

**Article Type:** *Research*

**Citation:** *Adeleh, S. and Eleyan, D. (2021). The Effect of Marketing Mix on Customer Behaviour, Economics, Business and Organization Research, 3(2), pp. 194-208*

## THE EFFECT OF MARKETING MIX ON CUSTOMER BEHAVIOUR

**Sireena ADELEH<sup>1</sup>**

**Derar ELEYAN<sup>2</sup>**

### Abstract

Any business aiming to increase the selling process which is obviously very hard, thus, managers use marketing in order to motivate consumers to buy the products or the service. In order to study the impact of marketing mix on sales, this research paper studied a number of researches about the marketing mix and its effect on customer behaviour, considering a specific type of procedure and method in order to guarantee valid research, thus, the criteria of eligibility includes the studies assessing the phenomenon of the effect of marketing on sales that written in English languages, published in a scholarly peer-reviewed journal, and studies that publication date between the '90s and 2021. While the excluded studies that were not published in a peer-reviewed journal, the unpublished thesis and dissertation, and studies that are a single case. Following the previous procedures, 20 eligible empirical studies were included after omitting a further 2121 studies because they were duplicates ( $n = 623$ ) and only had an abstract ( $n = 22$ ). Consequently, a total of 38 studies were selected for the eligibility phase. The present paper carried out a systematic review of available literature using Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA) guidelines.

**Keywords:** *Marketing. Sales, Personal-Selling, Promotion, Advertising, Public-Relations, Consumer.*

<sup>1</sup> Faculty of Business, Arab American University, Jenin-Palestine, P.O. Box 240 Jenin, 13, Zababdeh, Sireena.adeleh@gmail.com, ORCID: 0000-0001-7994-4482

<sup>2</sup> Applied Computing Department, Palestine Technical University, Palestine, PO. Box 7, d.eleyan@ptuk.edu.ps, ORCID: 0000-0001-8876-7019

**Received:** 15.12.2021

**Accepted:** 29.12.2021

**Published Online:** 31.12.2021

## 1. INTRODUCTION

The market has a special nature that explains its response to the market mix which is a very important issue beside its theoretical and practical significance, all it should be learned which make the marketers pay more attention to the communications regularity with its sales and expenses (Woretaw et al., 2021). The most obvious aspect of marketing seems to be that promoting a product is the basis of any selling process per se marketing function which requires the use of advertising, personal selling, and others, in other words, potential buyers need to be motivated by promotion that makes them believe in their desire of the product (Okyere et al., 2011).

A simple "master formula" is what the marketing vision depends on, that it ought to focus on polarizing the attention, interest, and desire of the potential consumers, accordingly, the first mission for marketing is polarizing the consumer's attention (Palmer, 2005). To achieve the point of marketing it's important to use the target audience's vocabulary so they are easily attracted to it and convene evidence that encourages the customer that a particular brand is the best choice. Furthermore, one of the most difficult missions in the marketing process is to create a desire for consumers to buy a product and convince the customers that they need the product in order to achieve the final requirement which is getting the prospect's action (Churchill and Peter, 1998).

The academics and specialists in marketing very long ago have been aware of the effect of knowing the aspects that lead consumers to buy a product and how much of it. Product assortments continuously influence shoppers' store selection decisions, placing third in the significance after convenient locations and low costs as a factor. The core theory of store choice, the rule of gravity, states that the likelihood of choosing a store is depending on its size while its distance from their houses affects badly on choosing it. Being markets consist of the same products in general, choosing the market will depend on its assortments of products (Briesch, 2009). Providing various kinds of information that many buyers need to make decisions which increase the appeal of products and services and getting it to be more active. In other words, shedding light on the audience's needs by deep research is very central in obtaining more accurate results to depend on in the marketing process (Arens, 1999).

Most companies' success and long-term growth depend on raising awareness of their product(s) and eventual purchase. One of the most significant challenges that most trading

organizations have is determining how to assess and estimate how much their marketing methods are affecting the trade success, and according to Chadwick et al. (2005), Fahy et al. (2004), and Stotlar (2004) the previous evaluating process is the most difficult in the marketing field. The main question is whether the companies involved in these operations are getting the requisite returns on their large financial investments. One of the things that make firms produce genuineness marketing adverts is their use of communication-media along with developing products and services harmony. Even while companies are anticipated to keep working on product developments, true competitive differentiation will only be achieved through targeted marketing strategy and campaign management. Brands and communication are invariably the links between a firm and its customers, allowing the latter to differentiate one brand from another. These are individuals, families, or businesses that a marketer believes have the potential to become clients (Eberhard et al., 2006).

