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STRATEGIC RECONFIGURATION OF BRAND–CUSTOMER DYNAMICS THROUGH MACRO-ADAPTIVE SELLING FRAMEWORKS

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KEYWORDS	ABSTRACT
Macro Adaptive Selling Strategies, Prospectors Defender Analyzer, Brand Image, & Customer Satisfaction	In today's business environment, customer satisfaction and brand equity stand as gatekeepers to the success of organization in the current world order. This study aims to examine and expand the frontier of knowledge & understanding of customer satisfaction & brand equity as consequences of three macro adaptive selling strategies-prospector, defender & analyzer. Organizations in Pakistan and other emerging markets have exhibited a great deal of effort trying to have a positive brand equity and customer satisfaction. Given the centrality of marketing to success of organization, the present study investigates impact of macro adaptive selling strategies on customer satisfaction and brand equity in the contemporary marketing environment of Pakistan. This dissertation is designed to document both the positive and negative consequences of the strategies in the reviewed literature. This study used 294 structured questionnaires from respondents working in banking, marketing and education sectors to answer research questions of study. SmartPLS was utilized to examine the relationship amid macro adaptive selling strategies, customer satisfaction and brand equity. Organizations looking to improve their customer satisfaction and brand equity will benefit from using macro adaptive selling strategies deployed within organization.
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INTRODUCTION

The today's most modern sales professionals have undergone significant changes from simple processing new transactions to understand and being stake partners in the organization wide success (Peesker, Kerr, Bolander, Ryals, Lister & Dover, 2022). Successfull sales employees no longer just 'close the deals' but assist in the building and maintaining the brand equity as well

as establishing long term relationships and brand loyalty from the customer (Itani, Agnihotri & Dingus, 2024). With shifts technology and consumer demand, sales personnel must master & execute seamlessly most complex of selling activities and behaviors, and systems in relevant sales ecosystem (spaced technology, consumer data, digital interactions, virtual relations and Communication) (Yeo & Jan, 2025). Sales employees should shift selling behaviors and entire sales strategy should incorporate and use macro-adaptive selling strategies allowing them to adapt their selling behaviors & align sales with broader changes in market (Guenzi & Nijssen, 2023).

Based on the work of Miles and Snow (1978), sales people in most organizations choose one of (three strategic Focus types) Prospector, Defender, and Analyzer and this strategic Focus type provides the vision of how sales people should change their selling activities). Prospectors are pre-eminent in mobility seeking new prospects (growth), Defenders focus upon consolidating Stability (Defenders focus upon existing customers), while Analyzers are in a middle position balancing both growth and stability? (Miles & Snow, 1978: Olson, Slater & Hult, 2005). The current research seeks to refine these types and explore how macro adaptive selling strategy impacts two critical variables that define business success in customer satisfaction and brand equity (Brakus, Schmitt & Zarantonello, 2023; Guenzi & Habel, 2024). The sales people and customers perceive brand equity as positively affected when selling strategy responsiveness is the customer satisfaction (Guenzi & Habel, 2024; Brakus et al, 2023). In order to enhance the performance of the salesforce in organizations these adaptive strategies become even more important in contexts of rapid changes such as Pakistan (Guenzi & Habel, 2024; Brakus et al, 2023).

Problem Statement

Despite various efforts, organizations fail to help their salespeople reach their fullest potential and maximize their job satisfaction and effectiveness (Karpen & Kleineltenkamp, 2024). More specifically, salespeople do not achieve satisfactory performance & gain brand dissatisfaction because they are disengaged and cannot fulfill their job requirements (Peesker et al., 2023). On top of that, the customer satisfaction is also affected, and as a result, brand perceptions are damaged. This became challenging due to changes in consumer expectations, implementation of new technology, and the modern sales environment (Yeo & Jan, 2025). Identifying effective strategies is crucial for improving customer contact and perceptions of the brand. The macro-adaptive selling strategies have been discussed for the organizational changes (Mile & Snow, 1978) nonetheless, in the lower developed countries like Pakistan, the individual salespeople applications for these strategies are still uncharted despite the biosphere's rapid changes and digitalization of customer buying patterns (Padigar, Pupovac, Sinha & Srivastava, 2024). That is, in the absence of selling strategies, there is no empirical evidence of the use of the selling strategies.

