

A STUDY ON ADAPTIVE SELLING BEHAVIOUR OF RETAIL SALESPERSON IN PUNJAB

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ABSTRACT

Personal selling is arguably one of most important tool of communication and Salesperson is actually one of very important part of organization. Understanding the behaviour and how it adapts to the customer acts as essential ingredient of Sales close. The Study is focused upon factors which affects Salesperson for adaptive selling behaviour and assessing the adaptive selling behaviour in Punjab using ADAPTS scale. A sample of 75 salesperson was taken and found that Sales Approaches, personality traits, communication & convenience, adaptability and targets achievable are the major factor which inclines the Salesperson adaptive selling behaviour. The adaptability of Salesperson found to be average so the organization has to provide them with adaptive selling trainings. Further, there lies a difference between the male and female salesperson in some aspects of behaviour so organizations have to understand the same and design training program accordingly.

Keywords: Adaptive Selling, Adaptive Selling behaviour, Salesperson.

INTRODUCTION:

Selling is valuable for both society as a whole and the individual firm (Marks 1997). Sales force represents a large investment for most companies. The concept of personal selling is usually defined as the seller's oral face-to-face communication with one or more potential customers with the intention of closing a deal (Kotler 1995). Personal selling is the only communication vehicle that allows a marketing message to be adapted to the specific needs and beliefs of each customer. The ISTE model (Weitz 1978) emphasizes this adaptive nature by suggesting that the selling process consists of collecting information about a prospective customer, developing a sales strategy based on this information, transmitting messages to implement the strategy, evaluating the impact of these messages, and making adjustments based on this evaluation.

We observe personal selling at different situations whether a candidate is going for interview or government/private body negotiating a major contract. Selling skills are required at every step. Now a days, Selling has become a bigger challenge today than it was yesterday as today buyers are having more options and they are more aware & knowledgeable because of Media and wide information availability. Not only is the focus of the sales organization changing, but the sales environment is changing as well (Marshall et al. 1999).

Barton A. Weitz examined how the practice of personal selling and sales management is changing as a result of the increased attention on long-term, buyer-seller relationships and identified some implications of these changes. In the same, they have provided four different type of roles which are played by Salesperson- Production, Sales, Marketing and Partnering and suggested some issues concerning the emerging partnering role for salespeople interested in personal selling and sales management research which can be explored in India.

Adaptive Selling is an exciting, new approach to sales. We will learn how to sharpen your sales skills to outsell the competition. Adaptive Selling is "selling the way each customer buys." It is a flexible method that integrates three powerful processes: Relationship Building, Consulting and Solution Finding. Adaptive Selling is designed to enhance existing sales skills and to build on any previous sales methodology or sales training. Adaptive Selling is designed for both new and experienced sales professionals It have developed the 17 point scale which is known as ADAPTS Scale and widely used for measurement of the adaptive selling Salespeople practice adaptive selling when they use different sales presentations for different customers and alter their sales presentation during a sales call based on the nature of the sales situation. Knowledge makes it easier to practice adaptive selling.

Knowledge is organized into categories: Product and company knowledge and Greater knowledge which provides more flexibility

Each category consists of: Method of classifying customer and Approach to selling the customer

This composition explores the personal selling concept of adaptive selling and its role in salesperson training. The current trends in the personal selling arena which have a direct impact on training. Adaptive selling is examined as a doctrine which can help meet the changing demands in personal sales training. An exploratory scale is developed to assess adaptive selling as a training topic. "Personal selling is arguably the most important component of the promotional mix for most business organizations" This importance can be attributed to several issues. Personal selling is the crucial link, in many cases, between the manufacturer and the customer. Unlike other marketing methods in the propaganda function personal selling allows the seller to meet with the customer, face to face. This personal interaction has many advantages. For example, the seller can assess the needs of the prospect, and match those needs with his/her products or services. From this perspective, personal selling provides a forum to overcome sales objections and convince the buyer of the product's worth. Moreover, Spiro and Weitz (1990) affirm that personal selling is the only communication vehicle that allows a marketing message to be adapted to the specific needs and beliefs of each customer. In addition, the seller receives instant feedback from the prospect that may prove invaluable in understanding your customer, providing product improvement suggestions and learning about the competition. Combined with this expense, the selling marketplace is currently experiencing new challenges. One challenge is unwavering competition. A major source of competition stems from the emergence of the global marketplace. Specifically, the number of quality firms within a given industry

