

## Utilizing Adaptive Selling to Drive Sales Success in SMEs: An SDL Approach

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### ABSTRACT

This research aims to fill gaps in the marketing management literature by developing a conceptual model to enhance the performance of individual salespeople through adaptive sales strategies. The study examines the implementation of adaptive selling from the perspective of individual SMEs salespeople in the food and beverage sector in Jakarta, an area that has not been widely studied compared to corporate salespeople at the B2B level. SMEs salespeople operate in a retail context, directly engaging with end consumers who have diverse preferences. This study employs an accidental sampling technique with 204 respondents consisting of SMEs salespeople in the F&B sector, of which 198 were retained after data cleaning to meet the required sample size for analysis. Furthermore, the research emphasizes the role of relationship quality as a mediator between adaptive selling and sales performance, addressing a critical gap in existing literature. However, the study acknowledges limitations due to its narrow focus on SMEs salespeople in the F&B sector, which may affect the generalizability of the findings to other industries. Future research is encouraged to explore the application of the same concept in different sectors or regions to further validate its effectiveness

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## **INTRODUCTION**

In the midst of the rapid development of the Food & Beverage (F&B) sector, especially at the Small and Medium Enterprises (SMEs) level, salespeople face great challenges in meeting the increasingly diverse and complex needs of customers (Ballerini et al., 2023). This condition highlights the importance of effective strategies to address these problems. As individuals who interact directly with customers, the ability of salespeople to adapt quickly is critical. One effective solution is the implementation of adaptive selling, where salespeople can adjust strategies and tactics based on customer characteristics and preferences (Wong, 2018). This approach allows salespeople to respond better to customer desires, which can improve individual sales performance (Kuo et al., 2022).

At the SMEs level, salespeople often work with limited resources (Reimann et al., 2021). Therefore, a flexible and personal approach is needed because this approach can be done by honing sales skills. In this context, adaptive selling becomes relevant because it allows salespeople to tailor the approach to each customer's needs and preferences. This strategy not only increases the chances of sales success, but also helps to build strong long-term relationships with customers (Amenuvor et al., 2022). In addition, salespeople can provide each customer with a specific and relevant experience something that is difficult to achieve with a traditional uniform sales strategy (Kwak et al., 2019). Thus, the relationships built through adaptive selling not only contribute to increasing sales, but also create significant added value for customers (Kaptein et al., 2018).

Based on previous research, there is an inconsistency in the results of research on the topic of adaptive selling on sales performance. Some studies reveal that adaptive selling affects sales performance, but some studies consider the opposite. The implementation of adaptive selling can have positive implications on the daily performance of salespeople, closing ratios and efficiency of sales units (Amenuvor et al., 2021). Then, adaptive selling can understand customer needs and build good relationships with customers (Bowen et al., 2021). This will increase the likelihood of customers buying back, as well as increase the likelihood of achieving higher sales. In addition, in the research Zheng et al. (2023), the adaptive ability of a salesperson to be able to read nonverbal signals from customers and respond with empathy to their needs. Salespeople must be sensitive to body language, facial expressions, and other nonverbal signals given by customers during interactions so that it can help salespeople to provide relevant and personalized solutions to each customer.

On the contrary in research Bagus, Ardyan, et al. (2019), adaptive selling cannot provide significant sales performance because the implementation of this strategy is influenced by experience factors and the length of time salespeople have joined the company. The longer a salesperson has been with the company, the more knowledge he or she has gained about the company, so the salesperson can convince more customers. Then, in the research Peranginangin and Kusumawardhani (2018), explaining that the implementation of adaptive selling also does not affect the performance of salespeople. Last in the research Kuo et al. (2023), the implementation of adaptive selling cannot affect sales performance because the implementation of adaptive selling must be accompanied by good sales force emotion management so that it can give a positive impression to customers. In addition, the training program should also be tailored to improve skills in the sales field.

The use of the Service-Dominant Logic (SDL) approach was chosen in this study for several reasons. First, SDL emphasizes the importance of interaction between sellers and customers that allows salespeople to better understand customer needs and preferences through effective communication (Tommasetti et al., 2017). This is very important, considering that salespeople at the SMEs level are always dealing directly with consumers who have various preferences (Gallarza et al., 2023). Second, SDL focuses on creating shared value, where sellers not only sell products but also create experiences that become meaningful value for customers. This helps to build a strong relationship between sellers and buyers (Wilden et al., 2017). Third, SDL provides a deeper value proposition, emphasizing that sales success is highly dependent on the seller's ability to deliver benefits and value that align with the customer's specific needs. Thus, the application of the SDL approach in the context of this study explains how salespeople can adapt and improve their sales performance at the individual level (Ng & Wood, 2018).