Objectives of Study

1. To determine the effects of macro-adaptive selling strategies (Prospector, Defender, and Analyzer) on customer satisfaction.

2. To determine the relationship between the macro-adaptive selling strategies and brand image in particular context.
3. This study aimed to determine the effects of customers' satisfaction on the brand image.
4. To determine mediation effect of customer satisfaction in the linkage between macro-adaptive selling strategies and brand image.
5. To discuss how to implement efficient macro-adaptive selling strategies to enhance the customer satisfaction & improve brand image.

LITERATURE REVIEW

Macro-Adaptive Selling Strategies

When matching one's sales approach with the one's selling style pertains to how one's selling approach with the customer is tailored to the momentary dynamics of the market. This means fully integrating level selling strategies by making adjustments one's sales approach moment to moment (Spiro & Weitz, 1990; Chaker et al., 2025) performs the landmark synthesis of four decades of research, demonstrating the importance of adaptive selling to customer and sales outcomes and underscoring its significance as a construct and as discipline in the current sales context. As part of MASS framework, Prospectors concentrate on the innovation and growth, in customer retention and efficiency (Miles & Snow, 1978, Olson et al. 2005). Current literature continues to support notion that these strategic types and classifications are important within multi-layered sales approach, the digitalisation of market and globalisation of the economy (Chaker et al., 2025). As part of these outcomes, a recent study discusses how adaptive selling leads to the improvement of customer engagement, customer value, and customer intent such as retention, loyalty; as such, customer satisfaction is impacted as well (Indriastuti & Sudarti 2025).

The researchers like Khalid et al. (2024) discuss the impact of selling approach on perception of control on the part of the organisation of sales activities, such as managerial leeway. This further evidences how the support the organisation provides affects the sales environment in deploying adaptive selling principles, especially validating principles of macro-adaptation. Fernández (2025) notes that as the adaptive sales strategies, salesperson expertise interact, they produce successful outcomes, which implies that techniques and strategies at the relational and transactional level work in unison to improve outcomes in the various sales domains. The advancing of research in adaptive selling as discipline has once again validated its importance in today's selling context. Recent studies have confirmed that, at the level of the salesperson, adaptive selling strategies that are macro in nature work to improve alignment of salesperson behaviour to dynamics in marketplace. Such alignment is needed and sufficient in improving customer-centric sales outcomes, is theoretically supported at level of strategic management and customer relations, improving sales outcomes (Chaker et al., 2025; Indriastuti & Sudarti, 2025).

Customer Satisfaction

The evaluation of customers' post-purchase perceptions and experiences is a dimension of the customer satisfaction which is a defining theme in the fields of marketing and sales and which

is understood to be subjective valuation of whether or not expectations were met or surpassed (Oliver, 1980; 1997). Satisfaction is arguably strongest predictor of and has been longitudinally associated with customer loyalty, intentions to repurchase, and positive word-of-mouth in a way that has major implications for performance of a brand over time (Jasin et al., 2023; Zha et al., 2024). Literature has noted that adaptive selling in form of personalised communication, relevant technical advice, immediate feedback to enquiries has been associated with enhanced satisfaction in sales transactions and brand satisfaction in the competitive manufacturing field (Indriastuti & Sudarti, 2025). The enhancement of satisfaction outcomes by perceived value and service quality is profound in relation to adaptive selling behaviours as has been noted in the retail industry, telecommunications, as well as the B2B services market (Chaker et al., 2025; Indriastuti & Sudarti, 2025). In this driven adaptive selling, especially when coupled with strategic orientation and further enhanced with managerial practices, is linked with customer satisfaction, which is the cornerstone of business performance in the competitive and digital markets.

