Unlocking the power of adaptive selling: a systematic review and integrative framework

Andreas Angga Saputra[1], Ahmad Shalahuddin[2]
[1,2]Universitas Tanjungpura, Indonesia
Email: hondaptk10@gmail.com; ahmad.shalahuddin@ekonomi.untan.ac.id

ABSTRAK

Penjualan adaptif telah menjadi kompetensi penting bagi tenaga penjualan di pasar yang semakin dinamis, kompetitif, dan didorong oleh teknologi. Studi ini bertujuan untuk mensintesis dan mengintegrasikan penelitian yang ada tentang penjualan adaptif dengan melakukan tinjauan literatur sistematis terhadap artikel yang ditinjau sejawat yang diterbitkan antara tahun 2010 dan 2021. Dengan menggunakan proses penyaringan yang ketat dan analisis tematik dari 85 studi terpilih, tinjauan ini mengidentifikasi lima tema dominan dalam literatur penjualan adaptif: konseptualisasi dan pengukuran, anteseden, konsekuensi, moderator dan mediator, serta faktor kontekstual. Temuan menunjukkan bahwa penjualan adaptif dibentuk oleh interaksi kompleks dari faktor individu (seperti motivasi, efikasi diri, kecerdasan emosional, dan orientasi pembelajaran), faktor organisasi (termasuk pelatihan penjualan, gaya kepemimpinan, dan budaya organisasi), dan konteks situasional (seperti kompleksitas produk, intensitas persaingan, dan lingkungan penjualan). Berdasarkan wawasan ini, studi ini mengusulkan kerangka kerja integratif yang menghubungkan anteseden, perilaku penjualan adaptif, mekanisme mediasi, dan hasil kinerja, sambil juga mempertimbangkan kontingensi kontekstual dan efek umpan balik. Ulasan ini menyoroti pentingnya strategis penjualan adaptif dalam meningkatkan kinerja penjualan dan hasil bagi pelanggan. Lebih lanjut, ulasan ini mengidentifikasi arah utama untuk penelitian masa depan, khususnya yang berkaitan dengan teknologi digital, lingkungan penjualan virtual, dan evolusi dinamis penjualan adaptif dari waktu ke waktu.
Kata Kunci: penjualan adaptif; kinerja penjualan; hasil pelanggan; tinjauan sistematis; kerangka kerja integratif

ABSTRACT

Adaptive selling has become a critical competency for salespeople in increasingly dynamic, competitive, and technology-driven markets. This study aims to synthesize and integrate existing research on adaptive selling by conducting a systematic literature review of peer-reviewed articles published between 2010 and 2021. Using a rigorous screening process and thematic analysis of 85 selected studies, this review identifies five dominant themes in the adaptive selling literature: conceptualization and measurement, antecedents, consequences, moderators and mediators, and contextual factors. The findings reveal that adaptive selling is shaped by a complex interaction of individual factors (such as motivation, self-efficacy, emotional intelligence, and learning orientation), organizational factors (including sales training, leadership style, and organizational culture), and situational contexts (such as product complexity, competitive intensity, and sales settings). Based on these insights, this study proposes an integrative framework that links antecedents, adaptive selling behaviors, mediating mechanisms, and performance outcomes, while also accounting for contextual contingencies and feedback effects. The review highlights the strategic importance of adaptive selling in enhancing sales performance and customer outcomes. Furthermore, it identifies key directions for future research, particularly in relation to digital technologies, virtual selling environments, and the dynamic evolution of adaptive selling over time.
Keyword: adaptive selling; sales performance; customer outcomes; systematic review; integrative framework

Corresponding Author:
Andreas Angga Saputra,
Universitas Tanjungpura,
Jl. Profesor Dokter H. Hadari Nawawi, Indonesia
Email: hondaptk10@gmail.com

1.   INTRODUCTION

Adaptive selling skill has emerged as a critical competency for salespeople operating in today's dynamic and highly competitive business environment. It refers to a salesperson's ability to adjust selling approaches and communication strategies in response to the unique needs, preferences, and situations of individual customers (Spiro & Weitz, 1990). The importance of adaptive selling has intensified alongside the increasing complexity of business-to-business (B2B) sales, rising customer expectations, and the rapid diffusion of digital technologies that have fundamentally reshaped the sales landscape (Alavi et al., 2018; Itani et al., 2017).

