



Personal selling and the marketing of industrial products in Nigeria

Goodness Ujong Obeten *, Edim Eka James and Samuel Etim Ndem

Department of Marketing, Faculty of Management Sciences, University of Calabar, Nigeria.

Open Access Research Journal of Multidisciplinary Studies, 2023, 06(02), 049–063

Publication history: Received on 10 October 2023; revised on 04 December 2023; accepted on 07 December 2023

Article DOI: <https://doi.org/10.53022/oarjms.2023.6.2.0047>

Abstract

This study centered on personal selling and the marketing of industrial products. It sought to determine the effects of salesperson's product presentation of products, knowledge of products, relationship with customers, and follow-up efforts on the marketing of industrial products in Nigeria. The study adopted cross-sectional survey research design. Using a structured questionnaire, the study obtained primary data from 278 employees of an industrial product manufacturer in Cross River State, Nigeria. With the aid of descriptive statistics, the data obtained from respondents were analyzed, while multiple linear regression was applied for hypotheses testing. The findings of the study revealed that salesperson's product presentation of products, knowledge of products, relationship with customers, and follow-up efforts had significant positive effects on the marketing of industrial products in Nigeria. Based on the findings made, the following recommendations, among others, were suggested: Salespersons in industrial marketing companies should consistently be trained in interpersonal and presentation skills in order to equip them to confidently and persuasive communicate key details of products to customers and close sales successfully; manufacturers and dealers of industrial products should improve the product knowledge of their salespeople; and marketers of industrial products can further enhance their effectiveness by assigning specialized salespeople to periodically follow up with customers in order to encourage repeat patronage.

Keywords: Personal selling; Industrial products; Business-2-business marketing; Industrial marketing

1. Introduction

The marketing of industrial products presents more challenges to businesses than consumer products, because the nature of these products demands special attention to detail, intensive sales efforts and sometimes, high technical knowledge (Acheampong *et al.*, 2021). Unlike consumer products, which are designed for personal use and appeal to a broad audience, industrial products are typically tailored to meet the specific needs of businesses, factories, and other industrial operations (Kulkarni & Deshmukh, 2019). They often have intricate features and specifications that are critical to their functionality and performance. This necessitates a comprehensive understanding of the product's technical aspects, as well as the ability to effectively communicate these details to potential buyers (Mubarak & Zainol, 2021). Failure to do so can lead to misunderstandings or mismatches in customer expectations, potentially resulting in dissatisfied clients and lost business opportunities. In addition to the need for detailed product knowledge, marketing industrial products requires intensive sales efforts (Asnodkar & Kulkarni, 2019). This is because the decision-making process for industrial purchases is typically more complex and involves multiple stakeholders. Unlike consumer products, which may be bought on impulse or based on personal preferences, industrial purchases often involve careful evaluation, comparison, and consideration of long-term benefits. As a consequence, Ahmed and Mutalib (2020) submitted that sales teams must be equipped to engage with a diverse range of professionals, including engineers, procurement managers, and operations personnel, each with their own specific concerns and criteria for selecting industrial products.

To that end, the personal selling strategy has emerged as a popular approach to the marketing of industrial products around the globe (Alawi, 2020; Bao & Cheung, 2021; Gama, 2021; Mbah & John, 2021). According to Zeb and Siddiqui

* Corresponding author: Goodness Ujong Obeten

(2021), personal selling is a dynamic and interactive marketing strategy that involves direct communication between a salesperson or representative and potential customers. It is a process wherein a seller engages with individual prospects or a targeted audience in a face-to-face or personalized manner, with the primary objective of persuading, influencing, and ultimately facilitating a transaction or exchange of goods, services, or ideas. In the views of Ezeuduji *et al.* (2019), this marketing strategy has gained immense traction in the industrial products sector and is heavily relied upon by business-to-business companies because of the sophistication, complexity and technicality of industrial products. In this context, personal selling allows sales representatives to provide in-depth information, address any concerns, and tailor the presentation to the specific needs of the customer. This direct interaction can be highly effective in building trust and confidence in the product, as customers have the opportunity to ask questions and receive immediate feedback (Hossain & Hasan, 2018). Similarly, Anjum and Zaidi (2019) maintained that industrial firms are reliant on personal selling because the products they sell tend to involve significant investments and may have long buying cycles. As such, customers in this sector often seek customized solutions that meet their unique requirements. Personal selling therefore enables these firms to establish strong relationships with customers, understand their specific needs, and work collaboratively to develop tailored solutions. This personalized approach can lead to greater customer satisfaction and loyalty, which is crucial in the industrial market where long-term partnerships are often valued (Coetzee & Samaai, 2019).

However, even with the popularity of personal selling in the industrial sector, the sale of industrial products is still hampered by customers' lack of technical knowledge; and post-purchase concerns such as installation, maintenance and replacement intricacies (Azibo & Gberevbie, 2020). This is because industrial products often involve complex specifications, intricate functionalities, and specialized components. Consequently, customers may struggle to fully grasp the intricacies of these products, leading to uncertainty and hesitation in the purchasing decision. This knowledge gap can result in missed opportunities and prolonged sales cycles (Adeyemi & Agbonifoh, 2019). Moreover, post-purchase concerns further compound the challenge. Issues related to installation, maintenance, and replacement can be daunting for customers, particularly when dealing with sophisticated industrial equipment (Agnolucci *et al.*, 2021). Ensuring proper installation, providing guidance on regular maintenance routines, and addressing potential replacement needs require a level of expertise that customers may not possess. This lack of confidence in handling post-purchase processes can deter potential buyers and create barriers to closing deals. Against this backdrop, this study was initiated to examine the effect of personal selling on the marketing of industrial products in order to determine the most effective way to utilize personal selling to mitigate the hurdles to the marketing of these products. The study was necessary because of the persistent difficulty in marketing industrial products which undermines the performance of Nigerian industrial marketers. The outcome of this study is expected to provide an array of empirically verifiable insights that could enable industrial marketers in Nigeria to better promote and sell their products using the personal selling strategy effectively in contemporary times.

Objectives of the Study

The major objective of this study was to examine the effect of personal selling on the marketing of industrial products in Nigeria. The specific objectives were to:

- Determine the effect of salesperson's presentation of products on the marketing of industrial products in Nigeria.
- Ascertain the effect of salesperson's knowledge of products on the marketing of industrial products in Nigeria.
- Examine the effect of salesperson's relationship with customers on the marketing of industrial products in Nigeria.
- Assess the effect of salesperson's follow-up efforts on customers on the marketing of industrial products in Nigeria.