This research aims to fill the gaps in the marketing management literature as well as develop a conceptual model that can improve the performance of individual salespeople through the application of adaptive sales strategies. The main focus of this study is to examine the application of adaptive selling from the perspective of individual salespeople at the SMEs level in the F&B sector at the B2C level, which has not been widely studied compared to corporate salespeople at the B2B level. This is important considering that SMEs salespeople operate in a retail context, where they are directly dealing with end consumers who have diverse preferences.

## **LITERATURE REVIEW**

In SDL approach, adaptive selling is a dynamic approach that allows salespeople to flexibly adjust communication and bidding strategies based on a deep understanding of customer needs and use a variety of sales methods to meet varying preferences (Charoensukmongkol & Suthatorn, 2021). With a focus on customer needs, adaptive selling enables sellers to provide relevant solutions and result in a mutually beneficial exchange of value (Kwak et al., 2019). This makes adaptive selling called a value-based selling technique because adaptive selling focuses on creating value for customers (Terho et al., 2012). In this context, value refers to the benefits or advantages that customers perceive from the product or service offered (Vargo & Lusch, 2015).

Adaptive selling emphasizes the importance of salespeople to adjust their approach based on various situational factors (Sharma et al., 2020). Flexibility in adaptive selling includes the ability to change communication styles, sales presentations, and negotiation techniques according to customer needs and preferences (Kuo et al., 2022). These adjustments allow salespeople to provide a more personalized and relevant experience for each customer so that they can increase the chances of sales success (Bidisha & Sudin, 2022). In addition to flexibility, the use of various approaches in the sales process is also crucial. By offering a variety of strategies, salespeople are able to accommodate more specific needs from customers to make it easier for them to make purchases. This varied approach is an essential element in dealing with unique and ever-changing customer needs.

In addition to flexibility and variety of approaches, sensitivity to customer needs is also a key aspect of adaptive selling. Salespeople must have the ability to truly understand customer needs and provide the right solutions (Kuo et al., 2023). This sensitivity helps create strong relationships with customers allowing for more qualified relationships to be

built (Bidisha & Sudin, 2022). By responding effectively to customer needs, salespeople can not only increase satisfaction, but also build sustainable customer loyalty (Alavi et al., 2019). Adaptive selling allows salespeople to not only focus on current sales transactions, but also on developing profitable long-term relationships (Locander et al., 2020).

In SDL approach, relationship quality is the level of depth of the relationship between salespeople and customers, which is characterized by long-term benefits for both parties and a sustainable relationship. (Makkonen et al., 2019). From the perspective of salespeople, relationship quality is an important foundation in building sustainable and mutually beneficial relationships (Bill et al., 2020). Strong relationship quality can open up opportunities to be able to improve salesforce performance in the long term to expand the network through customers with recommended activities (Bagus, Ardyan, et al., 2019). In building valuable relationships, salespeople should also consider that customer experience plays a crucial role in determining the quality of the relationship (Park et al., 2010). Salespeople need to pay attention to a positive and valuable experience for customers, with a focus on meeting needs and creating value. This involves open and responsive interaction and communication (Itani et al., 2022). This means that salespeople must pay attention to customer preferences and expectations. Sales are not only considered a transactional relationship, but are part of the process of building a mutually beneficial relationship between the seller and the customer, thus ultimately improving the quality of the relationship and creating long-term value (Singh et al., 2021).

Customer retention from SDL perspective is an effort to retain customers by giving them their full attention, resolving issues quickly, and maintaining good relationships through quality and responsive interactions (Vargo & Lusch, 2015). Salespeople must give their full attention to customers by listening carefully to their needs and wants, so that they can better understand what is needed (Bagus, Ardyan, et al., 2019). With the right attention, salespeople can provide the right service. On the other hand, building a personal and professional relationship with customers is also very important, where good, responsive, and open communication is the key to maintaining strong relationships (Jang et al., 2021). In addition, speed and accuracy in solving customer problems are also the main focus, where salespeople must quickly provide answers and solutions (Othman et al., 2021). This can help salespeople to increase their chances of retaining customers in the long term (Hanaysha, 2018).