However, the author of this paper has noticed that marketing mix plays a main role in sales. Consequently, the present paper aims to collect the available literature in this field utilizing the Preferred Reporting Items for Systematic Reviews and Meta guidelines.

## **2. METHOD**

This study was conducted by reviewing many certified researches, studies and projects that studied the effect of marketing mix on customer behaviour, moreover, the reliability of marketing mix information and its impact on customer behaviour was confirmed by taking researches, studies and projects from reliable resources around the world. As the research is dependent on other researchers' projects, it is necessary to follow strict ethical principles. every quotation had been referenced, also, for every borrowing from any project. In addition, we have used the results of the research without misrepresentation.

This research paper demands a specific type of procedure and method in order to guarantee valid research, accordingly, the researcher of this paper has included the following:

### **2.1. Eligibility Criteria**

All studies assessing the phenomenon of the effect of marketing on sales were eligible for review, with the following inclusion criteria: a) studies that were written in English languages and, b) studies that were published in a scholarly peer-reviewed journal and, c) studies that publication date between the '90s and 2021. While the excluded criteria were the following: a)

studies that were not published in a peer-reviewed journal, b) the unpublished thesis and dissertation and, c) studies that are a single case.

## **2.2. Information Sources and Search**

A literature search was conducted via the following academic databases: Web of Science, SAGEpub, HeinOnline, Ingenta connect, ScienceDirect, and Wiley Online Library. During December 2021, Sundry searches in the specified databases were performed using the following search terms: (Marketing and sale, Effect of marketing communication, Effect of marketing on sale, and Marketing mix).

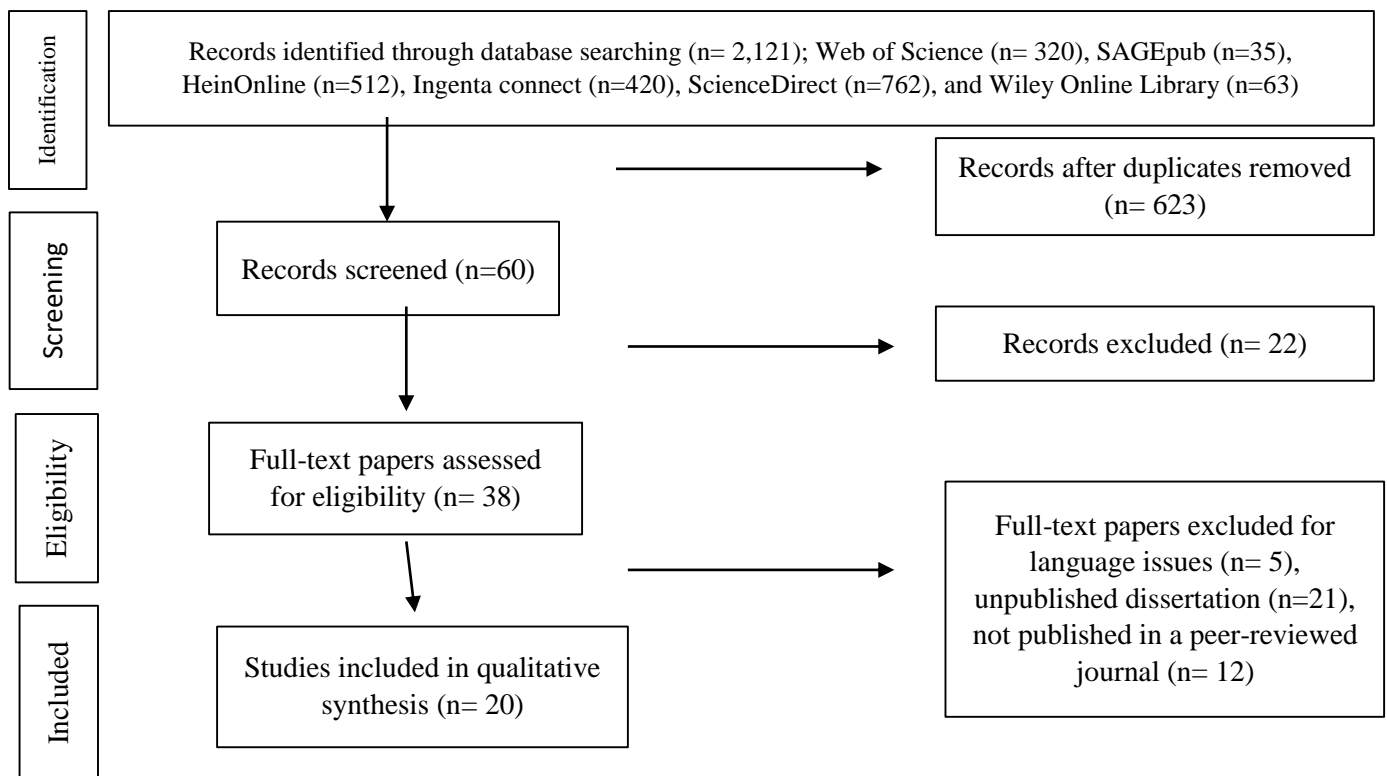
## **2.3. Study Selection and Data Collection Processes**