Brand Image

According to Keller (1993), brand image is the collection of associations and perceptions of a brand by consumers through the direct and indirect experience with a company. It influences consumers' belief systems, attitudes and intentions to purchase in the future and is, therefore, a major factor in competitive advantage (Jasin et al., 2023; Zha et al., 2024). Brand image is affected by customer interactions, especially with the salespeople. Studies show that a positive customer experience, satisfaction and image of a brand increases loyalty from the customers, as the customers expectation of brand was a positive experience (Jasin et al., 2023; Zha et al., 2024). The evidence suggests that customer satisfaction stemming from brand is influenced positively by salespersons' adaptive selling behaviours. Also, adaptive selling methods that create the positive, friendly and consistent selling environment are seen to improve positive brand image, as clients' satisfaction with the salesperson is transferred to the brand as a whole (Indriastuti & Sudarti, 2025). Thus, there is no doubt that perceived value and service quality impact satisfaction outcomes, especially in the competitive markets. The recent body of work highlights that brand image is a result of efforts from marketing and from the frontline contact with customers and also from adaptive sales methods that improve customer satisfaction and engagement.

Hypothesis Development

During the unprecedented levels of market digitalisation and complexity, salespeople must develop macro-adaptive selling behaviours to build the customer relationships, satisfy market needs, and accomplish business goals. Recent studies indicate that adaptive selling behaviours lead to customer satisfaction and, in turn, a favourable brand reputation, which are essential to firm's success and competitive advantage (Chaker et al., 2025; Indriastuti & Sudarti, 2025). Salespeople using Prospector, Defender, and Analyzer strategies found in MASS framework have shown improved customer-needs adaptability, brand perception. Prospecting focuses on uncovering new customers, opportunities, and innovations that drives satisfaction and aligns with customers' evolving needs (Peesker et al., 2023; Indriastuti & Sudarti, 2025). Defenders

strengthen customer relationships by placing priority on the retention and in turn, satisfaction through delivery of quality, consistent, and reliable service (Chaker et al., 2025). On the other hand, Analyzers are adaptive to existing customer relationships and innovate when needed, thereby contributing to customer satisfaction and brand loyalty (Padigar et al., 2024; Guenzi et al., 2025).

H1: The Macro-oriented adaptive selling strategies positively significant toward brand image.

There is overwhelming evidence on how integration of customer-related adaptive strategies is beneficial to the brand's image. Salespeople implementing prospector strategies tend to brand the images of products and services as innovative and market leaders, whereas Defenders brand the image as dependable and trustworthy (Padigar et al., 2024). Thus, considering that the Analyzer strategy is more favourable because it contributes positively to the brand image through stability and adaptability, and that they possess the qualities of consistency as well as innovation (Guenzi et al., 2025). In this connection, the alignment of sales strategies with the brand values is integrated to develop a holistic brand image in divers ecircusmtances (Chaker et al., 2025). The link amid brand image and various sales strategies has been widely explored (Indriastuti & Sudarti, 2025; Chaker et al., 2025). The influence of adaptive selling, especially on strategic market alignment, on brand image perception is well established (Peesker et al., 2023).

H2: There is significant relationship bwtween macro-adaptive selling strategies and customer satisfaction.

The customer satisfaction and customer relationship management literature identifies many and heterogeneous factors that affect customer satisfaction. One such factor is strategic selling style of the salesperson. Salespeople adopting the Prospector strategic selling style contribute to the enhancement of customer satisfaction due to the novelty and innovations brought to the market and the managerial ability to respond to changes needed by the customers (Yeo & Jan 2025). Conversely, a Defender focusing on the provision of consistent and reliable service helps to achieve and maintain customer satisfaction by providing a sense of stability and trust (Peesker et al, 2023). On the other hand, the analyzers have a mixed or balanced approach to satisfaction stemming from responsiveness to changes in customer needs while at the same time providing a stable service experience (Indriastuti & Sudarti, 2025). The focal point of the salespeople has to be the alignment of selling strategies to customer expectations to be able to meet customer satisfaction. The behaviour of salespeople who adapt to market realities has been found to produce increased customer satisfaction (Indriastuti & Sudarti, 2025; Guenzi et al., 2024).