Recent scholarly work has provided valuable insights into various dimensions of adaptive selling, including its antecedents, consequences, and boundary conditions. For example, Alavi et al. (2018) demonstrated that inspirational appeals used by salespeople may, under certain conditions, trigger customer suspicion regarding ulterior motives, thereby diminishing sales effectiveness. This finding highlights the necessity of carefully calibrating adaptive selling behaviors. Similarly, Itani et al. (2017) examined the role of social media in facilitating adaptive selling and found that a strong learning orientation enables salespeople to leverage social media platforms more effectively for acquiring customer intelligence and adapting their sales strategies.

Other studies have explored the relationship between adaptive selling and related constructs such as customer orientation (Terho et al., 2015), empathy (Limbu et al., 2016), and nonverbal communication (Limbu et al., 2016). Singh et al. (2017) further advanced the literature by proposing an integrative framework that links thought self-leadership strategies to adaptive selling behaviors and subsequent sales performance. Collectively, these studies underscore the multifaceted nature of adaptive selling and its significant influence on sales effectiveness in contemporary markets.

Despite the growing body of research, several critical gaps remain in the adaptive selling literature. First, the rapid evolution of digital technologies and shifts in customer behavior necessitate a re-examination of adaptive selling within the context of the digital age (Itani et al., 2017). Second, the boundary conditions and contextual factors that shape the effectiveness of adaptive selling warrant further investigation, including cultural differences (Kaynak et al., 2016) and variations in sales situations (Alavi et al., 2018). Third, there is a need for more comprehensive and integrative frameworks that systematically link antecedents, mediating mechanisms, and outcomes of adaptive selling (Singh et al., 2017).

In response to these gaps, the present study conducts a comprehensive literature review on adaptive selling skill. Specifically, this study aims to (1) synthesize the current state of knowledge on adaptive selling, (2) identify key themes and emerging trends in the literature, (3) propose an integrative framework that captures the antecedents, processes, and outcomes of adaptive selling, and (4) outline promising directions for future research. Through this effort, the study seeks to advance theoretical understanding while offering actionable insights for sales professionals and managers seeking to enhance sales effectiveness in an increasingly complex and digitalized business environment.

2.   LITERATURE REVIEW

The concept of adaptive selling can be traced to the seminal work of Weitz (1981), who defined it as "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation" (p. 85). Since its introduction, adaptive selling has become a central construct in sales research, attracting sustained scholarly attention to its antecedents, consequences, and boundary conditions (Franke & Park, 2006; Román & Iacobucci, 2010).

One prominent stream of research has focused on the individual and organizational factors that facilitate or constrain adaptive selling behaviors. Spiro and Weitz (1990) made a foundational contribution by developing a validated scale to measure adaptive selling and identifying key individual antecedents, including intrinsic motivation, empathy, and self-monitoring. Subsequent studies extended this framework by examining additional personal characteristics such as learning orientation (Park & Holloway, 2003), emotional intelligence (Kara et al., 2013), and thought self-leadership strategies (Singh et al., 2017). At the organizational level, prior research has demonstrated that sales training programs (Chakrabarty et al., 2010), sales control systems (Miao & Evans, 2013), and organizational culture (Chakrabarty et al., 2014) significantly shape the extent to which salespeople engage in adaptive selling behaviors.

Another important line of inquiry has examined the outcomes of adaptive selling, particularly its effects on sales performance. A meta-analysis by Franke and Park (2006) reported a positive relationship between adaptive selling and sales performance, with this relationship partially mediated by factors such as job satisfaction and self-efficacy. More recent research has added nuance to these findings by identifying contextual moderators, including customer demandingness (Román & Iacobucci, 2010), competitive intensity

(Alavi et al., 2018), and different stages of the sales process (Kaynak et al., 2016). These studies suggest that the effectiveness of adaptive selling is contingent upon situational and environmental factors.

The rapid advancement of digital technologies has further expanded the scope of adaptive selling research. Scholars have increasingly examined adaptive selling within the context of e-commerce and social media. For instance, Itani et al. (2017) found that salespeople's use of social media enhances adaptive selling by facilitating access to customer information and enabling more personalized interactions. Similarly, Ogilvie et al. (2018) explored how salespeople adapt their communication styles across multiple digital channels— such as email, social media, and video conferencing—to optimize customer engagement.