Following the initial literature searches, each study's title and abstract were inspected, and possibly relevant studies were then further evaluated for eligibility. The PRISMA flow diagram contains thorough information on the study selection process (Fig. 1).

## **3. RESULTS**

### **3.1. Study Selection**

A total of 2,121 studies (ScienceDirect, n=762; Web of Science, n= 320; Ingenta connect, n=420; HeinOnline, n=512; Wiley Online Library, n=63; and SAGEpub, n=35) were identified via the initial search process. After the title and abstract of each study were examined, 1498 studies were omitted because they were unsuitable for the present review. A further 2121 studies were omitted because they were a duplicate (n =623) and only having an abstract (n = 22). Consequently, a total of 38 studies were selected for the eligibility phase. Of these, a total of five studies were omitted due to language issues (n = 33), being unpublished thesis (n = 21), and not published in a peer-reviewed journal (n= 12). Following these procedures, 20 eligible experimental studies were included in the present review.



**Fig 1.** PRISMA flow diagram of paper selection process

### 3.2. Country in Which The Data Were Collected

In terms of the geographical characteristics of the studies that were included, Vaid et al. (2020), Gonzalez et al. (2014), Hunter and Perreault (2007), Smith (2006), Low (2000), Laskk et al. (2012), Strahle (1996), Blattberg and Neslin (1993) and Grönroos (1990) were in the US. While, Djakasaputra et al. (2021) in India, Ataman et al. (2010) in France, Seukindo (2017) in Tanzania, Tudose et al. (2017) in Romania. While, Goetz et al. (2013), Homburg et al. (2008), Homburg and Jensen (2007) in Germany, and Porto et al. (2017) in Brazil, Troilo et al. (2009) and Guenzi et al. (2007) in Italy.

### 3.3. Literature Review

Reviewing literature showed that with regard to key methodological features of studies, all studies reviewed were empirical and quantitative in nature. A cross-sectional design was used in the majority of the investigations.

**Table 1: Literature Studies**

<b>Study</b>	<b>Main findings</b>	<b>Study limitations</b>	<b>Risk of biases</b>
Grönroos (1990)	Strengthening, establishing, and developing customer relationships is the most important goal, which can be done by profit where organizational, individual, and objectives are met.	Developed from empirical research on consumer-packaged goods and durables. Furthermore, In the North American marketing environment, it was improved, the aspects are specific.	As the risk of bases was in sampling because of non-probability sampling techniques.
Hunter and Perreault (2007)	Corroborate the hypothesis that using ST to evaluate or present information has a favorable impact on a salesperson's ability to create customer relationships. However, when a salesperson uses ST to evaluate data, it has a detrimental impact.	In this study, the used process approach is focusing on assessing intermediate outcomes from various aspects of ST, which is fitting with IT's contexts that affect individuals' performance.	The risk of biases is represented in the desire to include more measures that are reliable and quantitative about the performance of sales.
Blattberg and Neslin (1993)	The primary findings were that incremental sales per redemption varied amongst brands, ranging from 0.208 to 0.534, besides the divergence of trademark vulnerability in coupons' competition. These results show that the ability of specific firms to get a huge market share in a coupon environment is shown as a result than they would in firms without it, while others lose market share in a discount environment.	This study has been done from the viewpoints of the sophisticated practitioner who lacks to develop besides who hopes to take part in the field.	According to the space limitations, the study pays efforts to illustrate the mentioned models in promotional literature and their kinds, while even working on improving the models of brand-specific the region-specific in order to prevent the bias, there are seldom appropriate information and data for a determined trademark in a determined region that is suitable with the model.