2. Conceptual Framework

2.1. Industrial Products

Industrial products refer to goods that are used by businesses and organizations for production or operation purposes rather than for personal consumption. These products are typically purchased by other businesses to be used in their own manufacturing processes, for resale, or for their day-to-day operations. According to Afolu and Ofei (2018), industrial products are products bought by individuals and organizations for further processing or for use in conducting a business. These products are typically used in the production of other goods and services. Agarwal and Kumar (2020) viewed industrial products as products bought by individuals and organizations for further processing or for use in conducting a business. This definition emphasizes the business-to-business nature of industrial products. Moreover,

Amankwah-Amoah and Ifere (2019) added that one category of industrial products includes raw materials. These are the basic materials used in the production of goods. Another type of industrial product, according to Bayar *et al.* (2020), is components and parts. These are individual pieces or sub-assemblies that are used in the manufacturing of larger products. In the views of Dieng and Saraka (2021), machinery and equipment constitute another important category of industrial products. This includes a wide range of tools, machines, and equipment used in manufacturing, construction, and other industrial processes. Examples of machinery and equipment include lathes, forklifts, welding machines, and conveyor systems. Similarly, Gazi (2019) added that industrial supplies are also a vital type of product in the industrial sector. These are consumable items that are used in day-to-day operations. This category encompasses a diverse range of products such as lubricants, cleaning agents, safety equipment, and packaging materials. Industrial supplies are essential for maintaining a safe and efficient working environment, ensuring that machinery and equipment function optimally, and supporting the overall production process. Furthermore, capital goods are a specialized category of industrial products that are typically long-term investments for businesses (Ibrahim & Bello, 2020). These goods are used to generate income or facilitate the production of other goods.

2.2. Personal Selling

Personal selling is a crucial component of the marketing mix that involves direct, face-to-face communication between a salesperson and a potential customer (Iledare & Adom, 2021). It is a dynamic process wherein the salesperson engages with the customer to understand their specific needs, provide information about a product or service, address concerns, and ultimately persuade them to make a purchase. This form of marketing communication allows for a tailored and interactive approach, enabling the salesperson to adapt their pitch based on the customer's responses and feedback. According to Iremiren and Omiunu (2020), personal selling is the personal presentation by the firm's sales force for the purpose of making sales and building customer relationships. This definition underscores the interpersonal aspect of personal selling, emphasizing the direct interaction between the sales force and potential customers. It also highlights the dual purpose of personal selling, which is not only to secure a sale but also to foster long-term customer relationships. For Kamara and Jawo (2019), personal selling involves a two-way flow of communication between a buyer and seller, often in a face-to-face encounter, designed to influence a person's or a group's purchase decision. This definition emphasizes the bidirectional nature of personal selling, highlighting the active involvement of both the buyer and seller in the communication process. Furthermore, it acknowledges that personal selling is not confined to face-to-face interactions, but can also occur through various communication channels. In the context of industrial marketing, personal selling plays a pivotal role in establishing and maintaining relationships between businesses (Kanyua & Tuli, 2020). Industrial marketing involves the sale of goods and services between businesses, often in complex and specialized markets. According to Khalid and Okumus (2019), personal selling is particularly important in industrial marketing because it allows for the customization of offerings to meet the unique needs and requirements of industrial customers. The salesperson serves as a knowledgeable intermediary, providing technical expertise and helping businesses navigate complex purchasing decisions. Additionally, personal selling in industrial marketing helps to build trust and credibility, as businesses are more likely to make significant investments when they have confidence in the expertise and integrity of the salesperson (Khan & Ahmed, 2018).

2.3. Marketing of Industrial Products

Marketing of industrial products, also known as business-to-business (B2B) marketing, refers to the process of promoting and selling goods and services from one business to another for use in production, operations, or resale (Adeleke, 2019). It involves a set of activities aimed at identifying, creating, communicating, delivering, and exchanging value with organizational customers. According to Amankwah-Amoah and Danso (2018), industrial marketing is the process of buying and selling goods or services to be used in the production of other goods and services, for consumption by business customers or for resale by wholesalers and retailers. For Bendu and

Gbollie (2021), industrial marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy organizational objectives. This definition underscores the strategic planning and execution involved in industrial marketing, with the ultimate goal of fulfilling organizational objectives. This form of marketing is distinct from consumer marketing, which primarily targets individual consumers for their personal consumption. In the views of Cengiz (2020), in industrial marketing, the customers are organizations, businesses, and institutions. These entities purchase goods and services for various purposes such as production, operational use, or resale. Koh and Ling (2019) also argued that the buying process in industrial marketing tends to be more complex and involves multiple decision-makers within the buying organization. This complexity arises from considerations such as technical specifications, customization requirements, and long-term contractual agreements. In addition, Ndiaye and Mbengue (2018) maintained that marketing communication in industrial marketing is often more technical and focuses on specifications, performance metrics, and cost-effectiveness.

2.4. Salesperson's Presentation of Products and Marketing of Industrial Products

A salesperson's presentation of products is a crucial component of the marketing process, especially in the context of industrial products. It involves the organized and structured communication of information about a company's products or services to potential customers (Koroma & Osman, 2018). This presentation serves as a bridge between the company and its target audience, enabling the salesperson to effectively showcase the features, benefits, and value proposition of the products being offered. One of the primary functions of a salesperson's presentation is to establish a clear and compelling understanding of how the industrial products can meet the specific needs and requirements of the potential customer (Lee & Lee, 2020). This involves a thorough understanding of the customer's industry, challenges, and pain points. Furthermore, a well-executed sales presentation also helps in building trust and credibility with the potential customer. This is particularly important in the industrial sector, where products often play a critical role in the customer's operations (Menna & Abubakr, 2020). The salesperson needs to demonstrate a deep knowledge of the products, industry standards, and relevant applications. This expertise instills confidence in the customer, reassuring them that they are dealing with a knowledgeable and reliable partner.

Additionally, a polished and professional presentation conveys a sense of professionalism and attention to detail, which further strengthens the customer's trust in the company. A salesperson's presentation also serves as a platform for highlighting the unique selling points (USPs) of the industrial products (Nambudiri & Yadav, 2018). This involves showcasing features, specifications, and advantages that set the products apart from competitors. Whether it's superior quality, advanced technology, cost-effectiveness, or any other distinguishing factor, the presentation should emphasize these aspects to create a compelling value proposition. By effectively communicating the USPs, the salesperson can influence the customer's perception and position the products as the preferred choice in the market (Adeyemi & Agbonifoh, 2019). The foregoing viewpoint suggests that salesperson's presentation of products is fundamental to the marketing of industrial products. This viewpoint is backed by the study of Gyaamfi and Kofi (2019), which revealed that sales presentation significantly improved the marketing performance of pharmaceutical firms in Takoradi, Ghana. The viewpoint is also backed by the study of Ellen (2021), which revealed that salesperson's presentation significantly affected the sales performance of electronics dealers in Ethiopia. In addition, a study conducted by Agarwal and Kumar (2020) indicated that salesperson's presentation of products significantly enhanced the sales of industrial products in India. On the basis of the foregoing scholarly viewpoints, this study puts forward the following hypothesis:

H₁: Salesperson's presentation of products has a significant effect on the marketing of industrial products in Nigeria.