Despite the extensive body of literature, several gaps and opportunities for future research remain. First, the growing availability of big data and advanced analytics offers new avenues for enhancing adaptive selling through data-driven decision-making and predictive insights (Syam & Sharma, 2018). Second, the increasing diversity of sales contexts, including multi-channel environments, global markets, and key account management, calls for a more nuanced understanding of how adaptive selling strategies vary across different settings (Alavi et al., 2018). Third, the COVID-19 pandemic has accelerated the shift toward virtual selling, underscoring the need for research on how salespeople adapt their behaviors in remote and technology-mediated interactions (Hartmann & Lussier, 2020).

In summary, the adaptive selling literature has evolved considerably over the past decades, providing valuable insights into its antecedents, outcomes, and contextual influences. However, the increasingly dynamic and digitalized nature of the sales environment continues to present new challenges and research opportunities. By integrating multiple theoretical perspectives and leveraging emerging technologies, future studies can contribute to a more comprehensive and actionable understanding of adaptive selling in the digital age.

3. RESEARCH METHOD

This study employs a systematic literature review (SLR) methodology to synthesize and analyze existing research on adaptive selling skill. Systematic literature reviews represent a structured and transparent form of evidence synthesis that enables researchers to identify, select, and critically evaluate relevant studies in a rigorous and replicable manner (Tranfield et al., 2003). This approach is particularly appropriate for the objectives of the present study, as it facilitates a comprehensive mapping of the current knowledge base, the identification of research gaps and inconsistencies, and the formulation of informed directions for future research (Snyder, 2019).

The literature search was conducted using multiple electronic databases selected for their extensive coverage of peer-reviewed journals in the fields of sales, marketing, and management. The search strategy employed combinations of keywords, including "adaptive selling," "adaptive selling behavior," "adaptive selling skill," "salespeople," and "sales performance." To capture recent developments while maintaining a manageable scope, the search was limited to articles published in English between 2010 and 2021.

Articles were included in the review if they met the following criteria: (1) adaptive selling was examined as a primary construct, (2) the study was empirical or conceptual in nature, (3) the article was published in a peer-reviewed journal, and (4) the full text was available in English. Studies that did not satisfy these criteria were excluded. Following the screening and eligibility assessment, a final sample of 85 articles was retained for full-text analysis.

The selected articles were analyzed using a combination of qualitative and quantitative techniques. First, a thematic analysis was conducted to identify dominant themes, patterns, and theoretical perspectives within the adaptive selling literature (Braun & Clarke, 2006). This process involved iterative coding, categorization, and interpretation of the data to develop a comprehensive understanding of adaptive selling and its key dimensions. Second, descriptive statistics and bibliometric analysis were employed to examine publication trends, influential authors, and highly cited works, thereby providing an overview of the intellectual structure of the field (Zupic & Čater, 2015).

To enhance the reliability and validity of the review, several quality control procedures were implemented. Two independent researchers conducted the literature search and screening process to minimize selection bias, with any disagreements resolved through discussion and consensus. Similarly, coding and data analysis were performed independently by two researchers, and the results were compared to ensure inter-coder reliability (Miles & Huberman, 1994). In addition, a standardized data extraction protocol was used to ensure consistency and accuracy in data collection across studies.

In summary, this study adopts a rigorous and systematic approach to reviewing the adaptive selling literature. By integrating qualitative thematic analysis with quantitative bibliometric techniques, the review provides a comprehensive and reliable synthesis of existing knowledge. The findings are expected to contribute to the development of an integrative framework of adaptive selling and to offer a robust foundation for future research in this important domain of sales scholarship.

4.   RESULTS AND DISCUSSION

A.   *Thematic Analysis*

The thematic analysis of the selected articles revealed five dominant themes in the adaptive selling literature: (1) conceptualization and measurement, (2) antecedents, (3) consequences, (4) moderators and mediators, and (5) contextual factors. Together, these themes reflect the multidimensional nature of adaptive selling and illustrate how the construct has evolved across theoretical and empirical studies.

1)   Conceptualization and Measurement

The first theme concerns how adaptive selling has been conceptualized and operationalized in prior research. Although there is broad agreement that adaptive selling involves modifying sales behaviors in response to situational cues during customer interactions (Spiro & Weitz, 1990), considerable variation exists in its measurement. Many studies rely on self-report scales completed by salespeople (e.g., Robinson et al., 2002), whereas others employ supervisor or customer evaluations to capture adaptive selling behaviors more objectively (e.g., Kaynak et al., 2016).