<p>Ataman et al. (2010)</p>	<p>Retail has a high intensity whereas the advertising was low. Accordingly, the study considers that the impact of distribution may be weak while the impact of advertising may be strong in the U.S., the study findings confirm that for long term advantages the advertising is very important per se the major driver for the country's markets.</p>	<p>The findings are subject to several notable limitations, some of which point out several future research opportunities, firstly, it's not easy to decide how much the DLM observations and variables size is, secondly, for the marketing mix there are many potential relatedness's.</p>	<p>This study can be considered as an adjustment for bias because of its selection difficulties, and the omitted variables.</p>
<p>Porto et al. (2017)</p>	<p>First, marketing activities accurately predict product sales, and; second, marketing activities are inefficient in generating profit if they are increased in the same proportion as product and goods costs.</p>	<p>The time for filling the questionnaire by the sample was restricted.</p>	<p>To uncover potential deviations from regression consistency, the researchers created cumulative sum plots of residuals.</p>
<p>Troilo et al. (2009)</p>	<p>That (DIMS) progresses the implication and engagement between Marketing and Sales, and aids in the spread of a customer-centric culture throughout the business.</p>	<p>This study is cross-sectional and combines the use of a convenience sample; any attempt to generalize the findings or infer causal linkages should be approached with caution.</p>	<p>(AMOS 7.0) were used so the indirect impacts of (DIMS) on market performance and superior customer value have been obtained with bias-corrected.</p>
<p>Vaid et al. (2020)</p>	<p>The insider status of an appointee, which represents less formalization of activities, can alleviate this disturbance by stabilizing structures during the transition, in addition, specializing in B2B marketing technology mitigates the unfavorable impact of combined M&amp;S appointments.</p>	<p>Although the antecedents of the merging of marketing and sales into one role were not examined in this study, maybe there are impacts of the previous aspects on the understanding of perceptions about the company's value.</p>	<p>This study can be considered as an adjustment for bias because of its selection difficulties, and the omitted variables.</p>

Tudose et al. (2017)	sellers and producers have to strictly manage the marketing plans, their tasks, also the expenses associated with them, all due to globalization and growing competition.	The study limitation was presented in the analysis of the mission of cost structure done for one firm.	Has tended to focus on theory rather than considering tactics employed together or in succession.
Goetz et al. (2013)	achieving an advanced level of marketing orientation demands a powerful function of marketing, otherwise, market-oriented businesses are affected by the impact of the sales unit's power.	For the different variables it used the single information reports, also, the hybrid organizational arranging was excluded from choosing in the sales department.	Comparing the late and earlier responding rates has prevented the risk of bias.
Seukindo (2017)	Sales promotion and publicity had an insignificantly small beneficial impact on sales performance.	Scoping the study to consist only of the soft-drink firms has prevented the study limitation, besides the limited time for filling the questionnaire by the sample.	It included one firm to obtain the data
Gonzalez et al. (2014)	The structural sources of social capital that are related to the firm's networks are the way to drive RMs' sales performance.	Findings are difficult to extrapolate across firms or industries.	The participants have been chosen based on their accessibility and availability.
Smith (2006)	First, the authors propose a complex interplay between marketing efforts, follow-up delays, and sales efficiencies; second, according to their study, they insist that multimedia spending has a basic impact on the effectiveness of subsequent communications.	When the query gets into the call center, more information about the prospect's media exposure can be gathered.	To uncover potential deviations from regression consistency, the researchers created cumulative sum plots of residuals.
Low (2000)	Organizations with integrated marketing communications systems are more likely to be small, consumer-focused, and service-oriented businesses toward more experienced management, meaning that their products can be growing in market share rapidly.	The study limitation was presented in the analysis of the mission of cost structure done for one firm.	Any attempt to generalize the findings must be done with caution.