### The Effect of Adaptive Selling on Relationship Quality

Salespeople who are flexible in carrying out sales activities can more easily channel greater long-term benefits to customers due to the right adjustment of needs (Bowen et al., 2021). Then by having a variety of sales approaches, salespeople can minimize the mistake of not doing sales closing activities so that it is easier to build stronger relationships with customers (Amenuvor et al., 2022). In addition, by being more sensitive to customer needs, salespeople can be more accurate to channel value to customers, making it easier for salespeople to build long-term relationships with customers (Terho et al., 2012). Therefore, this hypothesis is proposed as follows:

**H1.** Adaptive Selling Affects Relationship Quality

### The Effect of Relationship Quality on Sales Performance

Salespeople who have a good relationship with customers tend to be trusted by customers so that it will make it easier for them to offer products with high profit margins

more effectively (Zheng et al., 2023). Then by maintaining long-term relationships with customers, salespeople can expand their sales reach and maintain more stable sales growth (Zerbini et al., 2022). Finally, by having a good sales relationship, customers will be more likely to recommend products to others so that salespeople can increase sales and reach sales targets more easily (Peranginangin & Kusumawardhani, 2018). Therefore, this hypothesis is proposed as follows:

**H2. Relationship Quality Affects Sales Performance**

**The Effect of Relationship Quality on Customer Retention**

Salespeople who have a long-term relationship with customers are easier to give the right attention and value to the needs and problems faced by customers so that they tend to retain customers more easily (Mangus et al., 2023). Then, a good relationship between salespeople and customers results in customers being more likely to make repeat purchases, which can help maintain strong relationships and maintain customer retention in the long term (Bill et al., 2020). Finally, the ease of developing sales relationships by quickly resolving customer problems or needs can increase their satisfaction, so that customers will keep using the product and not switch to other competitors (Makkonen et al., 2019). Therefore, this hypothesis is proposed as follows:

**H3. Relationship Quality Affects Customer Retention**

**The Effect of Customer Retention on Sales Performance**

By having loyal customers, salespeople will more easily exceed sales targets (Othman et al., 2021). Then, salespeople who maintain good relationships with customers are easier to sell products with high margins (Hanaysha, 2018). Finally, quick resolution of customer needs can drive overall sales growth (Hochstein et al., 2023). By retaining customers, salespeople can achieve better sales performance output (Bagus, Ardyan, et al., 2019). Therefore, this hypothesis is proposed as follows:

**H4. Customer Retention Affects Sales Performance**

**The Effect of Adaptive Selling on Sales Performance Through Relationship Quality.**

Salespeople who have adaptability in sales can develop strong relationships easily because salespeople can be flexible to situations and conditions, so that strong relationships can make salespeople to achieve sales targets easily (Amenuvor et al., 2022). Then the variety of sales helps salespeople in providing the right value proposition so that it can improve the quality of quality relationships, thus strong sales relationships provide opportunities for salespeople to sell products with high margins more easily (Bagus, Ardyan, et al., 2019). Finally, salespeople who have sensitivity to needs make it easier to develop sales relationships because salespeople can effectively identify and understand customer needs appropriately, ultimately driving sales growth (Locander et al., 2020).