More recent research has introduced alternative measurement approaches, including text mining techniques applied to sales communications (Rocco & Bush, 2016) and social network analysis to examine adaptive behaviors within sales interactions (Ogilvie et al., 2018). While these methodological innovations offer promising insights, the diversity of measurement approaches highlights the need for further validation and integration. Future research may benefit from comparing different measurement methods and combining multiple data sources to more comprehensively capture the complexity of adaptive selling behaviors.

2)   Antecedents

The second theme addresses the individual- and organizational-level factors that influence adaptive selling. At the individual level, prior studies identify motivation (Jaramillo et al., 2007), self-efficacy (Shoemaker & Pelham, 2013), emotional intelligence (Kara et al., 2013), and learning orientation (Chandra et al., 2019) as key antecedents. These findings suggest that salespeople who are intrinsically motivated, confident in their abilities, emotionally aware, and open to learning are more inclined to engage in adaptive selling behaviors.

At the organizational level, factors such as sales training programs (Lassk et al., 2012), leadership style (Mulki et al., 2015), and organizational culture (Chakrabarty et al., 2014) play a critical role in shaping adaptive selling. Collectively, these studies emphasize the importance of fostering a supportive organizational environment that encourages learning, experimentation, and customer-oriented values to promote adaptive selling among sales personnel.

3)   Consequences

The third theme focuses on the outcomes associated with adaptive selling, particularly its impact on sales performance. A substantial body of research reports a positive relationship between adaptive selling and objective performance indicators, including revenue generation and quota attainment (Franke & Park, 2006; Alavi et al., 2018). These findings provide strong empirical support for the role of adaptive selling in enhancing organizational performance.

Beyond financial outcomes, adaptive selling has been linked to customer-related outcomes such as satisfaction (Román & Iacobucci, 2010), trust (Guenzi et al., 2016), and loyalty (Yurova et al., 2017). These results indicate that salespeople who tailor their behaviors to customer needs are more likely to establish positive and enduring relationships, thereby contributing to customer retention and long-term profitability.

4)   Moderators and Mediators

The fourth theme examines the boundary conditions and mechanisms through which adaptive selling influences outcomes. Several studies identify moderators that affect the strength of the relationship between adaptive selling and performance, including product complexity (Franke & Park, 2006), customer demandingness (Román & Iacobucci, 2010), and competitive intensity (Chakrabarty et al., 2014). These findings suggest that adaptive selling is particularly beneficial in complex and demanding sales environments.

In addition, researchers have identified mediating variables that explain how adaptive selling translates into improved performance. These include role ambiguity (Singh et al., 2017), customer orientation (Terho et al., 2015), and job satisfaction (Limbu et al., 2016). Together, these mediators highlight the psychological and relational processes through which adaptive selling enhances sales effectiveness.

5)   Contextual Factors

The fifth theme highlights the role of contextual factors in shaping adaptive selling behaviors. Prior research demonstrates that adaptive selling varies across different sales contexts, such as business-to-business versus business-to-consumer settings (Arli et al., 2018), product versus service offerings (Alavi et al., 2019), and face-to-face versus virtual selling environments (Ogilvie et al., 2018). These studies emphasize that adaptive selling is not only customer-specific but also context-dependent.

Recent work has further extended this theme by examining adaptive selling in emerging markets (Sharma et al., 2020) and cross-cultural contexts (Pandey & Charoensukmongkol, 2019). These studies underscore the importance of accounting for cultural, institutional, and market-specific factors when studying and implementing adaptive selling strategies in a globalized sales environment.

B. Integrative Framework

Based on the thematic analysis, this study proposes an integrative framework that synthesizes the key components of adaptive selling (see Figure 1). The framework posits that individual-level factors (e.g., motivation, self-efficacy) and organizational-level factors (e.g., training, leadership, organizational culture) shape salespeople's adaptive selling behaviors. These behaviors subsequently influence both sales performance and customer-related outcomes.

The framework further incorporates contextual factors—such as product complexity and competitive intensity—as moderators that condition the strength of the relationship between adaptive selling and its outcomes. In addition, job-related variables, including role ambiguity and customer orientation, are positioned as mediating mechanisms that explain how adaptive selling behaviors translate into performance outcomes. Importantly, the framework acknowledges a feedback loop from performance and customer outcomes back to antecedent variables, suggesting that successful adaptation can reinforce salespeople's motivation, confidence, and learning orientation over time.