Lassk et al. (2012)	The chief account manager able to collect the resources depending on the marketing and sales process is a very majority in the firm's success.	The reliance on either staff or consumer reactions, but not both.	The research on the utilization of specific sales methods has tended to focus on theory rather than considering tactics employed together or in succession.
Djakasaputra et al. (2021)	In the digital era, digital marketing has a large impact on sales performance, as does quality service, and digital marketing has a significant impact on sales performance through quality service.	This study has been done from the viewpoints of a sample with a short-term experience	The risk of biases was in sampling because of nonprobability sampling techniques.
Homburg et al. (2008)	In order to lead the trademark to success, it is necessary to achieve harmony between marketing and sales, besides the experience in the marketing field.	First, more research should be done to examine the structural linkages and integration mechanisms of M & S; and second, more research should be done to collect data from multiple respondents rather than key informants.	The risk of biases was in sampling because of nonprobability sampling techniques.
Strahle (1996)	Even if sales managers give build activities a greater priority than hold activities when assigning hold sales targets to goods, they nevertheless give build activities a higher priority than hold activities. Furthermore, the findings clearly show that sales management prioritizes selling over all other goals and activities.	This study has been done from the viewpoints of a sample with a short-term experience	Comparing the late and earlier responding rates has prevented the risk of bias.
Guenzi et al. (2007)	Superior customer value generation and market success are positively influenced by the utilization of a direct sales force and customer-oriented salespeople.	What appears as a major issue in the connection between the Marketing and Sales departments is that value creation for the customer increasingly originates from collaborative Marketing and Sales efforts.	Avoiding the method bias in the study has demanded the researcher to collect the data from many informants in the same company.

Matthyssens et al. (2006)	In some cases, both sales and marketing fail to appreciate the necessity of collaboration. Stereotypes, unilateral dependent relationships, differing "hierarchies of goals," and a variety of organizational and communication variables are the most significant obstacle to both departments integrating as they should.	More large sample surveys are needed, as well as the testing of exploratory findings and the identification of possible situational disparities.	To uncover potential deviations from regression consistency, the researchers created cumulative sum plots of residuals.
---------------------------	---	--	---

#### 4. RESULTS AND DISCUSSION

Marketing is defined as employing media methods to show unpaid coverage in stories about their product (Grasby et al., 2000). It is also defined as a system that requires a company to base its activities on the wants and needs of users in target markets (Stokes, 2000). While Peter Drucker considers marketing as a basic that is unable to be a separate tool (Swaim, 2011). Marketers must be working on getting their ideology to the target store, not only a simple product (Dubrin, 1997). In order to attain that, firms utilized a number of marketing methods and tools (Kotler and Keller, 2009).

Communication is very important in the marketing field so it's necessary to deal correctly with it in order to improve the luxury of the trademarks, therefore, it's not acceptable to miss evaluate its impact. Experts claim that in the 1990s, marketing is communication and communication is marketing which the two are inextricably linked (Boyd et al., 2000). The sales promotions process attempts to motivate the consumers to try or buy the product called short-term incentives that aim to raise the level of product purchase. Designed specially to increase quick sales and build loyalty (Blythe, 2006).

Personal selling, which involves personal interaction, is another type of marketing that is progressively becoming the backbone of service marketing businesses (Kotler, 2006), in addition to describing it as a task involving direct communication with the consumers by face-to-face (Jobber, 2007), furthermore, there is sponsorship which is the cost-effective alternative since traditional media have become more expensive (Kotler and Armstrong, 2010).

The previous literature ensures that it's very important to establish and improve customer relationships that it leads to an increase in profit where organizational, individual, and objectives are met. Also, mixed results were found that the impact of distribution may be weak

while the impact of advertising may be stronger, to sum up, results confirm that for long-term advantages the advertising is very important per se the major driver for the country's markets.

## **5. LIMITATION**

Despite the comprehensive search across databases, some related papers might be missed due to including only studies published in English, selected search terms, and database limitations. In addition to containing important data in non-peer-reviewed studies, dissertation studies, and unpublished theses.

## **6. CONCLUSION**

The findings collected from the mentioned review explain the impact of the marketing mix on sales. According to the results, it is important to develop connections with consumers and create a friendly relation so they encourage to buy the product leading the profits to increase. Future research might enhance developing more efficient marketing methods and the relation of many variables like the cultures with marketing mix impact on sales, in addition to improving the interests of employees in the marketing field.