**H5. Adaptive Selling Affects Sales Performance Through Relationship Quality**

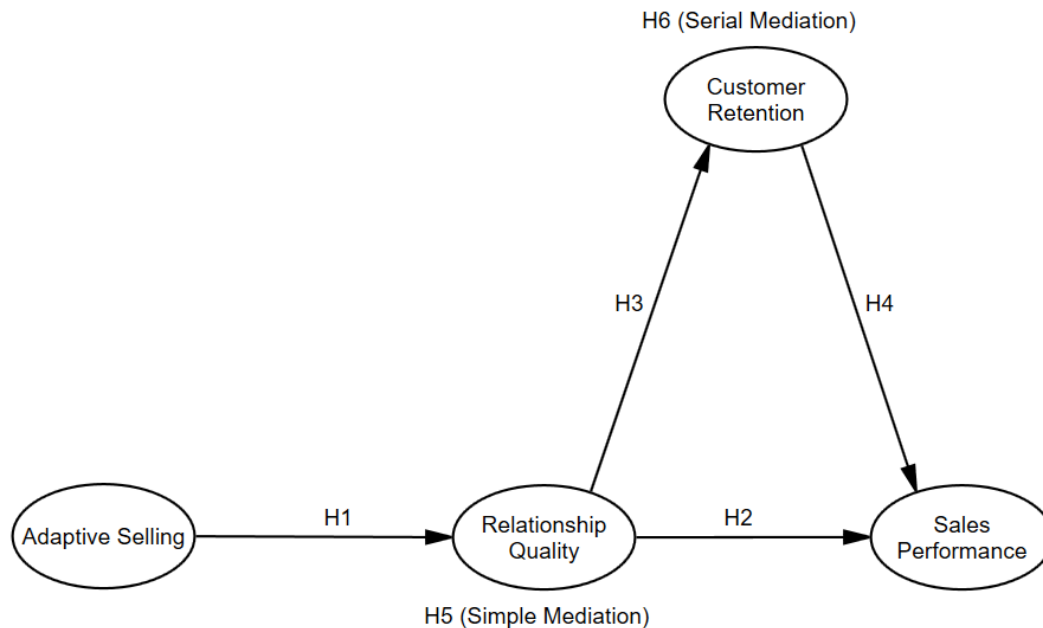
**The Effect of Adaptive Selling on Sales Performance Through Relationship Quality and Customer Retention.**

Relationship quality and customer retention have an important role in improving adaptive selling to sales performance. The better the salesperson's relationship with the customer, the easier it is for the salesperson to understand the customer's preferences

(Charoensukmongkol & Suthatorn, 2021). This allows salespeople to implement better adaptive selling strategies, thereby improving individual sales performance. In addition, with strong relationships and high customer retention, it tends to result in customers who make repeat purchases so sales targets can be achieved easily (Locander et al., 2020).. Finally, with adaptability, salespeople can improve strong relationships both long-term and sales relationships so that they can affect customer retention which can ultimately affect sales performance positively (Zheng et al., 2023).

### **H6. Adaptive Selling Affects Sales Performance Through Relationship Quality and Customer Retention**

**Figure 1.** Conceptual Model



## **METHODOLOGY**

### **Sampling and Data Collection**

This research focuses on SMEs sales in the food and beverage sector in the city of Jakarta. First, SMEs salespeople in the F&B sector often face various types of customers with varying needs and preferences. Second, salespeople act as the main link between the product and the end consumer. Mastering adaptive selling can help them create a more personalized customer experience (Kuo et al., 2022). Finally, In contrast to large companies that often have automated sales systems or dedicated sales teams, SMEs tend to rely on the individual abilities of their salespeople. Therefore, adaptive selling is an important tool to increase the effectiveness of sales at the individual level for SMEs businesses.

This study uses an accidental sampling technique, with a total of 204 respondents from SMEs in the F&B sector. After conducting a data cleaning process to eliminate outliers, the number of samples that could be used in the analysis was 198 respondents. The number of these samples has met the minimum requirements recommended by Hair et al. (2019), a minimum of 100 people with 5 variables or less and more than 3 indicators in each variable, so it is considered representative and adequate for further analysis.

**Measurement**

This study adapts measurements from several other studies. First, adaptive selling is adapted from research (Bidisha & Sudin, 2022; Kuo et al., 2023), namely flexibility in selling, variety of selling, and sensitivity to needs. Second, the measurement of relationship quality is adapted from research (Bagus, Farida, et al., 2019; Park et al., 2010), namely long-term relationships and long-term benefits. Third, sales performance measurement is adapted from research (Edwards et al., 2023; Kwak et al., 2019) namely sales growth, high profit margin product, and exceeding sales target. Finally, the customer retention indicator was derived from research (Bagus & Farida, 2019), namely full attention, maintain good relations, and fast resolutions. The scale used in the questionnaire is a numerical scale of 1-10 (1= strongly disagree and 10= strongly agree) where respondents are asked to give an assessment based on their perception of the variables measured. Data analysis was carried out using SEM analysis with AMOS software version 24.

**RESULT AND DISCUSSION**

**Confirmatory Factor Analysis**

In this study, the authors used Confirmatory Factor Analysis (CFA) to assess the validity and reliability of the data. However, the distribution of the data we analyzed did not meet the criteria of normality, so we applied data transformation according to the method from Tabachnick and Fidel (2013). The transformation uses a solution for moderate negative skewness, i.e.  $X_n = \lg_{10}(k-X)$ , which has been shown to normalize the distribution of data (Ferdinand & Zuhroh, 2021). The validity of convergence was measured using average variance extracted (AVE) based on methods developed by Arbuckle (2016), Tabachnick and Fidel (2013). The results show that all constructs have an AVE above a minimum threshold of 0.50. Specifically, AVE for adaptive selling is 0.619, relationship quality is 0.682, sales performance is 0.597 and customer retention is 0.653.