H3: There exists a significant relationship between the customer satisfaction and brand image.

Numerous studies have shown how customer satisfaction contributes to the formation of the brand image, where satisfaction works as the stimulant. When consumers experience a brand and are satisfied with it, they are more likely to have a positive brand association and further develop emotional and cognitive ties to the brand (Jasin et al., 2023; Zha et al., 2024). Also, the satisfied customers are more inclined to disseminate positive information, thus enhancing the

brand image (Oliver, 1997). Thus, such outcomes are improved when the salesperson adaptive selling behaviours facilitate the positive experiences exceeding the customers' expectations (Indriastuti & Sudarti, 2025). Satisfaction as a variable alone is a leading predictor of positive brand image and brand loyalty (Zha et al., 2024). Thus, research suggests customers' positive experiences stemming from their engagement with a brand as a result of the adaptive selling behaviours are likely to influence the brand image positively (Jasin et al., 2023; Guenzi et al., 2024).

H4. Customer satisfaction mediates extent to which macro-adaptive selling strategies impact brand image positively.

Integrating previous hypotheses, the customer satisfaction is likely to mediate between macro-adaptive selling strategy and brand image. Sales representatives using Prospector, Defender, and Analyzer strategies impact customer satisfaction depending on interactions' engagement level. Greater customer satisfaction positively enhances and prolongs brand image. Literature concerning relationship marketing as well as disconfirmation theory suggests that meeting or surpassing customer expectations increases satisfaction and enhances brand perception, and this effect mediates the outcome (Oliver, 1980; Chaker et al., 2025). So, this mediation effect is valuable in determining how actions & behaviours of salespeople can be converted into brand equity.

RESEARCH METHODOLOGY

This research study is casual in nature, which is why, according to Kwak et al. (2018), for the fulfillment of the requirement of this research study questionnaire was used as the proposed method of collection of data. The questionnaire is effective and efficient means of measuring the behavior, satisfaction, and intentions of a relatively large number of subjects more cheaply and quickly than other methods. It is a powerful method to gather the responses and opinions of respondents productively. According to Gilbert (2001) use of questionnaires in a research study allows a research study to gather a considerable amount of data at a cheaper cost. All questions related to the variables of this research study in the questionnaire are adopted from study of Spiro and Weitz (1990), Keller (2008), and Keller et al (2008) to analyze impact of the variables.

Sampling & Sample-Size

According to Kwak et al. (2018), for the fulfillment of the requirement of study, they used the convenience sampling technique. The convenience belongs to the non-probability sampling technique that is used to obtain the response of a convenient element. And other hand, non-probability sampling is used in study because the population is known. From the reference of Kwak et al. (2018), studies circulated 300 questionnaires for sampling of data. The questioners are distributed to the individual customer these individuals belong to different natures i.e., professionals, bankers, students and others in which some most of our belongs to educated background that they can understand the purpose of study conducted are treated as element of the research study, these individual's customer are males and females in gender, between age group of 18 years to 60 years. In all, 300 questionnaires were distributed to respondents

for purpose of fulfilling above requirement of research study, out of 300, 297 were received. Finally, 294 questionnaires were selected because rest of the 03 questionnaires were not filled properly.

Data Collection & Analysis

According to [Gilbert \(2001\)](#) Questionnaire is the major instrument of data collection in this study because this research study is quantitative in nature. So, respondents were given the structured statements and using the five-point Likert scale, they were supposed to respond to the statements where they were to rate based on rating of five, (1) Strongly Agree, (2) Agree, (3) Neutral, (4) Disagree, and (5) Strongly Disagree. Drawing on methodological approaches used by [Hair et al. \(2014\)](#); [Hair et al. \(2017\)](#), this study employs both correlation analysis and Structural Equation Modeling (SEM) to examine the relationships among the variables. The statistical analyses will be conducted using IBM SPSS for the preliminary tests and an SEM-compatible software (AMOS) for model estimation, consistent with procedures stated in prior research.