Based on all studies that the researcher has studied she recommends the following:

- Other researchers should provide more studies in this field to increase the knowledge and data about marketing and sales in order to solve the problems that face the advertisement process.
- The business and services sector shall substantially promote its service through promotion elements because promotions impact a large number of customers, inspiration activities, and awareness creation when they decide to use the service. Thus, they need to improve awareness creation and inspiration to increase the number of purchased items per customer.
- Government should support the marketing sector by providing the tools and experts besides decreasing the taxes and fees in case of using development marketing methods.

This study aims to explore the effect of marketing mix on sales, accordingly, this research paper studied a number of researches about the marketing mix and its effect on customer behaviour, considering a specific type of procedure and method in order to guarantee valid research, thus, the criteria of eligibility includes the studies assessing the phenomenon of the effect of marketing on sales that written in English languages, published in a scholarly peer-

reviewed journal, and studies that publication date between the '90s and 2021. While the excluded studies that were not published in a peer-reviewed journal, the unpublished thesis and dissertation, and studies that are a single case. Following the previous procedures, 20 eligible empirical studies were included after omitted a further 2121 studies because they were duplicates (n =623) and only had an abstract (n = 22). Consequently, a total of 38 studies were selected for the eligibility phase. The present paper carried out a systematic review of available literature using Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA) guidelines.

This research paper explains that the success and long-term expansion of most businesses are dependent on increasing product awareness and ultimate acquisition. Most trade firms face a substantial issue in understanding how to assess and evaluate the impact of their integrated marketing communication operations on their overall company success. As marketing authors have pointed out, determining the effectiveness of sponsorship is the most difficult aspect of marketing communications campaigns.

## REFERENCES

- Arens, W. F. (1999). *Contemporary advertising (7th ed.)*, New York: Irwin McGraw-Hill.
- Ataman, M. B., Van Heerde, H. J. & Mela, C. F. (2010). The long-term effect of marketing strategy on brand sales. *Journal of Marketing Research*, 47(5), 866-882.
- Blattberg, R. C. & Neslin, S. A. (1993). Sales promotion models. *Handbooks in Operations Research and Management Science*, 5, 553-609.
- Blythe, J. (2006). *Marketing*, London: Sage Publications.
- Boyd, E. L., Taylor, S. D., Shimp, L. A., & Semler, C. R. (2000). An assessment of home remedy use by African Americans. *Journal of the National Medical Association*, 92(7), 341-353.
- Briesch, R. A., Chintagunta, P. K. & Fox, E. J. (2009). How does assortment affect Grocery Store choice?. *Journal of Marketing Research*, 46(2), 176–189.
- Chadwick, S. & Thwaites, D. (2005). Managing sport sponsorship programs: Lessons from a critical assessment on English soccer. *Journal of Advertising Research*, 45(3), 328-338.

- Churchill, G. A. Jr. & Peter, J. P. (1998). *Marketing: Creating value for customers*, New York: Irwin McGraw-Hill.
- Djakasaputra, A., Wijaya, O., Utama, A., Yohana, C., Romadhoni, B. & Fahlevi, M. (2021). Empirical study of Indonesian SMEs sales performance in digital era: The role of quality service and digital marketing. *International Journal of Data and Network Science*, 5(3), 303-310.
- Dubrin, A. J. (1997). *Fundamentals of organizational behavior: An applied approach*, Ohio: South-Western College Publishing.
- Eberhard, U. & Lenz, M. (2006). *Make it real, strengthen brands, increase advertising efficiency – Communication planning and professional campaign management in mobile telecommunications*, Harlow: FT Prentice Hall.
- Fahy, J., Farrelly, F. & Quester, P. (2004). Competitive advantage through sponsorship: A conceptual model and research propositions. *European Journal of Marketing*, 38(8), 1013-1030.
- Goetz, O., Hoelter, A. K. & Krafft, M. (2013). The role of sales and marketing in market-oriented companies. *Journal of Personal Selling & Sales Management*, 33(4), 353-371.
- Gonzalez, G. R., Claro, D. P. & Palmatier, R. W. (2014). Synergistic effects of relationship managers' social networks on sales performance. *Journal of Marketing*, 78(1), 76-94.
- Grasby, E., Crossan, M., Frost, A., Haywood-Farmer, J., Pearce, M. & Purdy, L. (2000). *Business decisions: Text and cases*, Ontario: Thomson Learning.
- Grönroos, C. (1990). Marketing redefined. *Management Decision*.
- Hunter, G. K., & Perreault Jr, W. D. (2007). Making sales technology effective. *Journal of marketing*, 71(1), 16-34.
- Guenzi, P. & Troilo, G. (2007). The joint contribution of marketing and sales to the creation of superior customer value. *Journal of Business Research*, 60(2), 98-107.
- Homburg, C. & Jensen, O. (2007). The thought worlds of marketing and sales: Which differences make a difference?. *Journal of Marketing*, 71(3), 124-142.
- Homburg, C., Jensen, O. & Krohmer, H. (2008). Configurations of marketing and sales: A taxonomy. *Journal of marketing*, 72(2), 133-154.