2.5. Salesperson's Knowledge of Products and Marketing of Industrial Products

A salesperson's knowledge of products plays a crucial role in the marketing of industrial products. This knowledge encompasses a deep understanding of the features, benefits, applications, and specifications of the products they are selling (Agarwal & Kumar, 2020). It empowers the salesperson to effectively communicate with potential customers, address their needs, and build trust and credibility. First and foremost, a salesperson's product knowledge allows them to provide accurate and detailed information to prospective buyers (Amankwah-Amoah & Ifere, 2019). This ensures that customers have a clear understanding of the capabilities and functionalities of the industrial products being offered. Such clarity is vital in the industrial sector, where precision and reliability are paramount. When customers are confident in the salesperson's expertise, they are more likely to trust their recommendations and consider making a purchase. Additionally, a salesperson's in-depth knowledge of products enables them to tailor their pitches to match the specific needs and requirements of individual customers (Ezeuduiji *et al.*, 2019). Similarly, a well-informed salesperson can effectively address any concerns or objections raised by potential customers (Gazi, 2019). They can provide technical explanations, offer solutions, and demonstrate how the product can overcome specific challenges faced by the customer. This ability to solve problems in real-time builds confidence in the salesperson's capabilities and the product's suitability for the customer's business. Moreover, product knowledge also allows the salesperson to proactively identify opportunities for upselling or cross-selling related products. This not only increases the potential revenue from a sale but also demonstrates the salesperson's commitment to helping the customer achieve their objectives (Hossain & Hasan, 2018).

Furthermore, a salesperson's expertise in the products they represent instills a sense of trust and reliability in the customer-seller relationship (Khan & Ahmed, 2018). This trust is a cornerstone of long-term business relationships and can lead to repeat business and referrals. In addition, a knowledgeable salesperson becomes a valuable asset in the overall marketing strategy (Lee & Lee, 2020). They serve as a direct link between the manufacturer or distributor and the end-user. Through their interactions, they can gather valuable feedback about customer preferences, pain points, and emerging trends. This information can be relayed back to the marketing team, enabling them to refine product offerings, develop targeted marketing campaigns, and improve customer satisfaction. The foregoing viewpoints emphasize that salesperson's knowledge of product is indispensable to the marketing of industrial products. This

viewpoint is reinforced by the study of Ellen (2021), which revealed that salesperson's knowledge of products has a significant positive effect on the sales performance of electronics dealers in Ethiopia. The viewpoint also aligns with the study of Farouk *et al.* (2018), which revealed that salesperson's knowledge of product had a significant influence on customer patronage of information technology gadgets in Beirut. In addition, the viewpoint resonates with the study of Omar and Wahleed (2020), which revealed that salesperson's knowledge of products had a significant positive relationship with the marketing performance of small-scale bakeries in Jordan. Similarly, in a study by Agarwal and Kumar (2020), it was found that salesperson's knowledge of products significantly enhanced the sales of industrial products in India. On the basis of the foregoing scholarly viewpoints, this study puts forward the following hypothesis:

H₂: Salesperson's knowledge of products has a significant effect on the marketing of industrial products in Nigeria.

2.6. Salesperson's relationship with Customers and Marketing of Industrial Products

A salesperson plays a crucial role in building and maintaining relationships with customers in the context of marketing industrial products (Mubarak & Zainol, 2021). This relationship is multifaceted and extends beyond a simple transactional interaction. It encompasses trust, understanding, and effective communication, all of which are vital for the success of any business. First and foremost, a salesperson serves as the direct point of contact between the company and its customers. They act as a representative of the organization, embodying its values, culture, and commitment to customer satisfaction. By being accessible and responsive, a salesperson establishes a sense of reliability and dependability in the eyes of the customer. This trust is foundational in forging a lasting relationship (Zeb & Siddiqui, 2021). Moreover, a salesperson serves as a bridge between the customer and the company's product offerings. They possess an in-depth knowledge of the industrial products they are selling, and this expertise enables them to guide customers in making informed purchasing decisions. They can provide valuable insights, answer questions, address concerns, and even offer recommendations tailored to the specific needs of the customer. This personalized approach enhances the customer's experience and builds a sense of loyalty (Amankwah-Amoah & Danso, 2018). Additionally, a salesperson plays a pivotal role in understanding and interpreting customer feedback. They serve as the conduit through which valuable insights about the performance, quality, and features of industrial products are relayed back to the company. This feedback loop is crucial for product development and improvement, ensuring that offerings are aligned with market demands and customer preferences (Koroma & Osman, 2018).

Furthermore, a salesperson has the ability to identify opportunities for upselling and cross-selling. Through a deep understanding of the customer's industry and specific needs, they can introduce complementary products or upgraded versions that add value and enhance the customer's operations. This not only benefits the customer by providing them with comprehensive solutions, but also bolsters the company's revenue stream (Iledare & Adom, 2021). In the marketing of industrial products, a salesperson's relationship with customers is instrumental in overcoming challenges unique to this domain. Industrial products often involve complex specifications, technical details, and compatibility requirements. A skilled salesperson is adept at translating these intricacies into accessible and understandable information for the customer. They can clarify technical jargon, demonstrate product functionalities, and highlight the benefits of choosing a particular solution. This simplification process is vital in making industrial products more approachable and easier for customers to evaluate and adopt (Gazi, 2019). The foregoing viewpoints emphasize that salesperson's relationship with customers is indispensable to the marketing of industrial products. This viewpoint is reinforced by the study of Gyaamfi and Kofi (2019), which revealed that salesperson's relationship-building had a significant impact on the marketing performance of pharmaceutical firms in Takoradi, Ghana. The viewpoints are also supported by the study of Ellen (2021), which revealed that salesperson's relationship with customers significantly affected the sales performance of electronics dealers in Ethiopia. Similarly, the viewpoints are reinforced by the study of Omar and Wahleed (2020), which revealed that salesperson's relationship with customers had a significant positive relationship with the marketing performance of small-scale bakeries in Jordan. In addition, in a study conducted by Kamara and Jawo (2019), it was found that salesperson's relationship with customers is significantly instrumental to the marketing of industrial products by Gambian firms. On the basis of the foregoing scholarly viewpoints, this study puts forward the following hypothesis:

H₃: Salesperson's relationship with customers has a significant effect on the marketing of industrial products in Nigeria.

2.7. Salesperson's Follow-up Efforts and Marketing of Industrial Products

A salesperson's follow-up efforts play a crucial role in the marketing of industrial products. This process involves a series of actions taken by a sales representative after an initial contact with a potential customer. These efforts are designed to nurture the relationship, address any concerns, provide additional information, and ultimately, convert the lead into a paying customer (Bao & Cheung, 2021). According to Dieng and Saraka (2021), salesperson's follow-up efforts serve to build trust and credibility. In the context of industrial products, trust is of paramount importance.

Industrial buyers often make significant investments and rely on the products they purchase for critical operations. By demonstrating diligence and commitment through follow-up, a salesperson shows that they are invested in the customer's success, which helps establish a foundation of trust.

Also, salesperson's follow-up efforts allow the salesperson to gather valuable feedback (Kanyua & Tuli, 2020). This feedback loop is invaluable for understanding the specific needs and preferences of the customer. It provides insights into any concerns or hesitations they may have, allowing the salesperson to address them promptly and effectively. This information can be used to refine the product offering or tailor future pitches to better meet the customer's requirements. Additionally, follow-up efforts enable the salesperson to provide additional information or clarification. Industrial products often come with technical specifications, complex features, and potential applications. By engaging in follow-up conversations, the salesperson can offer detailed explanations, demonstrations, or even arrange for technical experts to assist, ensuring the customer has a clear understanding of the product's capabilities and benefits (Mawla, 2019).