RESULT OF STUDY

Here is all-demographic intelligence, which is considered in this study to analyze the gender, age group/ bracket, working experience, and qualification of respondents. Here are statistics of all the respondents who are considered to fulfill the requirements of the research study. The data were collected from respondents who were asked to share their gender to make sure that obtained results captured sense of both genders. As result indicates that 59.2% of respondents are males and the rest of 40.8% of respondents are females, as shown in Table 2. Here, the respondents were requested to indicate their age brackets because age is an important factor. So, respondents have different age brackets as shown in Table 3 and figure. As the findings highlighted that the 59.9 percent of the respondents having age bracket of 22 years to 30 years, 27.9 percent of respondents belong from the age group of 31 years to 40 years, 9.5 percent of respondents are found from 41 years 50 years bracket of age and rest 2.7% of respondents having the age group from 50 years and above, but majority having the age of 22 years to 30 years.

The respondents were seeking to indicate their top level of education attained, because level of education is essential to answer the question regarding the research study, as their answer helps to justify the authenticity of research study. The respondents are found with different qualifications as shown in Table 4. The findings highlighted that 63.6% of respondents had a bachelor's degree, 32.7% had Master's degree, 0.7% of respondents had completed their Ph.D., and rest of the remaining 3.1% of respondents found with other certifications. So, the finding indicates that maximum respondents have attendant higher level of education; accordingly, they have knowledge about the worth of the customer satisfaction and brand image for any organization. Because, brand image plays a vital role for organization in present competitive business environment. The respondents were seeking to indicate total working experience, that how long they have been connected or working with organization, because experienced

respondent can not only properly answer question, as well as they can share their ideas and experiences.

Because their ideas can help to deliver the maximum customer's satisfaction and the positive brand image for an organization, as well as finding in this research study highlighted that the 45.2% respondents having less than one year of working experience, 26.2% of respondents having one year to three years of working experience, 16.3% respondents having four years to six years of the working experience, 8.2% of respondents having seven years to ten years of working experience but rest of 4.1% respondents have than ten years of working experience with the organizations so it is better to have such kind of information which is authentic and legit

Table 1

Construct Reliability and Validity

	CA	RHO_A	CR	AVE
Analyzer	0.855	0.864	0.901	0.696
Brand image	0.884	0.889	0.912	0.635
Customer satisfaction	0.888	0.893	0.917	0.69
Defender	0.881	0.886	0.914	0.68
Prospectors	0.77	0.856	0.826	0.546

The table 1 shows the validity and reliability values of this data, which was analyzed by the questionnaire and their answers by the respondents. According to [Mir et al. \(2019\)](#), this can be seen that the data which is collected to fulfill the requirements of this study is reliable, as the values of the Cronbach's Alpha, RHO_A, and Composite Reliability are well above 0.7, as suggested by the [Fornell and Larcker \(1981\)](#). Furthermore, the figure of the Average Variance Extracted (AVE) is also found above as 0.5, which represents that the data is valid; the above value of AVE as 0.5 shows the validity of the data as recommended by [Hair, Black, Babin, and Anderson \(2010\)](#). So, the collected data is valid and reliable, as the calculated values of the analysis.

Table 2

Discriminant Validity: Fornell-Larcker Criterion

	[1]	[2]	[3]	[4]	[5]
Analyzer [1]	0.834				
Brand image [2]	0.302	0.797			
Customer satisfaction [3]	-0.075	0.346	0.830		
Defender [4]	-0.116	0.358	0.740	0.825	
Prospectors [2]	0.061	0.312	0.557	0.701	0.739

As the results shown that the results of square root of AVE is comparatively higher than off-diagonal values are above from 0.7, as per [Mir et al. \(2019\)](#) that these above values from 0.7

are considered as data is valid which is recommended by previous study [Fornell and Larcker \(1981\)](#).