- Jobber, D. (2007). *Principles and practice of marketing*, Berkshire: McGraw-Hill.
- Kotler, P. (2006). *Marketing Management*, New Jersey: Person Education.
- Kotler, P. & Armstrong, G. (2010). *Principles of marketing (13th Global Edition)*, Englewood Cliffs: Prentice Hall.
- Kotler, P. & Keller, K. L. (2009). *Marketing management (13th Pearson International Ed.)*, Englewood Cliffs: Prentice Hall.
- Lassk, F. G., Ingram, T. N., Kraus, F. & Mascio, R. D. (2012). The future of sales training: Challenges and related research questions. *Journal of Personal Selling & Sales Management*, 32(1), 141-154.
- Low, G. S. (2000). Correlates of integrated marketing communications. *Journal of Advertising research*, 40(3), 27-39.
- Matthyssens, P. & Johnston, W. J. (2006). Marketing and sales: optimization of a neglected relationship. *Journal of Business & Industrial Marketing*, 21(6), 338-345.
- Okyere, N. Y. D., Agyapong, G. K. & Nyarku, K. M. (2011). The effect of marketing communications on the sales performance of Ghana telecom (Vodafone, Ghana). *International Journal of Marketing Studies*, 3(4), 50.
- Palmer, A. (2005). *Principles of service marketing (4th ed.)*, Berkshire: McGraw-Hill Education.
- Porto, R. B. Costa, R. D. R. & Watanabe, E. A. D. M. (2017). The multilevel effect of marketing activities on sales, revenue and profitability in a micro-enterprise. *Revista Brasileira de Gestão de Negócios*, 19, 432-452.
- Seukindo, N. O. (2017). *Effect of marketing communication mix On sales performance of soft drink companies in Dar Es Salaam, Tanzania* (Doctoral dissertation, PhD Thesis). Kenyatta University.
- Smith, T. M., Gopalakrishna, S. & Chatterjee, R. (2006). A three-stage model of integrated marketing communications at the marketing-sales interface. *Journal of marketing research*, 43(4), 564-579.
- Stokes, D. (2000). Putting entrepreneurship into marketing: The processes of entrepreneurial marketing. *Journal of Research in Marketing and Entrepreneurship*, 2(1), 1-16.

- Stotlar, D. (2004). Sponsorship evaluation: Moving from theory to practice. *Sport Marketing Quarterly*, 13, 61-64.
- Strahle, W. M., Spiro, R. L. & Acito, F. (1996). Marketing and sales: Strategic alignment and functional implementation. *Journal of Personal Selling & Sales Management*, 16(1), 1-20.
- Swaim, R. W. (2011). *The strategic Drucker: growth strategies and marketing insights from the works of Peter Drucker*, John Wiley & Sons.
- Troilo, G., De Luca, L. M. & Guenzi, P. (2009). Dispersion of influence between marketing and sales: Its effects on superior customer value and market performance. *Industrial Marketing Management*, 38(8), 872-882.
- Tudose, M. B., & Alexa, L. (2017). The effect of marketing expenses on car sales—an empirical analysis. In *MATEC Web of Conferences* (Vol. 126, p. 04004). EDP Sciences.
- Vaid, S. S., Ahearne, M. & Krause, R. (2020). Joint marketing and sales appointment: Uncertainty from intertwining of marketing and sales in one position. *Industrial Marketing Management*, 85, 221-239.
- Woretaw, A. Lakew, T. & Gadasandula, K., (2021). *Impact of Promotional Tools on Sales with Special Reference to Ethio telecom: Evidence from North Western Region Office*, Ethiopia. *Innovations*, Number 66. September 2021.