Moreover, consistent follow-up demonstrates a commitment to customer satisfaction. It shows that the salesperson is not just interested in making a sale, but in ensuring that the customer derives maximum value from the product (Bendu & Gbollie, 2021). This level of commitment can lead to long-term customer loyalty, which is particularly valuable in the industrial sector where long-lasting relationships can result in repeat business and referrals. Furthermore, in the marketing of industrial products, follow-up efforts also serve as a means of staying top-of-mind (Koroma & Osman, 2018). Industrial procurement cycles can be lengthy, and customers may need time to evaluate options, secure budgets, or navigate internal decision-making processes. Regular follow-up keeps the product and the salesperson in the forefront of the customer's mind, increasing the likelihood that they will choose the offered solution when the time is right. The foregoing viewpoint suggests that salesperson's follow-up efforts are fundamental to the marketing of industrial products. This viewpoint is backed by the study of Gyaamfi and Kofi (2019), which revealed that salesperson's follow up significantly improved the marketing performance of pharmaceutical firms in Takoradi, Ghana. In another study by Omar and Wahleed (2020), it was found that salesperson's follow-up efforts had a significant positive relationship with the marketing performance of small-scale bakeries in Jordan. Also, in the study by Agarwal and Kumar (2020), the findings revealed that salesperson's follow-up significantly enhanced the sales of industrial products in India. On the basis of the foregoing scholarly viewpoints, this study puts forward the following hypothesis:

H4: Salesperson's follow-up effort has a significant effect on the marketing of industrial products in Nigeria.

3. Theoretical Framework

The theoretical underpinning of this study is the social influence theory, which was propounded by Kelman (1958) to explain how the beliefs, attitudes and behaviours of individuals can be determined by communication from other individuals. The basic premise of the social influence theory is that an individual's attitudes, beliefs, and subsequent actions or behaviours are influenced by others through three processes: compliance, identification, and internalization (Kelman, 1958). Social influence refers to the way in which individuals change their behaviour to meet the demands of a social environment. Typically, social influence results from a specific action, command, or request, but people also alter their attitudes and behaviours in response to what they perceive others might do or think. Kelman (1958) proposed that social influence operates on distinct levels, each representing a different degree of acceptance and integration of the influencing factors. The first level, compliance, involves a surface-level conformity where individuals may adjust their behavior or attitudes in response to external pressure or demands, without necessarily internalizing the underlying beliefs. Moving beyond compliance, the second level identified by Kelman (1958) is identification. At this stage, individuals not only conform to the expectations of a particular group or authority, but they also begin to identify with the values and norms associated with that group. This level of influence suggests a deeper integration of external beliefs, as individuals align their actions and attitudes with the group's collective identity. The highest level of influence, as proposed by Kelman (1958), is internalization. At this stage, individuals fully internalize the beliefs, values, and norms presented by the influencing factors.

Unlike compliance or identification, where conformity may be driven by external pressure or group affiliation, internalization signifies a genuine, personal acceptance of these beliefs. This implies that the individual has integrated the influenced attitudes and actions into their own value system, resulting in a more enduring and authentic transformation. In the context of this study, the relevance of the social influence theory is that it suggests that sales representatives, often the primary point of contact between a company and its clients, leverage interpersonal communication skills to persuade potential buyers. By recognizing and applying principles of social influence, sales professionals can tailor their approaches to align with the preferences, needs, and psychological triggers of prospective customers. Moreover, in the realm of industrial products, where purchases are typically characterized by complex, high-

stakes decisions, the role of social influence becomes even more pronounced. Buyers in industrial settings often rely on information from various sources, including peers, colleagues, and industry experts, to inform their choices. This reliance on external opinions and expertise underscores the importance of understanding and harnessing social influence dynamics in the sales process. Furthermore, the application of social influence theory extends beyond individual transactions. It has implications for relationship-building and long-term customer retention in the industrial sector. Establishing trust and credibility through effective personal selling techniques rooted in social influence principles can lead to enduring partnerships and repeat business.

4. Research Methodology

This study employed a cross-sectional survey methodology, utilizing a structured questionnaire to gather information from sales personnel working in industrial firms in Calabar, Nigeria. In contrast to a longitudinal study that extends over an extended period, the cross-sectional design entails a single data collection event conducted within a short timeframe. This approach was selected to streamline the data gathering process and reduce time commitment. The adoption of a cross-sectional methodology facilitated the efficient collection of data from a significant sample size, enabling reliable generalizations about the entire population, without necessitating the extensive resource allocation that a longitudinal design would demand. The target population for the study comprised 278 salespersons of Lafarge Africa Plc, Calabar. Given that the population was small and manageable, the total population sampling technique was adopted, wherein all population elements were recruited as sample to participate in the questionnaire survey. According to Gabriel *et al.* (2019), total population sampling is a comprehensive method that provides an accurate representation of the entire population, as it leaves no room for selection bias. This is particularly advantageous when dealing with smaller populations, where it is feasible to include every member. By employing this technique, researchers are able to gather data from each and every individual within the population, offering a comprehensive and inclusive perspective. This approach minimizes the potential for sampling error and increases the likelihood of obtaining accurate and reliable results (Bhardwaj, 2019).

4.1. Research Instrument

To collect primary data from the respondents, we employed a structured questionnaire with measures adapted from extant relevant studies. The measures for the parameters of personal selling were adapted from Gyaamfi and Kofi (2019); Ellen (2021); Agarwal and Kumar (2020); Omar and

Wahleed (2020). The variable “salesperson’s presentation of products” was measured by 3 items; the variable “salesperson’s knowledge of products” was measured by 3 items; the variable “salesperson’s relationship with customers” was measured by 3 items; while the variable “salesperson’s follow-up efforts” was measured by 3 items. On the other hand, the dependent variable “marketing of industrial products” was measured by 4 items. The instrument relied on a 5-Point Likert Scale to gauge the responses from participants. To ensure the instrument was reliable, it was preliminarily tested using the Cronbach’s alpha reliability approach. The results (see Table 1) showed that all scales on the questionnaire generated Cronbach’s alpha coefficients not less than the benchmark of 0.7.

Table 1 Summary of reliability results

SN	Variables	No. of items	Alpha coefficients
1	Salesperson’s presentation of products	3	0.852
2	Salesperson’s knowledge of products	3	0.776
3	Salesperson’s relationship with customers	3	0.749
4	Salesperson’s follow-up effort	3	0.811
5	Marketing of industrial products	4	0.737
		16	

Source: Authors’ Analysis Via SPSS 2023

4.2. Data Analytical Procedure

Following the completion of the field survey, the study collected primary data from respondents. This data was subsequently subjected to analysis and interpretation employing descriptive statistics. To test the hypotheses formulated for the study, we employed multiple regression analysis, utilizing the following regression model:

$$\text{MKTINPROD} = a + \beta_1\text{SPP} + \beta_2\text{SKP} + \beta_3\text{SRC} + \beta_4\text{SFE} + e$$

Where:

MKTINPROD = Marketing of industrial products

a = The intercept (or constant)

$\beta_1\text{SPP}$ = Coefficient of salesperson’s presentation of products

$\beta_2\text{SKP}$ = Coefficient of salesperson’s knowledge of products

$\beta_3\text{SRC}$ = Coefficient of salesperson’s relationship with customers

$\beta_4\text{SFE}$ = Coefficient of salesperson’s follow-up efforts

e = Error margin (5 percent)

5. Data Analysis

During the survey, we administered copies of the questionnaire to 278 salespersons of Lafarge Africa Plc, Calabar to obtain data for the study. Given that all respondents were from a single establishment and through robust follow-up efforts, we were able to retrieve all copies of the questionnaire administered. This analysis is therefore based on the responses of 278 participants.