Table 3
Cross Loading

	Analyzer	Brand IMG	Customer SAT	Defender	Prospectors
AN1	0.839	0.283	-0.092	-0.137	0.016
AN2	0.819	0.231	-0.042	-0.051	-0.007
AN3	0.862	0.179	-0.157	-0.144	0.082
AN4	0.816	0.291	0.024	-0.054	0.115
BI1	0.237	0.747	0.330	0.268	0.198
BI2	0.304	0.762	0.187	0.231	0.186
BI3	0.228	0.706	0.211	0.218	0.296
BI4	0.237	0.819	0.261	0.300	0.242
BI5	0.224	0.884	0.320	0.335	0.289
BI6	0.221	0.849	0.325	0.345	0.285
CS1	-0.101	0.278	0.799	0.680	0.478
CS2	-0.072	0.242	0.853	0.627	0.509
CS3	-0.061	0.267	0.836	0.538	0.392
CS4	-0.035	0.347	0.859	0.674	0.507
CS5	-0.040	0.294	0.804	0.521	0.407
DF1	-0.094	0.316	0.625	0.849	0.693
DF2	-0.112	0.306	0.626	0.883	0.624
DF3	-0.062	0.309	0.665	0.855	0.560
DF4	-0.057	0.334	0.563	0.808	0.509
DF5	-0.160	0.205	0.565	0.719	0.492
PR1	0.088	0.221	0.289	0.381	0.725
PR2	0.235	0.079	0.138	0.198	0.590
PR3	0.180	0.272	0.283	0.375	0.818
PR4	-0.090	0.268	0.644	0.786	0.801

To guarantee the discriminant validity, items (indicators) must load more strongly on their assigned latent variables than on any other constructs as per standard measurement-model validation procedures ([Hair et al., 2017](#)). This validity criterion is satisfied by the results in Table 8, which reveal that all independent variables in the current study exhibit such higher loadings on their respective latent constructs without the significant cross-loadings onto other constructs.

Table 4
Heterotrait-Monotrait Ratio (HTMT)

	[1]	[2]	[3]	[4]	[5]
Analyzer [1]					
Brand image [2]	0.341				
Customer satisfaction [3]	0.123	0.385			

Defender [4]	0.151	0.402	0.827	
Prospectors [2]	0.236	0.334	0.53	0.686

According to Mir et al. (2019) results highlighted that all relationships between the variables showed that values of all constructs are below 0.8, is stated by Henseler, Ringle and Sarstedt (2015); hence, the discriminant validity was established between the constructs. The results of the analysis of table show that discriminant validity was established between constructs of the study.

Figure 1
SEM Analysis

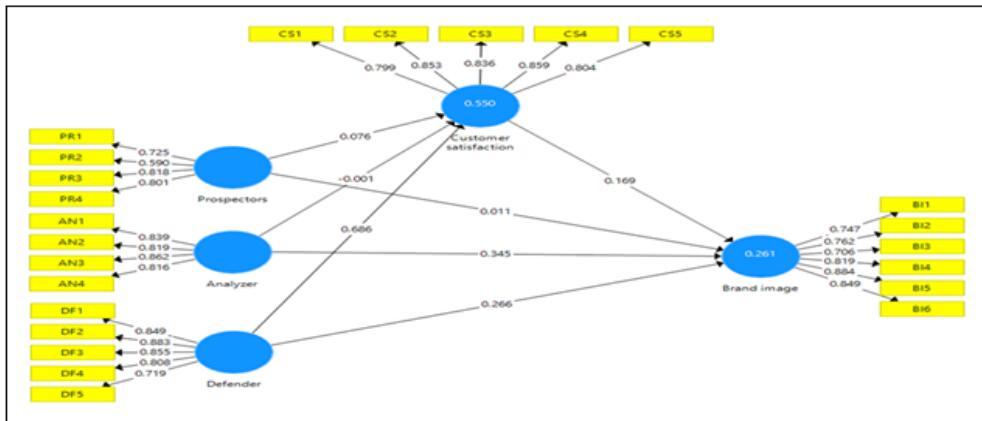


Table 5
Bootstrapping (Table of analysis):