To test the reliability of the construct, we adopted the construct assessment index proposed by Arbuckle (2016), with a minimum limit value of 0.70. The results show that all constructs have an adequate level of reliability, with a reliability value for adaptive selling of 0.866, relationship quality of 0.865, sales performance of 0.816, and customer retention of 0.849. Based on these results, it can be concluded that all the constructs used in the study meet the validity and reliability criteria required for further analysis.

**Table 1.** Variable and Indicator Measurements

Variables and Indicators	Scales Item	Reference	Std. Loading	C.R ≥ 1.96
<b>Adaptive Selling (AVE = 0.619; CRI = 0.866)</b>				
ASN1	I realize that each of my customers has different desires.	Adapted from,	0.751	8.174
ASN3	I use a different way of selling for each customer.	(Bidisha & Sudin, 2022;	0.670	8.869
ASN4	If my way of selling doesn't work, I can easily try another way.	Kuo et al., 2023)	0.730	8.409



ASN5	I am sensitive to what my customers want.		0.644	9.016
Relationship Quality (AVE = 0.682; CRI = 0.865)				
RQN1	I easily build good relationships with customers.	Adapted from, (Bagus, Farida, et al., 2019; Park et al., 2010)	0.717	8.753
RQN2	I strive to maintain a good relationship with customers.		0.744	8.546
RQN4	I maintain good communication with customers.		0.766	8.342
Sales Performance (AVE = 0.597; CRI = 0.816)				
SPN1	My sales continue to increase.	Adapted from, (Edwards et al., 2023; Kwak et al., 2019)	0.729	8.032
SPN2	I easily sell products that have high profit margins.		0.663	8.726
SPN3	I can sell new products easily.		0.659	8.759
Customer Retention (AVE = 0.653; CRI = 0.849)				
CRN1	I always put the interests of my customers first.	Adapted from, (Bagus & Farida, 2019)	0.639	8.877
CRN4	I respond quickly to customer complaints.		0.744	7.951
CRN5	I pay full attention when dealing with customers.		0.781	7.346