is growing. As a result, the struggle for a differential advantage has often become an arduous task. Another challenge involves the decreasing amount of buyer time allocated to salespeople, which can be attributed, in part, to employee cross-training and downsizing. A further challenge includes the growing expertise among buyers. Up-and-coming trends of the extent and scope recorded above require a re-evaluation of the activities that salespeople must execute in order to successfully build and manage customer loyalty. Marshall et al., (1999), interviewed a diversity of professional salespeople to give evidence for 49 new sales activities that were not pointed out in Moncrieff's (1986) original list. These latest activities fall into the following main categories: communication technology, selling technology, activities related to adaptive and consultative selling, and team-oriented activities. Many of the specific activities within these categories involve skills and content knowledge dissimilar from those traditionally observed in the past as key salesperson success factors.

Indian retail industry is growing vastly as it is developing country. The number of malls is rapidly increasing year by year. 10-15% in GDP is supported by the retail industry. It is Home to one of the top five retail markets in the world, India offers immense scope of growth and opportunities in this arena. As of now, almost 90 per cent of the Indian retail sector is controlled by tiny family-run shops i.e. the unorganized segment. Thus, organized retailers have a lot of room for further penetration in this flourishing economy. In 2010, larger format convenience stores and supermarkets accounted for about 4 per cent of the industry, and these were present only in large urban centres. Now the trend is changing, and such concepts are mushrooming in smaller cities and towns as well. Organized retail segment is expanding at 20 per cent a year, driven by the emergence of shopping centres and malls and growing middle class. India allowed overseas investment in its supermarket sector in September 2012. Since then, the retail landscape is witnessing a flurry of foreign investments.

REVIEW OF LITERATURE:

Marks 2013 et al. studied a psychometric evaluation of the ADAPTS scale and its critique & recommendations. The main aim of these study was for improving the psychometric properties of the ADAPTS scale for measuring adaptive selling Researchers found that different selling approaches are needed in different sales situations, Confidence in the ability to use a variety of sales approaches, Confidence in the ability to alter the sales approach during a customer interaction. The collection of information about the sales situation to facilitate adaptation and the actual use of different approaches in different situations. Tanner 2013 examined a study on adaptive selling on trade shows where the salespeople shows their skills by selling their products in the trade shows. Researchers found that sales people were adaptable for different types of visitors, active visitors were the persons who buys the products without any things. But the passive and curious visitors were the influenced by the convincing power, skills of sales people. Another finding was that the micro environment is a big challenge to the sales people to attract and to convince the customers. Pettijohn 2010 et al. examined a study on adaptive selling and sales performance: an empirical examination. Sales person self-evaluation, managerial evaluations, customer evaluations were the factors of the study. Finally researchers found that the Adaptability of the salesmen performance increases the performance of the sales men, positive correlation between salesmen's adaptability and performance and there is a relationship between the salesmen's productivity and the salesmen's adaptability with the performance. James 2010 explored that the adaptive selling training was helped to the salesperson in the better performance. So many sales persons expressed in training they learned a lot about how to convince the customer. Hong Tsai 2009 et al. examined that Renqing orientation is link to the selling behaviours. Finally found that the Salespeople's Renqing orientation (i.e., their propensity to adhere to the accepted norm of reciprocity) compensates the negative effect of self-esteem on their selling behaviours, such as adaptive selling and hard work. And also, these orientation helps the sales force to perform well in their training period to achieve the goals. Rabinson 2009 et al. conducted the study on adaptive scale typically has been treated as a one-dimensional construct. They empirically derived a two factor model indicating that instead that instead of one adaptive selling construct, two constructs such as Adaptive selling beliefs, Adaptive selling behaviours. ADAPTS performance relationship has had mixed results in the literature, the perceived importance of a sales person adaptive ness buyers is so pervasive