5.1. Demographic Characteristics of Respondents

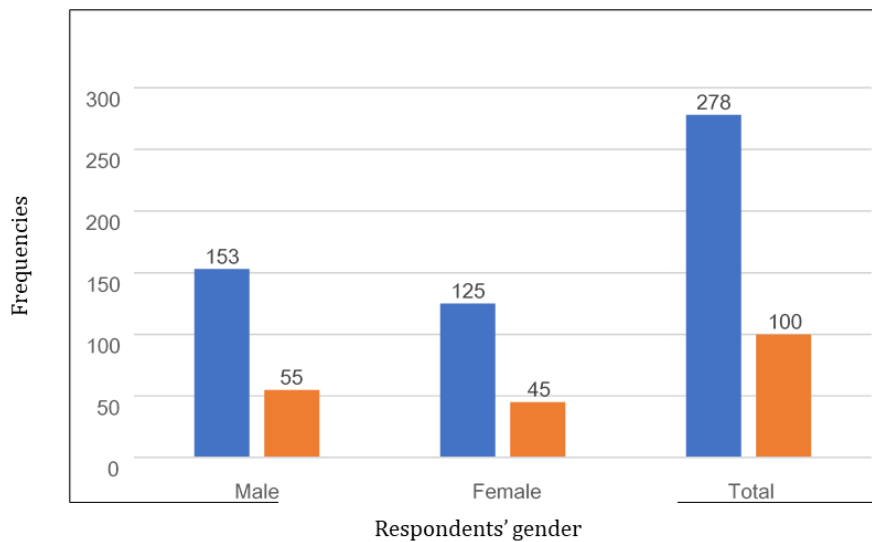


Figure 1 Gender distribution

The data displayed in figure 1 reveals that out of the 278 respondents surveyed in the study, 153 (or 55 percent) were male, while 125 (or 45 percent) were female.

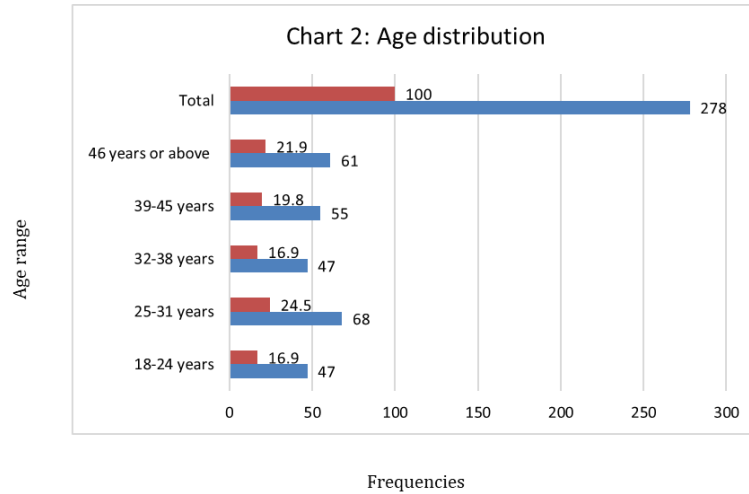


Figure 2 Age Distribution

The data displayed in figure 2 reveals that out of the 278 respondents surveyed in the study, 47 (or 16.9 percent) were between 18-24 years, 68 respondents (or 24.5 percent) were between 25-31 years, 47 respondents (or 16.9 percent) were between 32-38 years, 55 respondents (or 19.8 percent) were between 39-45 years, while 61 respondents (or 21.9 percent) were 46 years or above.

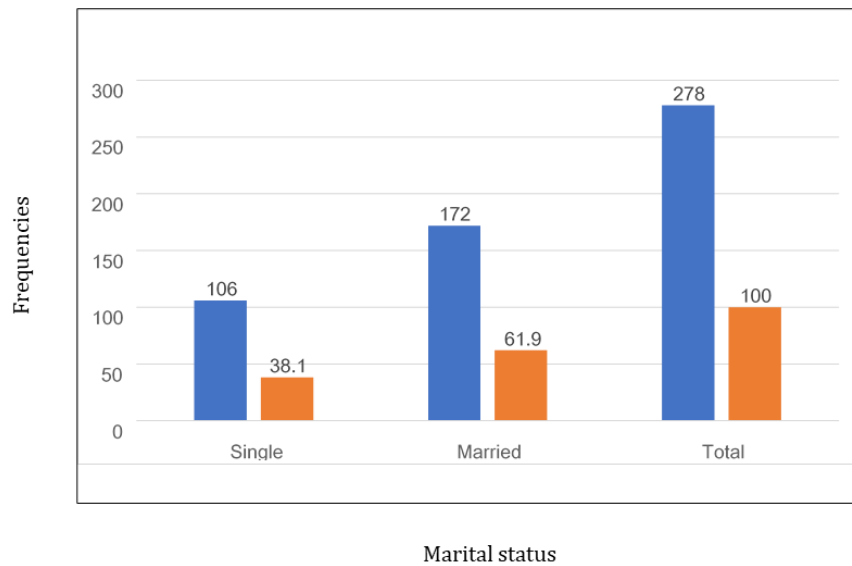


Figure 3 Marital status of respondents

The data displayed in Chart 3 reveals that out of the 278 respondents surveyed in the study, 106 (or 38.1 percent) were single, while 172 respondents (or 61.9 percent) were married.

5.2. Data Analysis and Interpretation

The results in Table 2 explain the descriptive statistics of the variables of the study using mean and standard deviation. This result is based on a 5-Point Likert scale ratio, which 5 being strongly agree and 1 strongly disagree, while 3, 2 and 4 are undecided, disagree and agree respectively. With respect to salesperson’s presentation of products, the results show a standard deviation (of 1.653) and a mean value (of 4.342), which indicated that the average response to the variable was agree.

Table 2 Descriptive statistics of research variables

Variables	N	Mean	Std. Deviation
Salesperson's presentation of products	278	4.342	1.653
Salesperson's knowledge of products	278	3.822	1.621
Salesperson's relationship with customers	278	4.531	1.847
Salesperson's follow-up effort	278	4.211	1.745
Marketing of industrial products	278	3.915	1.492
Valid N (listwise)			

Source: Authors' Analysis Via SPSS, 2023

With respect to salesperson's knowledge of products, the results show a standard deviation (of 1.621) and a mean value (of 3.822), which indicated that the average response to the variable was agree. Also, with respect to salesperson's relationship with customers, the results show a standard deviation (of 1.847) and a mean value (of 4.531), which indicated that the average response to the variable was strongly agree. Similarly, with respect to salesperson's follow-up effort, the results show a standard deviation (of 1.745) and a mean value (of 4.211), which indicated that the average response to the variable was agree. Finally, with respect to marketing of industrial products, the results show a standard deviation (of 1.492) and a mean value (of 3.915), which indicated that the average response to the variable was agree.