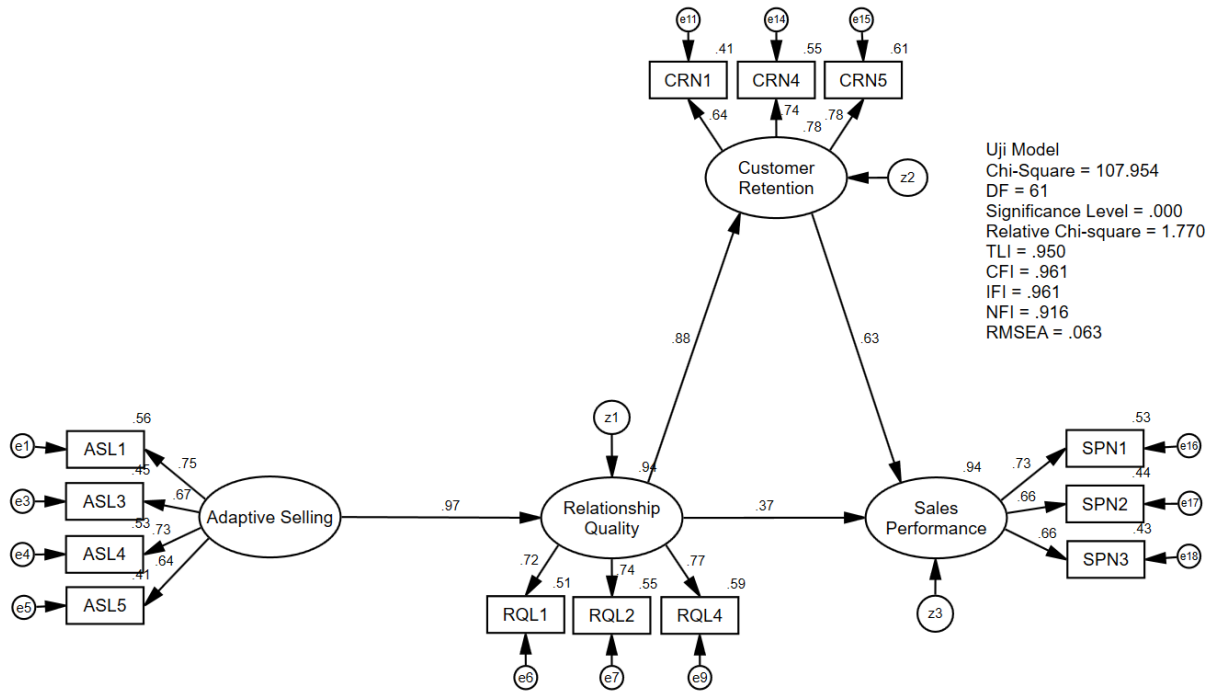
Source: Data processed by the author

We used SEM AMOS version 24 to perform a two-step analysis, namely Confirmatory Factor Analysis (CFA) and full structural modeling. The CFA results show that each construct has qualified with a minimum value of 0.50 and a significance ratio of at least 1.96, as shown in table 1. Therefore, modeling is considered feasible. All constructs in this model have good convergence validity, with an average extracted variance (AVE) that also reaches a threshold of at least 0.50. In addition, the construction reliability index (CRI) shows a minimum value of 0.70. Thus, the validity and reliability of all constructs have met the minimum standards required to continue the analysis.

### **Structural Model Analysis**

Once the CFA is eligible, the next stage is to test the fit of the model to test the hypothesis that has been established. Based on the guidelines of Bentler and Bonett (1980), this model was evaluated using several indicators such as a relative chi-square  $\leq 2.00 - \leq 3.00$ , Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), and Normed Fit Index (NFI)  $\geq 0.9$ , as well as an RMSEA between  $\leq 0.05$  and  $\leq 0.08$ . The results of the analysis showed a chi-square value of 107,954 with a significance level of 0.000, which exceeded the minimum limit of 0.05. While chi-squares tend to be sensitive to sample size, non-statistical goodness-of-fit indices such as relative chi-square (1,770), TLI (9.50), CFI (9.61), IFI (9.61), and RMSEA (0.63) indicate that the model has achieved the desired fit. With this model fit, hypothesis regression testing can be continued.

**Figure 2.** Full Structural Model



**Table 2.** Hypothesis Test

No.	Hypothesis	Estimate	Std. Error	C.R	p	Conclusion
1.	<b>H1:</b> Adaptive Selling (ASL) → Relationship Quality (RQL)	0.956	0.102	9.360	***	Accepted
2.	<b>H2:</b> Relationship Quality (RQL) → Sales Performance (SPN)	0.366	0.195	1.880	0.060	Accepted
3.	<b>H3:</b> Relationship Quality (RQL) → Customer Retention (CRN)	0.841	0.108	7.773	***	Accepted
4.	<b>H4:</b> Customer Retention (CRN) → Sales Performance (SPN)	0.647	0.218	2.966	0.003	Accepted

Source: Data processed by the author

The hypothesis testing stage begins by testing the direct relationships between constructs. All hypotheses tested directly showed acceptable results. First, adaptive selling has a significant influence on relationship quality with a  $\beta$  coefficient of 0.956 and a value of  $p = 0.000$ . Second, quality relations has a significant influence on sales performance with a  $\beta$  coefficient of 0.366 and a value of  $p = 0.060$ . Third, relationship quality has a significant influence on customer retention with a  $\beta$  coefficient of 0.841 and

a value of  $p = 0.000$ . Finally, customer retention has a significant influence on sales performance with a  $\beta$  coefficient of 0.647 and a value of  $p = 0.003$ .

After testing the hypothesis directly, the authors tested 1 simple mediation and 1 serial mediation as proposed in hypotheses 5 and 6. In hypothesis 5, relationship quality mediates the influence of adaptive selling on sales performance which is a simple mediation. Then, in hypothesis 6, relationship quality and customer retention are the mediation of adaptive selling and sales performance which will be serial mediation. The following are the results of the mediation test using the syntactic formula in this research:

**Table 3.** Simple Mediation Test and Serial Mediation

No.	Mediation Test	Direct Effect Estimate	Indirect Effect			Conclusion	
			Confidence Interval Lower	Upper	P		
1.	<b>H5:</b> Relationship Quality (RQL) Mediates the Influence of Adaptive Selling (ASL) on Sales Performance (SPN)	0.583 (C.R=	-0.225	-4.866	1.725	0.754	Rejected
2.	<b>H6:</b> Adaptive Selling (ASL) → Customer Relationship Quality (RQL) → Customer Retention (CRN) → Sales Performance (SPN)	p= 0.301)	0.496	0.186	1.399	0.010	Full Mediaton