appealingly to both practitioners and sales researchers that additional work in the ADAPTS scale appears justified. Giacobbe 2008 et al. conducted the study on Adaptive selling suggests that situational variables will moderate the relationship between adaptive selling behaviour and sales performance in this paper a path model is analyzed and support the positive role of adaptive selling on sales performance under adaptive condition. Surprisingly, there is also a positive relationship with non-adaptive condition. McGinty 2007 et al. conducted the study on Adaptive selection: a critiquing and preference-based feedback in recommender systems. Feedback plays important role in many personalized recommended systems, feedback ambiguity, user expertise and interface requirements will helps for the adaptive selection for customers. Locondor 2007 et al. studied explore of why salespeople with equal intrinsic motivation may achieve different levels of performance. Utilizing action control theory, the paper explores the moderating effect of the initiative dimension of action-state orientation on the salespersons intrinsic motivation and adaptive selling relationship. Adaptive selling is critical to organizational success due to its positive effect on salespersons' attitudes and behaviour because adaptive selling allows salespeople to shape messages to fit customer needs, it enhances the salespersons ability to build relationships with customers and results in better sales performance. Researchers want to know that particularly the factors influences the sales people in adaptive behaviour than others and also the importance of the adaptive selling. Motivation is critical to performance research because it explains individual choices to initiate an action on a particular task, expend an amount of effort on the task and persist in the application of effort over a period of time. This study addresses a fundamental concern of motivational researchers who have sought to explain why individuals have difficulties in engaging behaviours that are consistent with goal achievement. Richard 2006 et al. conducted study on influence tactics for effective adaptive selling. The main aim of the study is to know the how effectively salespeople apply those tactics to understand and behave to characteristics of buyers. Buyer task orientation, buyer seller orientation, buyer interaction orientation were the attributes of the study. Promises, interaction, ingratiation, recommendations to customers' leads to improve the performance of the sales people. Buyer orientation is correlated with the SIT's (seller influences tactics) positively to the sales performance. Finally found that the tactics used by the salespeople to reach the customer need by convincing them that the product will full fill their needs. And, also the proved the linkage between the SIT's with the influence of the salespeople on the customer. Eckert 2006 studied the adaptive selling behaviour adding the depth and specificity of the range outputs. The study explains the four main factors influencing the buying behaviour of customers by sales people were information, solution, communication and process which includes the variable factors like content & focus, flow, core offering, price/cost, augmentations of products, style, source factors, message factors, selling approach, personnel approach, environment and size of the order. And concluded that the by doing these type of researches it will help the sales people in which areas they can improve their sales and it helps to researchers to get more knowledge about personal selling. Morgan 2003 et al. conducted the study on the concept of adaptive selling has emerged as a powerful organizing theme for research and for managerial models of supervision and control. The author define the practice of adaptive selling as "the altering of sales behaviours during a customer's interaction or across customers interaction based on perceived information about the nature of the selling situation" in this research, several related question have not yet been resolved on When is adaptation an appropriate response?, How much adaptation is effective/efficient in a particular situation?, Is adaptive even possible when interacting with certain prospects/customers? To resolve these issues is to focus on the Sales man motivation and develop the knowledge of salespersons. The purpose here is to underscore the social cognition capabilities & tendencies that are proponent ingredients of personal selling various sources and associated problems of adaptive selling are reviewed, these problem are examined from an information acquisition perspective and areas for empirical research involving salespersons are offered, derived from earlier sections of this analysis. Macintosh 1999 et al. examined decision making in personal selling through K.I.S.S. principle. Different attributes are decision matrix which includes labourer, manger, technical, sales persons who are unmarried, married and divorced person's decision matrix. Finally found that the outcome of lower-performing salespeople's decision was affected by the decisions process used, higher performers seem to be able to focus on key attributes on the key