5.3. Test of Hypotheses

For the purpose of hypothesis testing, only the null hypotheses developed for the study were tested. The key advantage of focusing on the null hypothesis is that it provides a clear framework for hypothesis testing (Keyzers *et al.*, 2020). Researchers begin with the assumption of no effect, and then seek to gather evidence to either support or reject this assumption. This approach helps maintain objectivity and rigor in the research process, as it forces researchers to critically evaluate their data in light of this initial assumption. Additionally, it helps guard against premature conclusions or biases that may arise from a priori beliefs about the expected outcome.

- *Hypothesis one:* Salesperson's presentation of products has no significant effect on the marketing of industrial products in Nigeria.
- *Hypothesis two:* Salesperson's knowledge of products has no significant effect on the marketing of industrial products in Nigeria.
- *Hypothesis three:* Salesperson's relationship with customers has no significant effect on the marketing of industrial products in Nigeria.
- *Hypothesis four:* Salesperson's follow-up effort has no significant effect on the marketing of industrial products in Nigeria.

Independent variables: Salesperson's presentation of products, salesperson's knowledge of products, salesperson's relationship with customers and sales person's follow-up effort hypothesis, if otherwise.

Dependent variable: Marketing of industrial products

Test statistic: Multiple linear regression

Decision criteria: Accept the alternative hypothesis if ($p < .05$) and reject the null hypothesis, if otherwise.

Table 3 Model summary of the effect of personal selling on the marketing of industrial products in Nigeria

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	0.781	0.610	0.598	2.844

Predictors: (Constant), Salesperson's presentation of products, salesperson's knowledge of products, salesperson's relationship with customers and salesperson's follow-up effort

Table 4 ANOVA^a of the effect of personal selling on the marketing of industrial products in Nigeria

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1575.323	4	393.831	106.643	0.000 ^b
	Residual	1008.076	273	3.693		
	Total	2583.399	277			

Dependent Variable: Marketing of industrial products

Predictors: (Constant), Salesperson's presentation of products, salesperson's knowledge of products, salesperson's relationship with customers and salesperson's follow-up effort

Table 5 Coefficients of the effect of personal selling on the marketing of industrial products in Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	0.700	0.311		12.255	0.000
Salesperson's presentation of products	0.118	0.063	0.507	7.869	0.000
Salesperson's knowledge of products	0.048	0.072	0.343	9.663	0.008
Salesperson's relationship with customers	0.132	0.056	0.637	2.349	0.020
Salesperson's follow-up effort	0.869	0.079	0.584	11.024	0.000

Dependent Variable: Marketing of industrial products

The results displayed in Tables 3-5 depict the multiple regression analysis of the effect of personal selling on the marketing of industrial products in Nigeria. The correlation coefficient ($R = 0.781$) in Table 3 indicates that personal selling has a very high degree of relationship of up to 78.1 percent with the marketing of industrial products in Nigeria. The regression coefficient of determination ($R^2 = 0.610$) indicates that about 61.0 percent of the variation in the marketing of industrial products in Nigeria is predicted by personal selling. The F-statistic ($F = 106.643$) and significance level ($\text{sig.} = 0.000 < .05$) in Table 4 indicate that the regression model is statistically significant, thereby implying that the effect of personal selling on the marketing of industrial products in Nigeria is significant. Furthermore, the results in Table 5 show that the p-values of all the predictor variables tested were below the error margin of 0.05 with positive t-values [salesperson's presentation of products ($p\text{-value} = 0.000$; $t\text{-value} = 7.869$); salesperson's knowledge of products ($p\text{-value} = 0.008$; $t\text{-value} = 9.663$); salesperson's relationship with customers ($p\text{-value} = 0.020$; $t\text{-value} = 2.349$) and salesperson's follow-up effort ($p\text{-value} = 0.000$; $t\text{-value} = 11.024$)]. This provides credible statistical evidence to conclude that salesperson's presentation of products, salesperson's knowledge of products, salesperson's relationship with customers and salesperson's follow-up effort had significant positive influences on the marketing of industrial products in Nigeria. However, considering each variable's standardized Beta coefficients displayed in Table 5, it can be seen that the variable with the highest significant influence on the marketing of industrial products in Nigeria is salesperson's relationship with customers ($\beta = 0.637$ or 63.7 percent). Salesperson's follow-up effort had the second-highest significant influence on the marketing of industrial products in Nigeria ($\beta = 0.584$ or 58.4 percent), while salesperson's knowledge of products had the least significant influence on the marketing of industrial products in Nigeria ($\beta = 0.343$ or 34.3 percent).

6. Discussion of Findings

From the test of hypothesis one, it was found that salesperson's presentation of products had a significant positive effect on the marketing of industrial products in Nigeria. This finding is backed by the study of Gyaamfi and Kofi (2019), which revealed that sales presentation significantly improved the marketing performance of pharmaceutical firms in Takoradi, Ghana. The finding is also backed by the study of Ellen (2021), which revealed that salesperson's presentation significantly affected the sales performance of electronics dealers in Ethiopia. In addition, a study conducted by Agarwal and Kumar (2020) indicated that salesperson's presentation of products significantly enhanced the sales of industrial products in India. The implication of this finding to this study is that it highlights the importance of interpersonal skills and communication abilities in industrial marketing context. A well-prepared and articulate salesperson can bridge the gap between the technical complexities of industrial products and the understanding of potential buyers. This implies

that recruitment efforts should not only focus on technical expertise but also on the ability to convey information in a compelling and persuasive manner.

From the test of hypothesis two, it was found that salesperson's knowledge of products had a significant positive effect on the marketing of industrial products in Nigeria. This finding is reinforced by the study of Ellen (2021), which revealed that salesperson's knowledge of products has a significant positive effect on the sales performance of electronics dealers in Ethiopia. The finding also aligns with the study of Farouk *et al.* (2018), which revealed that salesperson's knowledge of product had a significant influence on customer patronage of information technology gadgets in Beirut. In addition, the finding resonates with the study of Omar and Wahleed (2020), which revealed that salesperson's knowledge of products had a significant positive relationship with the marketing performance of small-scale bakeries in Jordan. In the context of this study, this finding underscores the critical role that well-informed and knowledgeable sales personnel play in driving successful marketing efforts. A salesperson equipped with a deep understanding of the products they are selling is better positioned to articulate the features, benefits, and unique selling points to potential customers. This not only instills confidence in clients but also allows for more effective communication, potentially leading to higher conversion rates.

In testing hypothesis three, it was revealed that salesperson's relationship with customers had a significant positive effect on the marketing of industrial products in Nigeria. This finding is reinforced by the study of Gyaamfi and Kofi (2019), which revealed that salesperson's relationship building had a significant impact on the marketing performance of pharmaceutical firms in Takoradi, Ghana. The finding is also supported by the study of Ellen (2021), which revealed that salesperson's relationship with customers significantly affected the sales performance of electronics dealers in Ethiopia. Similarly, the finding is reinforced by the study of Omar and Wahleed (2020), which revealed that salesperson's relationship with customers had a significant positive relationship with the marketing performance of small-scale bakeries in Jordan. In the context of this study, this finding underscores the imperatives of ensuring the existence of cordial relationships between salespeople and customers. It entails that with such a robust relationship, salespeople can better build trust and inspire long-term business connections with customers.