	OS	SM	SD	TS	PV
Analyzer -> Brand image	0.345	0.344	0.059	5.800	0.000
Analyzer -> Customer satisfaction	-0.001	0.001	0.068	0.009	0.993
Customer satisfaction -> Brand image	0.169	0.172	0.085	1.985	0.048
Defender -> Brand image	0.266	0.258	0.092	2.906	0.004
Defender -> Customer satisfaction	0.686	0.684	0.050	13.778	0.000
Prospectors -> Brand image	0.011	0.010	0.090	0.116	0.907
Prospectors -> Customer satisfaction	0.076	0.084	0.061	1.249	0.212

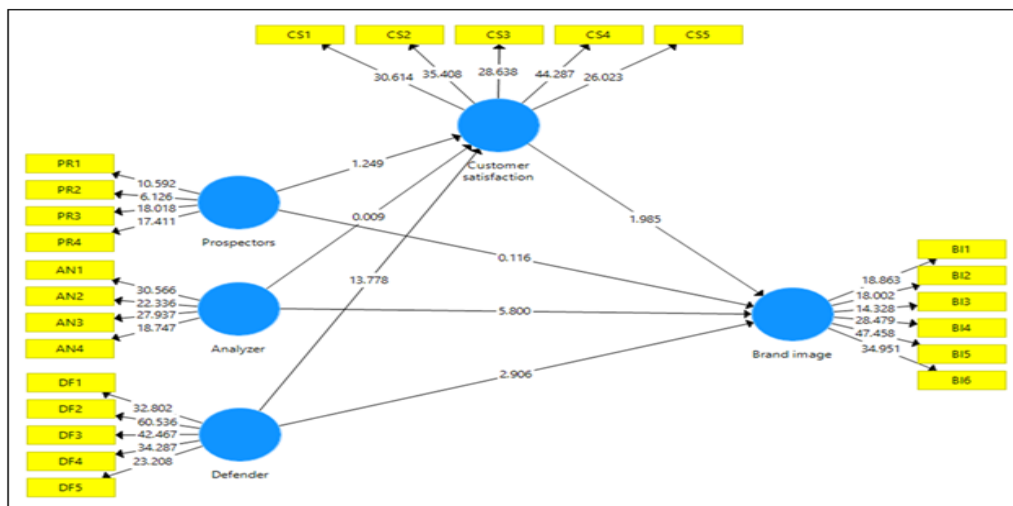
As shown in table, results of bootstrapping and relation between the dependent variable (i.e., Brand image) by the independent variables (i.e., Prospectors, Defender, and Analyzer). The T value is $0.116 \leq \pm 1.96$; p-value is $0.907 > 0.5$, that's means here accept the null hypothesis because the p-value is higher than 0.5 so i.e., direct correlation between the prospector and the brand image. The T value is $2.906 > \pm 1.96$; p-value is $0.004 < 0.5$, that's means here not accepted the null hypothesis because an insignificant relationship has been found between the defender and brand image. Because p-value is lower than 0.5, there is a negative relationship between both constructs. T-value is $5.800 > \pm 1.96$; p-value is $0.00 < 0.5$, that's means here not accepted

null hypothesis because an insignificant relationship has been found between analyzer and brand image. As the p-value is lower than 0.5, there is a negative relationship between both constructs.

The results of bootstrapping and relation between the mediating variable (i.e., customer satisfaction) by independent variables (i.e., Prospectors, Defender, and Analyzer) The T value is $1.249 > \pm 1.96$; p-value is $0.212 < 0.5$, that's means here not accepted null hypothesis because an insignificant relationship has been found between prospector and customer satisfaction. Because the p-value is lower than 0.5, there is a negative relationship between both constructs. The T value is $13.778 > \pm 1.96$; p-value is $0.000 < 0.5$, means here not accepted null hypothesis because insignificant relationship has been found amid defender and customer satisfaction. Because the p-value is lower than 0.5, there is a negative relationship between both constructs. The T value is $0.009 < \pm 1.96$; p-value is $0.993 > 0.5$, that's means here do not reject the null hypothesis because here found a direct and significant relationship between the analyzer with customer satisfaction, because the p-value is higher than 0.5, so there is correlation amid both constructs.