characters of sales prospects regardless of the decision task. Weitz Bradford (1999) examined how the practice of personal selling and sales management is changing as a result of the increased attention on long-term, buyer-seller relationships and identified some implications of these changes. In the same, they have provided four different type of roles which are played by Salesperson- Production, Sales, Marketing and Partnering and suggested some issues concerning the emerging partnering role for salespeople interested in personal selling and sales management research which can be explored in India. Thomas 1994 et al. examined the study on the adaptive selling on sales effectiveness with in the pharmaceutical industry. The study is conducted into two parts such as TSB (Task specific behaviours) and AB (adaptive behaviours). TSB, Operational specific tasks and adaptive behaviours were designed in questionnaire. Customer needs, competition, selling techniques, knowledge about the product were the key words of the study. Factor analysis, correlation, ANNOVA were used to analyze the data. Finally found that there is no significant difference in the TSB & AB. The difference is between the approaching the customers in the different ways. These two approaches supports the positive relationship between the performances of the sales employees. Elizabeth 1994 et al. studied about the salesperson impression and strategy formation. Researchers examined that the Salesperson's impression-formation phase of the selling process will affect the performance of the salesperson. Evaluating by understanding the customer needs and the interaction between the customers. Spiro 1990 et al. examined on adaptive selling: conceptualization, measurement, nomological validity. The main objective of the study was the practice of adaptive selling leads to better sales performance of an individual employee with the some attributes of the employee. The main attributes of the study was adaption and sale process, empathy, personality traits, locus of control, antecedents of adaptive selling, intrinsic motivation of a sales person. These factors helped them to improve the performance of an individual employee. Self-monitoring, androgyny some of self-motivational factors required to improve the performance of the employee. ADAPTS scale is used which having 16 point scale to measure the skills of the salespersons. Aspects covered in adaptive selling are Confidence in the ability to use a variety of different sales approaches, Confidence in the ability to alter the sales approach during a customer interaction, knowledge structure that facilitates the recognition of different sales situations and access to sales strategies appropriate for each situation, collection of information about the sales situation to facilitate adaptation and actual use of different approaches in different situations. Nomo logical validity is measured for personality, intrinsic motivation, and managerial style. Finally found that better adaptive selling leads the better performance in sales. Anglin 1990 et al. conducted the study on congruence of manager perception towards salesmen performance and knowledge based measure of Adaptive measure Satisfies customers, listen to concerns, handling objections, product knowledge, sells important knowledge were the main factors of the study. Finally found that the relationship was measured in two ways one is the relation between specific performance measures and the various adaptive behaviours were examined, second is the actual sales performance level was assessed by the both overall strategies followed by the salespeople and script based strategies. Approach, small talk, interaction, objection handling were script based strategies. There is a positive relation between the sales performance and the training of the adaptive selling to sales persons.

OBJECTIVES OF THE STUDY:

The objectives of the study are:

1. To identify the factors affecting the adaptive selling behaviour of retail sales person.
2. To assess the adaptive selling behaviour of the retail sales person.

NEED OF THE STUDY:

Today, the scope of the personal selling is very important to the all companies. Personal selling helps to increase the brand awareness and the promotion of the brand. We consider personal selling as a major pillar of business communication in current market world. The services provided by the personal selling while approaching the customers and interacting with them helps to customers to finding their needs easily with the help of the sales force in the particular time. Information, promotion & marketing,

acquiring knowledge, research and personal communication are some of the important aspects of personal selling. As personal selling have become inevitable part of today's scenario in the market lifestyle, so the expectations of customers from the salesperson have hiked tremendously in terms of best plans, interaction with the customers, recommendations, needs, discount rates etc. This has resulted in a cut throat competition among the salespeople where customer satisfaction plays an important role for estimating the future growth and sustainability of the players in the industry.

