, 246
omnichannel 176-187, 189, 192-202, 204-205, 208-226, 228-229
omnichannel retail 176-177, 179, 183-187, 189, 192-194, 196, 200-201, 204, 210, 220, 222-223
omnichannel sales 176-177, 180-181
Online Buying Behavior 247, 252, 260-261, 268
online purchase intention 264, 269-271, 273-276, 283-286, 289
online purchase intentions 269, 272-273, 283, 288
online retail 220, 228-230, 246, 261
online retailing 247-248, 268, 271
online shopping 179, 197, 217, 227-230, 232-233, 235, 238-242, 244, 246-248, 250-253, 259-261, 264-268, 288
Online Source of Information 237, 246
organizational culture 54, 56-57, 60, 66

P

PaaS 161, 163-164, 166, 175
Panel data 135, 143
Participatory Theatre 134
performance 1-6, 8-29, 32-42, 47-48, 51-57, 59-60, 65-67, 69, 74, 78-80, 83, 86, 94, 97-101, 103, 118, 120, 123-127, 130, 132-133, 135-141, 143-145, 148, 150, 152-159, 169, 173, 179, 194, 199, 207-208, 210, 213, 244, 249, 251, 266, 285-286, 301, 307, 309, 311-312
persuasion 26, 35, 91, 106, 109, 121, 213, 304
place attachment 294, 297, 299-302
Place Dependence 302
place identity 298, 301-302

place marketing 290-291, 301
 positioning 213, 215-216, 232, 291, 303-311, 314-319
 Positive Reinforcer 159
 Postmodern 303-304, 313, 317-319
 post-modern consumer 303-305, 313-314, 318
 professional salesperson 102, 108-109
 Promotion of Volvo Cars 303
 prospects 79-80, 82-83, 88-91, 97, 101, 300

R

recruitment 1, 3-8, 13, 15-16, 18-24, 32-35, 38, 40
 Relationship selling 78-83, 87-88, 91-101, 118
 Relationship selling components 81-82
 Research Online Purchase Offline 242, 246
 retail 98-101, 119, 135-136, 176-179, 181-187, 189, 192-205, 208-210, 212-214, 219-225, 227-230, 232, 238, 241-243, 246, 248, 261-262, 287-288, 301, 316
 retail store 178, 181-182, 203, 232, 242, 246
 ROPO 242

S

SaaS 161, 163-164, 166, 173, 175
 safety 65, 229-230, 232, 239-240, 243, 250, 307-315
 sales 1-30, 32-45, 47-60, 62-65, 68, 70-73, 77-80, 83, 87-89, 91-99, 101-110, 112-115, 117-120, 122-123, 126-144, 152-159, 161-163, 165, 167-174, 176-181, 198, 200, 203, 205-208, 210-211, 213-214, 216-217, 219, 224, 230, 242, 248-249, 264, 268, 274, 290-292, 294, 298, 303, 311-312, 314, 316, 319
 sales audit 3, 17, 21-22, 36
 sales communication 102, 104, 110, 112-115, 117, 119
 sales force 1, 3-21, 34-41, 48, 50, 59-60, 119, 122-123, 126-128, 132-134
 Sales Force Audit 1
 Sales Force Compensation 5, 133
 Sales Force Motivation 1
 sales force recruitment 1, 4
 Sales Force Training 1, 20, 34, 36-37
 Sales Force Territories 1
 Sales Management 3-5, 16-20, 22, 24, 29, 34-41, 43-45, 55, 57-58, 79, 98, 118-120, 133, 179, 303, 314, 316
 sales marketing 41, 43, 45, 48-54, 56, 122-123, 127, 130-131
 sales process 13, 22, 87-89, 91-92, 97, 102-104, 106-107, 112, 114, 117, 119, 123, 127, 162, 167, 169
 sales promotion 63-64, 73, 96, 135, 156-159
 Sales Territory 16, 18-20, 34, 38-40

sales theatre 126, 128, 134
 salespeople 1, 3-15, 17-18, 20-29, 32-40, 55, 59, 79-92, 97-100, 103, 106-108, 110, 112, 114, 126, 129, 221, 249
 salesperson 5-17, 20, 23-26, 28-29, 34-35, 38-40, 55, 79-87, 89-92, 97-99, 101-102, 104, 106-110, 112-120, 127, 131, 138, 171, 214, 229, 238-239, 243, 249-250
 Scenic Space 122, 125, 134
 scientometric analysis 176, 186-187, 192, 194
 security 2, 11, 27, 125, 161, 164, 205, 207, 212, 217, 229-230, 232, 238-239, 241-243, 247, 250-253, 257, 259-261, 263, 268
 selling digital 160, 168
 showrooming 182, 196-197, 199-200, 203, 212, 214, 222
 SMarketing 41-42, 48-57, 60
 social media 6, 24, 80, 93, 100, 163, 178, 205, 209, 214, 216-217, 228, 230, 246-254, 257, 259, 261-267, 269-276, 282-289, 302, 313-314
 social media marketing 262, 269-276, 282-289
 social networks 87, 142, 229, 288, 302
 Spiritual Tourism 301-302
 Spirituality 302
 sustainable competitive advantage 78, 93-94, 97-101, 291

T

TAM 247, 251-252, 260, 266-267
 TAOBAO 227, 230, 232-233, 239, 241, 243
 technology adoption 160, 162, 172, 249, 260
 territories 5, 14-15, 21-22, 28-29, 33-34, 290-292, 294-295, 298
 TMALL 227, 230, 232-233, 239, 241, 243
 training 1, 3-11, 13, 15-18, 20-25, 27, 32-40, 79, 100, 117, 120, 126, 131, 142, 169, 212, 215
 Transactional Selling 78, 92-93, 101

V

value-based selling 133, 160, 162, 172, 174-175
 VBS 162-163, 165, 167, 171, 175
 verbal and non-verbal communication 102, 117
 Volvo Cars 303-304, 307-319
 Volvo S90 315

W

Webrooming 182, 196-197, 199, 203, 212, 214, 222
 Women online buying decisions 247