Source: Data processed by the author

To understand the effects of mediation in this study, we tested the hypothesis of simple and serial mediation, as shown in table 3. The hypothesis involving relationship quality shows that there is a rejection of simple mediation, as seen from the H6 results: ( $\beta = -0.225$ ,  $p = 0.754$ ). However, in the second mediation, it was stated that the results of the H6 series mediation ( $\beta = 0.496$ ,  $p = 0.010$ ) played a significant role in sales performance. The results of the rejection of hypothesis 1 ( $\beta = 0.583$  and  $p = 0.301$ ) support our analysis, as the rejection of the direct effect indicates the existence of full mediation, both simple and serial (Baron & Kenny, 1986). Based on this, we conclude that relationship quality has an important role in strengthening the influence of adaptive selling on sales performance. which shows that the quality of good relationships can improve sales performance.

## Discussion

This study aims to overcome inconsistencies in the literature regarding the influence of adaptive selling on sales performance. The results of the analysis show that the implementation of relationship quality and customer retention plays an important role in supporting the effectiveness of adaptive selling. First, the quality of a good

relationship can be built with adaptive selling. The more flexible the salesperson is in making sales, the easier it is to determine the right value to provide to customers (Zheng et al., 2023). It is also proven that adaptive selling can affect the quality of relationships (Bagus, Ardyan, et al., 2019). Then, the quality of good relationships between salespeople and customers is the key to improving the performance of individual salespeople, especially in the context of SMEs that have more personal interactions. Customers who have a strong relationship with salespeople will feel valued and understood, which can help salespeople to maintain recurring revenue (Amenuvor et al., 2021). In addition, customer retention greatly affects sales success, especially in the F&B sector which relies on repeat customers because it is easier to retain customers than to acquire new customers (Hanaysha, 2018).

In this study, it can also be seen that adaptive selling and relationship quality have an important role in the context of sales in the B2C SMEs sector. While salespeople can tailor their approach to meet customer needs, the relationships formed are often not strong enough to have a significant impact on sales performance. This is due to the transactional nature of the market and is very fast. On the other hand, when adaptive selling is linked to relationship quality and customer retention strategies, the results show that it can produce optimal sales performance. This sales performance arises from the positive experience felt by customers which has the potential to increase the frequency of purchases (Ross Gilbert et al., 2022). As such, it's important for salespeople to not only focus on implementing adaptive selling, but also to build ongoing relationships and customer retention strategies to achieve maximum individual performance (Peranginangin & Kusumawardhani, 2018).

Overall, while adaptive selling has the potential to improve sales performance in SMEs, its effectiveness is highly dependent on the experience of salespeople. In addition, this is also due to the nature of the B2C market which focuses more on short-term transactions and urgent needs. However, when combined with improved relationship quality and a focus on customer retention, salespeople can better utilize this strategy to achieve more optimal sales results.

## **CONCLUSIONS**

Based on the results above, this study has two implications. First, on the theoretical implications, this study presents a conceptual model that is specifically aimed at the context of B2C salesperson relationships. In addition, the mediation of relationship quality in this study emphasizes the relationship between adaptive selling and sales performance which confirms the gap in this study. Second, the managerial implication that can be taken is the importance of increasing salespeople's understanding of adaptive selling, namely by being sensitive to the surrounding situation and customer needs. Training to develop these skills should be carried out by salespeople using the customer's perspective in the sales process so that they can understand customer needs. In addition, focus on improving the quality of relationships. Optimal sales performance will be achieved if the relationship can be built and maintained properly. Finally, in the context of B2C salespeople who interact directly with end consumers, there is a need for an increased understanding of customer retention including emotion and crisis management skills so that salespeople can keep customers in making long-term repeat purchases.

This research has several limitations that need to be considered. First, the study only focuses on SMEs salespeople in the F&B sector, so the findings may not be fully

generalizable for other industries. Therefore, future research needs to consider exploring how the same concept can be applied in other sectors. In addition, this research is basic research. Then, further studies can be conducted by involving more sampling regions to see if there is a significant difference in the effectiveness of adaptive selling because the sample type has a weak generalization region.

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