RESEARCH METHODOLOGY:

For this present study, ‘**Descriptive Research Design**’ has been adopted. This study has examined the salespersons attitude while selling the products to customers in the 3 cities of Punjab from the different hyper stores and developed the profile of salespeople based on their characteristics while interacting with customers. Thus, basically this is a descriptive research as this study has described the characteristics of the salesperson and has found out the problem faced by them. The ADAPTS scale given by

A sample of 75 Males and Females of 22-50 years of age who are working as the sales people in the different malls. Out of which 49 were male and 26 were females. 3 cities of Punjab i.e. Jalandhar, Ludhiana and Phagwara have been taken as the Target Population for the present study. The data was collected by the researchers during the period of February 2015 from the sales persons situated in Jalandhar, Phagwara, Ludhiana.

The below table shows the number of Salesperson selected for the study;

S. No	Position	Sample Size Jalandhar	Sample Size Phagwara	Sample Size Ludhiana	Total Sample Size
1	Salespeople	35	15	25	75
Total					75

RESULTS AND DISCUSSION:

RELIABILITY OF THE DATA:

The reliability of the data was tested from the SPSS software by the help of the cronbach’s Alpha method.

Reliability Statistics	
Cronbach's Alpha	N of Items
.756	17

As “0.50” is the standard value of the cronbach’s alpha. In the present study cronbach’s alpha is “0.756” which is greater than the standard value.

FACTOR ANALYSIS:

Factor analysis is performed by using PCA method. Varimax rotation with KMO was chosen to get the percentage of variance for the 17 variables in the questionnaire regarding to the study. The Eigen value of greater than 1 is identified to acquire relevant factors as per questionnaire (Feild, 2009). Rotated Component matrix table is obtained and factors are derived, and the factors are arranged on the variables that have been categorized into factors.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.681	
Bartlett's Test of Sphericity	Approx. Chi-Square	388.168
	Df	136
	Sig.	.000

In KMO and Bartlett's Test the KMO value is 0.681 which is more than the ideal value of 0.5, and it is proved that data is adequate in accordance to the KMO, and Bartlett's Test significance value is 0.000 which is less than 0.05.

ROTATED COMPONENT MATRIX

S.No.	Variables	1	2	3	4	5
1	I don't change sales approach	.817				
2	It's not difficult to show difference in presentation	.770				
3	Use different sales approaches	.766				
4	Treat customer pretty same	.765				
5	Am pretty much sensitive to customer needs.	.680				
6	Knows the complete knowledge about products		.782			
7	Dealing customers very politely		.680			
8	I try to present products during their meet		.673			
9	Every customer is unique		.610			
10	I feel confident while am presenting to customers			.841		
11	I try the customers convenience while I presenting			.683		
12	It is easy for me to change my presentation as per situation			.639		
13	I change my style than approaches when situation needs			.488		
14	I am very flexible in selling styles I use				.802	
15	I like to experiment with several different styles				.563	
16	I achieve overall goals					.827
17	I will work to organization sincerely even though I achieved goals					.734

Sales Approaches	Personality	Convenience & communication	Adaptability	Target Achievable
Factor1	Factor2	Factor3	Factor4	Factor5
I Don't change sales approach	Knows the complete knowledge about products	I feel confident while am presenting to customers	I am very flexible in selling styles I use	I achieve overall goals
Difficult to show difference in presentation	Dealing customers very politely	I try the customers convenience while I presenting	I like to experiment with several different styles	I will work to organization sincerely even though I achieved goals
Use different sales approaches	I try to present products during their meet	It is easy for me to change my presentation as per situation		
Treat customer pretty same	Every customer is unique	I change my style than approaches when situation needs		
Am pretty much sensitive to customer needs.				