Overall, the proposed framework offers a comprehensive and nuanced understanding of adaptive selling by integrating insights from multiple theoretical perspectives and highlighting the dynamic interplay among individual, organizational, and contextual factors. As such, it provides a coherent roadmap for future research by clarifying key relationships and identifying areas where further empirical investigation is needed.
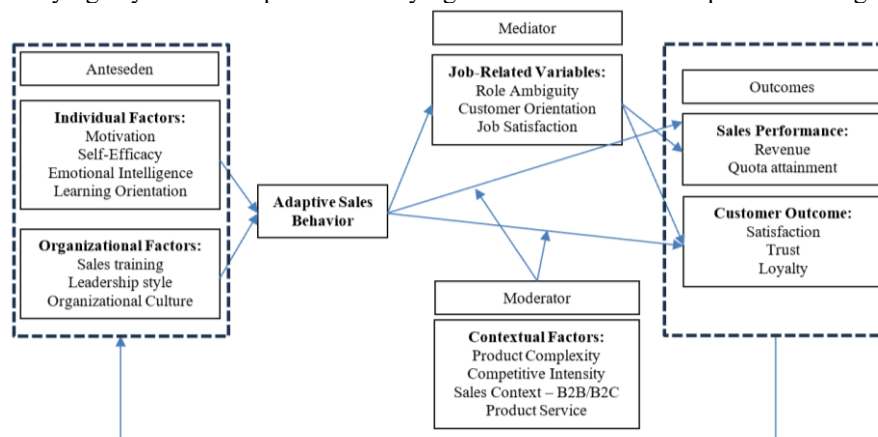

Figure 1. An Integrative Framework of Adaptive Selling

C. Future Research Directions

This review identifies several promising avenues for future research on adaptive selling. First, there is a need for more longitudinal studies that examine how adaptive selling behaviors evolve over time and across different stages of the sales process (Alavi et al., 2018). Such studies would enable researchers to capture the dynamic nature of adaptation and to identify critical moments at which adaptive behaviors are most influential for performance outcomes.

Second, future research should explore how emerging technologies, such as artificial intelligence and machine learning, can enhance salespeople's adaptive capabilities (Syam & Sharma, 2018). For instance, studies could investigate how data analytics, predictive modeling, and recommendation systems support salespeople in anticipating customer needs and tailoring their selling approaches more effectively.

Third, the COVID-19 pandemic has accelerated the shift toward virtual and remote selling, underscoring the need for research on adaptive selling in digitally mediated interactions (Hartmann & Lussier, 2020). Future studies could examine the unique challenges and opportunities associated with virtual selling environments, including the role of digital communication cues, trust-building mechanisms, and relationship management in the absence of face-to-face contact.

Additional research directions include examining team-level and organizational-level influences on adaptive selling, investigating potential dark sides or unintended consequences of excessive adaptation, and exploring how adaptive selling intersects with broader trends such as servitization, sustainability, and value co-creation.

D. Managerial Implications

The findings of this study offer several important implications for sales managers and practitioners. First, organizations should invest in targeted training programs aimed at developing adaptive selling skills,

including active listening, empathy, situational awareness, and behavioral flexibility (Chakrabarty et al., 2010). Such programs may incorporate role-playing exercises, simulations, case studies, and structured feedback to help salespeople practice and refine adaptive behaviors in realistic scenarios.

Second, sales managers should foster a supportive organizational culture that encourages experimentation, continuous learning, and constructive responses to failure, as these conditions facilitate adaptive selling (Mulki et al., 2015). Providing autonomy, access to resources, and opportunities for knowledge sharing can further enable salespeople to adjust their approaches to diverse customer situations.

Finally, organizations should leverage data analytics and customer relationship management (CRM) systems to equip salespeople with timely and actionable insights into customer needs, preferences, and behaviors (Alavi et al., 2019). These tools can support more informed and responsive adaptation while also enabling managers to monitor adaptive selling behaviors, provide targeted coaching, and align performance evaluation and reward systems with adaptive selling objectives.

5.   CONCLUSION

This systematic literature review provides a comprehensive synthesis of research on adaptive selling skill published between 2010 and 2021. Through an in-depth analysis of the existing literature, five central themes were identified: conceptualization and measurement, antecedents, consequences, moderators and mediators, and contextual factors. Collectively, these themes highlight the multifaceted nature of adaptive selling and reaffirm its pivotal role in enhancing sales performance and customer-related outcomes.