Finally, the test of hypothesis four revealed that salesperson's follow-up effort had a significant positive effect on the marketing of industrial products in Nigeria. This finding is backed by the study of Gyaamfi and Kofi (2019), which revealed that salesperson's follow up significantly improved the marketing performance of pharmaceutical firms in Takoradi, Ghana. In another study by Omar and Wahleed (2020), it was found that salesperson's follow-up efforts had a significant positive relationship with the marketing performance of small-scale bakeries in Jordan. Also, in the study by Agarwal and Kumar (2020), the findings revealed that salesperson's follow-up significantly enhanced the sales of industrial products in India. In the context of this study, this finding suggests that proactive and persistent follow-up strategies employed by salespeople can lead to enhanced outcomes in terms of product promotion and sales within the Nigerian industrial market. Specifically, it emphasizes the pivotal role of salesperson follow-up efforts and underscores the potential benefits of investing in this aspect of the sales process.

7. Conclusion and Recommendations

As earlier observed, the intricate and sophisticated nature of industrial products and marketing has compelled marketers in this sector to profoundly deploy personal selling to promote the sales of their products. Given the interactive and interpersonal nature of personal selling, it has developed to be a popular tool among marketers of industrial products. Beyond its popularity in industrial marketing, this study was designed to examine the effect of personal selling on the marketing of industrial products in Nigeria. It aimed to determine the causality between personal selling attributes (salesperson's presentation of products, knowledge of products, relationship with customers and follow-up efforts) and the marketing of industrial products in Nigeria. To that end, the study obtained primary data from salespersons of an industrial product manufacturer in Calabar through a structured questionnaire survey. The data were analyzed and interpreted using descriptive and inferential statistics. The findings of the study thereof revealed that salesperson's presentation of products, knowledge of products, relationship with customers and follow-up efforts had significant positive effects on the marketing of industrial products in Nigeria. This finding underscores the pivotal role that personal selling plays in the effective promotion and sale of industrial products within this specific context.

The finding also demonstrates that relying solely on traditional advertising channels or digital marketing may not yield the same level of success as incorporating a robust personal selling approach. This suggests that companies operating in the Nigerian market must allocate adequate resources and attention towards developing and maintaining a proficient sales force. Moreover, the study's results shed light on the unique characteristics of the Nigerian market and consumer behavior. It suggests that the industrial landscape in Nigeria may exhibit distinct features compared to other regions, making personal interaction and relationship-building a crucial component of the marketing process. Understanding

the cultural nuances and business etiquettes in Nigeria becomes imperative for companies seeking to establish a strong foothold in this market. In summary, the findings made in this study have provided substantive empirical evidence to conclude that personal selling is uniquely indispensable to the effective marketing of industrial products in the Nigerian context. On this basis, the following recommendations are suggested for possible implementation by industrial marketing companies:

- Salespersons in industrial marketing companies should consistently be trained in interpersonal and presentation skills in order to equip them to confidently and persuasively communicate key details of products to customers and close sales successfully.
- Manufacturers and dealers of industrial products should improve the product knowledge of their salespeople. This can be achieved through comprehensive training that educates them about the various features, advantages, and functions of the products.
- Also, to optimize the marketing of their products, manufacturers and dealers of industrial products should encourage their salespeople to establish and maintain enduring relationships with customers. This approach aims to secure repeat purchases and foster customer loyalty.
- Manufacturers and dealers of industrial products can further enhance the marketing of their products by assigning specialized salespeople to periodically follow up with customers. This will ensure customer satisfaction and secure future patronage.

Compliance with ethical standards

Acknowledgement

The authors are grateful to the management and staff of Lafarge Africa Plc in Cross River State for providing the necessary information to carry out this research work.

Disclosure of conflict of interest

The authors hereby declare that there is no conflict of interest.

Statement of ethical approval

This study was conducted with acute adherence to the basic ethical standards guiding research on human participants, including informed consent, concern for participant safety, privacy protection, anonymity of participants, and data protection. Prior to the actual survey, all potential participants were informed adequately about the aims of the study and asked to provide consent for participation. Only those who provided express consent were included in the survey. The survey was carried out using print questionnaire which was completed in the participants' convenience thereby ensuring their safety. Also, information regarding participants' personal characteristics such as name, home address and contact details were not sought in this study to protect the personal information of participants. Finally, in keeping with the norms of integrity in research, all scholarly works used in this study were appropriately cited and referenced.

References

- [1] Acheampong, E., Boateng, R., & Danso, K. B. (2021). The impact of personal selling strategies on business-to-business marketing of industrial products in Ghana. *Journal of African Business*, 22(1), 1-17.
- [2] Adeleke, A. A. (2019). The impact of marketing strategies on the performance industrial products in Nigeria. *Journal of Industrial Marketing Management*, 53, 92-100.
- [3] Adeyemi, I. A., & Agbonifoh, B. A. (2019). Personal selling strategies in the marketing of industrial products in Nigeria. *Journal of Business and Retail Management Research*, 13(3), 176-186.
- [4] Afolu, P. O., & Ofei, S. B. (2018). Personal selling strategies in business-to-business marketing of industrial products in Ghana. *International Journal of Research in Business Studies and Management*, 5(2), 11-23.
- [5] Agarwal, R., & Kumar, S. (2020). The effectiveness of personal selling strategies in marketing industrial products in India. *Journal of Marketing and Communication*, 16(1), 49-62.
- [6] Agnolucci, P., Russo, G., & Durusu-Ciftci, D. (2021). Personal selling strategies in the industrial sector: Evidence from Italy and Turkey. *International Journal of Business and Management*, 16(1), 10-22.