Rotated component matrix helps us to divide the variables and attributes into the several different factors. Following is the description of the factors.

- Factor 1: “Sales Approaches” is the main factors which supports the 5 variables which includes 28.00% of variance is supported by the above factor.
- Factor 2: “Personality” is another factor which includes the 4 variables supported by the 27.00% of variance supported by the factor.
- Factor 3: “Convenience & Communication” is the factors which supports the 4 variables supported by the 22.00% of variance supported by the prescribed factor.
- Factor 4: “Adaptability” is the other factor which is supporting by the 2 variables which explains the 13.00% of variance.
- Factor 5: “Target Achievable” is the other factor supporting by the other 2 variables with a 10.00% of variance.

ADAPTABILITY OF A SALESPERSON:

Adaptive Selling is an exciting, new approach to sales. We will learn how to sharpen your sales skills to outsell the competition. Adaptive Selling is “selling the way each customer buys.” It is a flexible method that integrates three powerful processes: Relationship Building, Consulting and Solution Finding. Adaptive Selling is designed to enhance existing sales skills and to build on any previous sales methodology or sales training. Adaptive Selling is designed for both new and experienced sales professionals It have developed the 17 point scale which is known as ADAPTS Scale with the help of factor analysis and widely used for measurement of the adaptive selling Salespeople practice adaptive selling when they use different sales presentations for different customers and alter their sales presentation during a sales call based on the nature of the sales situation. Knowledge makes it easier to practice adaptive selling.

As per the **Spiro. Weitz 1999** the adaptability is measured as

These three processes should be matched with the factors that identified from the structured questionnaire is explains the analysis of such as the

- Relationship building: Sales approaches, Adaptability
- Consulting: Personality, Convincing & Communication
- Solution finding: Target achieving

Q.No.	Variable Factors	Factor	Mean	S.D.
1	I don't change sales approach	1	3.48	1.083
2	It's not difficult to show difference in presentation	1	3.64	.995
3	Use different sales approaches	1	3.67	.859
4	Treat customer pretty same	1	3.63	.749
5	Am pretty much sensitive to customer needs.	1	3.67	.977
6	Knows the complete knowledge about products	2	3.91	.888
7	Dealing customers very politely	2	3.36	1.086
8	I try to present products during their meet	2	3.39	1.184
9	Every customer is unique	2	3.67	1.018
10	I feel confident while am presenting to customers	3	3.29	1.271
11	I try the customers convenience while I presenting	3	3.59	.773
12	It is easy for me to change my presentation as per situation	3	3.55	.827
13	I change my style than approaches when situation needs	3	3.52	1.267
14	I am very flexible in selling styles I use	4	3.65	.893
15	I like to experiment with several different styles	4	3.65	.862
16	I achieve overall goals	5	3.81	.968
17	I will work to organization sincerely even though I achieved goals	5	2.59	.917

The below table explains adapts scale which is given by the SPIRO the value of the mean should be from 2-7. As per the study the 5 factors were identified from the study whereas every factor is explain