The findings indicate that adaptive selling is shaped by a complex interplay of individual, organizational, and contextual factors. At the individual level, key antecedents include motivation, self-efficacy, emotional intelligence, and learning orientation. At the organizational level, sales training, leadership style, and organizational culture emerge as critical drivers of adaptive selling behavior. In addition, the effectiveness of adaptive selling is contingent upon contextual conditions such as product complexity, competitive intensity, and the nature of the sales setting.

To integrate these insights, this study proposes an integrative framework that captures the antecedents, processes, and outcomes of adaptive selling. The framework illustrates how individual- and organizational-level factors influence adaptive selling behaviors, which subsequently affect sales performance and customer outcomes. These relationships are shaped by contextual moderators and mediated by job-related variables, while also incorporating a feedback loop through which performance outcomes reinforce antecedent factors over time.

This review also identifies several promising directions for future research. These include examining the temporal dynamics of adaptive selling behaviors, exploring the role of emerging digital technologies such as artificial intelligence and analytics, and investigating adaptive selling in virtual and remote selling contexts. Advancing these research avenues will contribute to a more nuanced and context-sensitive understanding of adaptive selling in an increasingly digitalized sales environment.

From a managerial perspective, the findings underscore the importance of developing salespeople's adaptive selling capabilities through targeted training initiatives, fostering a supportive organizational culture, and leveraging data analytics and customer relationship management (CRM) systems to generate real-time customer insights. Strategic investments in these areas can enhance salespeople's ability to respond effectively to evolving customer needs and support sustainable sales performance.

In conclusion, this systematic review advances the adaptive selling literature by synthesizing the current state of knowledge, proposing an integrative framework, and outlining meaningful directions for future research. As the sales landscape continues to evolve, adaptive selling will remain a critical competency for sales professionals and a key driver of organizational success. By leveraging the insights and implications presented in this review, both researchers and practitioners can better unlock the full potential of adaptive selling in the digital age.

REFERENCES

Alavi, S., Habel, J., & Linsenmayer, K. (2019). What does adaptive selling mean to salespeople? An exploratory analysis of practitioners' responses to generic adaptive selling scales. *Journal of Personal Selling & Sales Management*, *39*(3), 254–273. https://doi.org/10.1080/08853134.2019.1642765

Alavi, S., Habel, J., Schmitz, C., Richter, B., & Wieseke, J. (2018). The risky side of inspirational appeals in personal selling: When do customers infer ulterior salesperson motives? *Journal of Personal Selling & Sales Management*, *38*(3), 323–343. https://doi.org/10.1080/08853134.2018.1447385

Arli, D., Bauer, C., & Palmatier, R. W. (2018). Relational selling: Past, present and future. *Industrial Marketing Management*, *69*, 169–184. https://doi.org/10.1016/j.indmarman.2017.07.018

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

Chakrabarty, S., Brown, G., & Widing, R. E. (2010). The effects of perceived customer dependence on salesperson influence strategies. *Journal of Personal Selling & Sales Management*, *30*(4), 327–342. https://doi.org/10.2753/PSS0885-3134300402

Chakrabarty, S., Widing, R. E., & Brown, G. (2014). Selling behaviours and sales performance: The moderating and mediating effects of interpersonal mentalizing. *Journal of Personal Selling & Sales Management*, *34*(2), 112–122. https://doi.org/10.1080/08853134.2014.890899

Chandra, S., Srivastava, S. C., & Theng, Y.-L. (2019). Cognitive absorption and trust for workplace collaboration in virtual worlds: An information processing decision-making perspective. *Journal of the Association for Information Systems*, *14*(10), 797–835. https://doi.org/10.17705/1jais.00411

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

Guenzi, P., De Luca, L. M., & Spiro, R. (2016). The combined effect of customer perceptions about a salesperson's adaptive selling and selling orientation on customer trust in the salesperson: A contingency perspective. *Journal of Business & Industrial Marketing*, *31*(4), 553–564. https://doi.org/10.1108/JBIM-02-2015-0037

Hartmann, N. N., & Lussier, B. (2020). Managing the sales force through the unexpected exogenous COVID-19 crisis. *Industrial Marketing Management*, *88*, 101–111. https://doi.org/10.1016/j.indmarman.2020.05.005

Itani, O. S., Agnihotri, R., & Dingus, R. (2017). Social media use in B2B sales and its impact on competitive intelligence collection and adaptive selling: Examining the role of learning orientation as an enabler. *Industrial Marketing Management*, *66*, 64–79. https://doi.org/10.1016/j.indmarman.2017.06.012