- [7] Ahmed, A. A., & Mutalib, L. A. (2020). The impact of personal selling on the marketing of industrial products in Malaysia. *Journal of Management and Sustainability*, 10(1), 98-110.
- [8] Alawi, K. A. (2020). The role of personal selling strategies in marketing industrial products in Jordan. *International Journal of Business Research and Management*, 11(2), 80-90.
- [9] Amankwah-Amoah, J., & Danso, A. (2018). Contesting power in industrial marketing: The case of the Ghanaian construction industry. *Journal of Business Research*, 86, 338-344.
- [10] Amankwah-Amoah, J., & Ifere, S. E. (2019). Personal selling in the marketing of industrial products: A review and research agenda. *Journal of Business Research*, 95, 322-331.
- [11] Anjum, A., & Zaidi, S. A. (2019). Personal selling strategies and the marketing of industrial products in Pakistan. *Journal of Business and Management Research*, 11(3), 20-35.
- [12] Asnodkar, R. S., & Kulkarni, S. (2019). Analysis of personal selling strategies for marketing of industrial products in India. *Journal of Management and Science*, 9(1), 23-38.
- [13] Azibo, B. D., & Gberegbe, D. E. (2020). Personal selling strategies and the marketing of industrial products in Nigeria. *Journal of Marketing and Consumer Research*, 67, 19-32.
- [14] Bao, Y., & Cheung, M. Y. (2021). Employee job satisfaction as a mediator between personal selling strategies and industrial product performance: Evidence from China. *Journal of Business Research*, 134, 138-150.
- [15] Bayar, Y., Cakici, Y., & Bayar, S. (2020). Personal selling strategies and the marketing of industrial products in Turkey. *Journal of Business and Management Studies*, 8(2), 76-87.
- [16] Bendu, W. E., & Gbollie, M. A. (2021). An assessment of the effectiveness of marketing strategies on industrial products in Liberia. *Journal of Marketing Theory and Practice*, 29(2), 216229.
- [17] Bhardwaj, P. (2019). Types of sampling in research. *Journal of Primary Care Specialties*, 5(3), 157-163.
- [18] Cengiz, E. (2020). An empirical examination of relationship marketing in the Turkish industrial market. *Industrial Marketing Management*, 90, 28-38.
- [19] Coetzee, M., & Samaai, E. (2019). The importance of personal selling for the marketing of industrial products in South Africa. *Journal of Economics and Behavioral Studies*, 11(4), 118-131.
- [20] Dieng, A., & Saraka, K. C. (2021). Personal selling strategies and the marketing of industrial products in Senegal. *Journal of Business and Management*, 23(1), 88-102.
- [21] Ellen, D. (2021). Effect of personal selling on the sales performance of electronics dealers in Ethiopia. *European Journal of Marketing*, 32(4), 305-22.
- [22] Ezeuduji, I. O., Anyaeche, C. O., & Ejubekpokpo, P. O. (2019). Personal selling strategies and business-to-business marketing of industrial products in Nigeria. *International Journal of Research in Business and Social Science*, 8(2), 16-29.
- [23] Farouk, H., Mutazz, Y. & Imran, F. (2018). Assessment of the influence of personal selling on customer patronage of information technology gadgets in Beirut. *International Journal of Innovation and Technology*, 29(5), 60-69
- [24] Gabriel, A. S., Podsakoff, N. P., Beal, D. J., & Butts, M. M. (2019). Experience sampling methods: A discussion of critical trends and considerations for scholarly advancement. *Organizational Research Methods*, 22(4), 969-1006.
- [25] Gama, F. M. (2021). The impact of personal selling strategies on the marketing of industrial products in Angola. *Journal of Business and Economy*, 12(1), 203-219.
- [26] Gazi, E. (2019). Personal selling strategies and the marketing of industrial products in Turkey. *Turkish Journal of Business and Management Studies*, 10(4), 444-454.
- [27] Gyamfi, A. & Kofi, G. (2019). Impact of personal selling on the marketing performance of pharmaceutical firms in Takoradi, Ghana. *Journal of Advanced Consumer Research*, 33(14), 78-91
- [28] Hossain, M. S., & Hasan, S. M. (2018). Personal selling strategies and the marketing of industrial products in Bangladesh. *Journal of Business and Economics*, 9(3), 42-53.
- [29] Ibrahim, I. A., & Bello, A. A. (2020). Personal selling strategies and the marketing of industrial products in Nigeria: A study of selected firms in Lagos. *African Journal of Business and Economic Research*, 15(2), 1-15.

- [30] Iledare, I. O., & Adom, P. K. (2021). Personal selling strategies and business-to-business marketing of industrial products in Ghana. *Journal of Marketing Research and Case Studies*, 21(1), 1-11.
- [31] Iremiren, G. O., & Omiunu, M. O. (2020). Personal selling strategies and the marketing of industrial products in Nigeria. *International Journal of Research in Commerce, Economics and Management*, 10(6), 54-67.
- [32] Kamara, P. A., & Jawo, S. A. (2019). Personal selling strategies and the marketing of industrial products in The Gambia. *Journal of Management and Strategy*, 10(3), 73-84.
- [33] Kanyua, M. W., & Tuli, N. S. (2020). Personal selling strategies and the marketing of industrial products in Kenya. *Journal of African Business*, 21(4), 407-420.
- [34] Kelman, H. C. (1958). Compliance, identification, and internalization: Three processes of attitude change. *Journal of Conflict Resolution*, 2(1), 51-60.
- [35] Keyser, C., Gazzola, V., & Wagenmakers, E. J. (2020). Using Bayes factor hypothesis testing in neuroscience to establish evidence of absence. *Nature Neuroscience*, 23(7), 788-799.
- [36] Khalid, R., & Okumus, F. (2019). Personal selling strategies and the marketing of industrial products in Pakistan. *Journal of Business and Tourism Research*, 1(1), 53-64.
- [37] Khan, A., & Ahmed, A. (2018). Personal selling strategies and business-to-business marketing of industrial products in Pakistan. *Journal of Business and Economics*, 9(2), 65-78.
- [38] Koh, C. K. S., & Ling, S. K. (2019). The impact of organizational culture on industrial marketing: A case study of Singaporean firms. *Journal of Asia-Pacific Business*, 20(3), 215-230.
- [39] Koroma, S., & Osman, J. A. (2018). Personal selling strategies and the marketing of industrial products in Sierra Leone. *Journal of Marketing and Consumer Research*, 44, 43-55.
- [40] Kulkarni, S., & Deshmukh, S. (2019). Personal selling strategies and the marketing of industrial products in India. *International Journal of Research in Business Studies and Management*, 6(3), 15-26.
- [41] Lee, C. S., & Lee, J. H. (2020). The impact of personal selling strategies on industrial product performance in Singapore. *Journal of Asia-Pacific Business*, 21(1), 29-44.
- [42] Mawla, H. M. (2019). Personal selling strategies and business-to-business marketing of industrial products in Bangladesh. *Journal of Business and Management*, 21(1), 32-43.
- [43] Mbah, E. O., & John, B. E. (2021). Personal selling strategies and the marketing of industrial products in Nigeria. *Journal of Public Administration and Governance*, 11(1), 55-65.
- [44] Menna, M. T., & Abubakr, A. S. (2020). Personal selling strategies and the marketing of industrial products in Sudan. *Journal of Business and Retail Management Research*, 15(4), 211-222.
- [45] Mubarak, F., & Zainol, F. A. (2021). The influence of personal selling strategies on the marketing of industrial products in Egypt. *Journal of Management and Science*, 11(1), 30-42.
- [46] Nambudiri, R., & Yadav, R. (2018). Personal selling strategies and the marketing of industrial products in India. *The Journal of Business Inquiry*, 17(2), 107-122.
- [47] Ndiaye, A. B., & Mbengue, D. A. (2018). Branding and marketing of industrial products in Senegal: A case study of the construction industry. *Journal of Business and Management*, 6(2), 15-26.
- [48] Omar, R. & Wahleed, J. (2020). Personal selling and the marketing performance of small-scale bakeries in Jordan. *Journal of Dynamic Consumer Studies*, 16(9), 12-24
- [49] Zeb, F., & Siddiqui, S. A. (2021). Personal selling strategies and the marketing of industrial products in Pakistan: An empirical study. *Asia-Pacific Journal of Management Research and Innovation*, 17(1-2), 123-135.