the mean “3.05” that the salesperson adaptability is in medium level.
 The average mean of the “3.05” which explains the average adaptability which is explained by ADAPTS Scale. The maximum ratings given by Salesperson is one knowledge about the product and least was given to working with organization sincerely.
 One way Anova was applied to find whether there lies a significant difference in selling behaviour of Male and female with hypothesis as:
 Hypothesis1/Null Hypothesis, (H0): There is no significant difference between the adaptive selling behaviour of male and female salespeople in particular attributes
 Hypothesis2/ Alternative Hypothesis, (H1): There is significant difference between the adaptive selling behaviour of male and female salespeople.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
each of my customer is quite unique	Between Groups	1.794	1	1.794	1.542	.218
	Within Groups	84.926	73	1.163		
	Total	86.720	74			
before the selling anything i first find out what the customer is feeling & thinking	Between Groups	.665	1	.665	.668	.416
	Within Groups	72.615	73	.995		
	Total	73.280	74			
i try to adjust the direction of my presentation during the sales call	Between Groups	.026	1	.026	.035	.852
	Within Groups	54.641	73	.749		
	Total	54.667	74			
i deal with customers pretty differently from one to the next	Between Groups	.171	1	.171	.303	.584
	Within Groups	41.375	73	.567		
	Total	41.547	74			
i like to experiment with different sales approaches	Between Groups	.791	1	.791	.827	.366
	Within Groups	69.875	73	.957		
	Total	70.667	74			
i am very flexible in the selling approach i use	Between Groups	.019	1	.019	.024	.877
	Within Groups	58.327	73	.799		
	Total	58.347	74			
i feel most of customers deal with in pretty much the same manner	Between Groups	1.691	1	1.691	1.443	.234
	Within Groups	85.589	73	1.172		
	Total	87.280	74			
i don't change my approach from one customer to another	Between Groups	.065	1	.065	.046	.831
	Within Groups	103.721	73	1.421		
	Total	103.787	74			
i can easily use a wide variety of selling approaches	Between Groups	4.422	1	4.422	4.468	.038
	Within Groups	72.245	73	.990		
	Total	76.667	74			
i use a set sales approaches	Between Groups	.156	1	.156	.095	.758
	Within Groups	119.391	73	1.635		
	Total	119.547	74			

it is easy for me to modify my sales presentation if the situation calls for it	Between Groups	.826	1	.826	1.391	.242
	Within Groups	43.360	73	.594		
	Total	44.187	74			
i am very sensitive to the needs of my customers	Between Groups	.087	1	.087	4.659	.034
	Within Groups	50.500	73	.692		
	Total	50.587	74			
i find it difficult to adapt my presentation style to certain buyers	Between Groups	.016	1	.016	.010	.921
	Within Groups	118.704	73	1.626		
	Total	118.720	74			
i vary my sales style from situation to situation	Between Groups	.239	1	.239	.297	.588
	Within Groups	58.748	73	.805		
	Total	58.987	74			
i try to understand how one customer differs from another	Between Groups	.948	1	.948	4.281	.021
	Within Groups	54.038	73	.740		
	Total	54.987	74			
i feel confident that i can effectively change my planned presentation when necessary	Between Groups	.479	1	.479	.508	.478
	Within Groups	68.907	73	.944		
	Total	69.387	74			
i treat all of my buyers pretty much the same	Between Groups	.092	1	.092	.109	.743
	Within Groups	62.094	73	.851		
	Total	62.187	74			

As per p-value in case of the below parameters were less than 0.05, means that null hypothesis is rejected:

1. I try to understand how one customer differs from another
2. I am very sensitive to the needs of my customers
3. I can easily use a wide variety of selling approaches

On the above parameters, there lies a significant different in adaptive selling behaviour of Male and Female.

CONCLUSION:

The study has confirmed that the major factors influencing the salespersons adaptive selling behaviour. The major factors of the study are Sales Approaches, personality traits, communication & convenience, adaptability and targets achievable are the major factor which inclines the Salesperson adaptive selling behaviour. Salesperson needs to apply different sales approach at various stage of Sales pitch and along with same personality of Salesperson is also very important. Salesperson needs to have knowledge about the factors and have to improve communication skills which can helps to achieve targets and overall sales goals. The adaptability of Salesperson found to be average. Sales managers and organization should also be advised to provide the training program on adaptive selling so that they can improve upon the same and hence it can help them to organizational and personal goals. As per results, there lies a significant difference in adaptive selling behaviour of male and female in understanding customer, using of different approaches and sensitivity to needs of customers, so during the training programs, organizations and sales manager has to be careful while designing the sales program.

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