Jaramillo, F., Locander, W. B., Spector, P. E., & Harris, E. G. (2007). Getting the job done: The moderating role of initiative on the relationship between intrinsic motivation and adaptive selling. *Journal of Personal Selling & Sales Management*, *27*(1), 59–74. https://doi.org/10.2753/PSS0885-3134270105

Kara, A., Andaleeb, S. S., Turan, M., & Cabuk, S. (2013). Effects of adaptive selling behavior and customer orientation on performance of pharmaceutical salespeople in an emerging market. *Journal of Medical Marketing*, *13*(2), 102–114. https://doi.org/10.1177/1745790413488779

Kaynak, E., Kara, A., Chow, C. S., & Laukkanen, T. (2016). Role of adaptive selling and customer orientation on salesperson performance: Evidence from two distinct markets of Europe and Asia. *Journal of Transnational Management*, *21*(2), 62–83. https://doi.org/10.1080/15475778.2016.1166999

Lassk, F. G., Ingram, T. N., Kraus, F., & Di Mascio, R. (2012). The future of sales training: Challenges and related research questions. *Journal of Personal Selling & Sales Management*, *32*(1), 141–154. https://doi.org/10.2753/PSS0885-3134320112

Limbu, Y. B., Jayachandran, C., Babin, B. J., & Peterson, R. T. (2016). Empathy, nonverbal immediacy, and salesperson performance: The mediating role of adaptive selling behavior. *Journal of Business & Industrial Marketing*, *31*(5), 654–667. https://doi.org/10.1108/JBIM-03-2015-0048

Miao, C. F., & Evans, K. R. (2013). The interactive effects of sales control systems on salesperson performance: A job demands–resources perspective. *Journal of the Academy of Marketing Science*, *41*(1), 73–90. https://doi.org/10.1007/s11747-012-0315-4

Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Sage.

Mulki, J. P., Jaramillo, F., Goad, E. A., & Pesquera, M. R. (2015). Regulation of emotions, interpersonal conflict, and job performance for salespeople. *Journal of Business Research*, *68*(3), 623–630. https://doi.org/10.1016/j.jbusres.2014.08.009

Ogilvie, J., Agnihotri, R., Rapp, A., & Trainor, K. (2018). Social media technology use and salesperson performance: A two-study examination. *Industrial Marketing Management*, *75*, 55–65. https://doi.org/10.1016/j.indmarman.2018.03.007

Pandey, S. K., & Charoensukmongkol, P. (2019). Contribution of cultural intelligence to adaptive selling and customer-oriented selling. *Journal of Asia Business Studies*, *13*(1), 79–96. https://doi.org/10.1108/JABS-08-2017-0138

Park, J. E., & Holloway, B. B. (2003). Adaptive selling behavior revisited. *Journal of Personal Selling & Sales Management*, *23*(3), 239–251. https://doi.org/10.1080/08853134.2003.10749001

Robinson, L., Jr., Marshall, G. W., Moncrief, W. C., & Lassk, F. G. (2002). Toward a shortened measure of adaptive selling. *Journal of Personal Selling & Sales Management*, *22*(2), 111–118. https://doi.org/10.1080/08853134.2002.10754299

Román, S., & Iacobucci, D. (2010). Antecedents and consequences of adaptive selling confidence and behavior. *Journal of the Academy of Marketing Science*, *38*(3), 363–382. https://doi.org/10.1007/s11747-009-0166-9

Snyder, H. (2019). Literature review as a research methodology. *Journal of Business Research*, *104*, 333–339. https://doi.org/10.1016/j.jbusres.2019.07.039

Spiro, R. L., & Weitz, B. A. (1990). Adaptive selling: Conceptualization, measurement, and nomological validity. *Journal of Marketing Research*, *27*(1), 61–69. https://doi.org/10.2307/3172551

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge. *British Journal of Management*, *14*(3), 207–222. https://doi.org/10.1111/1467-8551.00375

Weitz, B. A. (1981). Effectiveness in sales interactions. *Journal of Marketing*, *45*(1), 85–103. https://doi.org/10.2307/1251723

Zupic, I., & Čater, T. (2015). Bibliometric methods in management and organization. *Organizational Research Methods*, *18*(3), 429–472. https://doi.org/10.1177/1094428114562629