Figure 2

PLS-Bootstrapping



The T value is $1.985 > \pm 1.96$; p-value is $0.048 < 0.5$, that's means here reject the null hypothesis but difference is very small in p-value so it can be said this can be accepted null hypothesis, there could be direct and significant correlation in between constructs (customer satisfaction with brand image). The results of bootstrapping and relation between dependent construct (i.e., Brand image) over the independent constructs (i.e., Prospectors, Defender, and Analyzer) and the mediation construct (customer's satisfaction). The p-values (prospector and customer satisfaction) by brand image show that prospector has in significant relation with customer satisfaction and a significant relation with brand image, so there is partial mediation between

the variables. The p-values by brand image show that defender has in significant relation with customer satisfaction as well as brand image, so there is no mediation in between variables. The p-values (analyzer and customer satisfaction) by the brand image show that analyzer has a significant relation with customer satisfaction and is significant with brand image, so there is complete mediation between variables. This study found direct and indirect (significant and insignificant) relationships between the construct used in the study concluded as shown in the results.

DISCUSSION

Consumer satisfaction and corporate reputation are primary factors that determine success of an organisation. Within the context of modern and excessively competitive markets, firms are required to assess how rival companies adapt to implement the same strategies that allow an organisation to maintain a competitive advantage, as outlined by [Miles and Snow \(1978\)](#). This study aims to analyse and describe how organisation's sales representatives adjust to specific market conditions, buyer behaviour, and product availability, along with complications and constraints that inherent to each individual sales territory. This also supports [Siguaw \(1991\)](#), who highlighted that there is a balanced, empathetic relationship between the customer and the salesperson that is fundamental, with adaptive selling strategies being the focal point of relationship. Macro-adaptive selling plans involve tailoring sales behaviours to customers' needs and preferences, assist in problem resolution and target satisfaction (which may vary by market) ([Peesker et al., 2023](#)). The analyser strategy in our study was only one that positively affected customer satisfaction, while prospector and defender strategies exhibited a negative effect.

We suggest this is because prospectors, with a primary focus upon organisational growth and stakes in the market, may overlook customer needs to their detriment ([Padigar et al., 2024](#)). Defenders, focusing primarily on customer, may not recognise stagnation in the market, and thus lose customer satisfaction ([Guenzi et al., 2025](#)). On behalf of brand and meeting customer expectations from brand ambassador's standpoint will lead to increased customer satisfaction and a favourable brand image. This is corroborated by [Day \(1969\)](#), [Keller \(1993\)](#), and [Low and Lamb \(2000\)](#) who noted that a salesperson's relationship and interaction with clients influence customer perceptions of the brand. Similarly, sales encounters serve as major contact points in communicating brand perceptions to clients. [Cronin and Taylor \(1992\)](#), as noted that customer satisfaction is positively correlated with brand attitude, which includes affective components such as brand's image. This also relates to observations made by [Low and Lamb \(2000\)](#) which thus emphasise the salesperson's role in building as well as positively influencing the brand image.

Evidence has been provided in the area of customer satisfaction having a beneficial impact on brand image. [Bloemer and Lemmink \(1992\)](#) described the role of sales personnel in shaping customer perception and satisfaction of brand image as akin to brand ambassadors, and their role as customer ambassador. [Crosby et al. \(1990\)](#) and [Wulf et al. \(2001\)](#) expanded on this idea by presenting the concept of customer and salesperson interaction as factor in building brand

loyalty. This study demonstrates that defender and analyser strategies impact brand image more than prospectors. This may be due to a contradiction between the defender strategy that emphasises customer reliability, or in other words, a more conservative approach compared to the innovator strategy on the other end of spectrum. It has been suggested that customers in specific market contexts may prioritise reliability over innovation (Indriastuti & Sudarti, 2025).

CONCLUSION

This research shows relevance of macro adaptive selling strategies and how they contribute to customer satisfaction and brand image. Looking at the interplay of these values and customer satisfaction generated from salespeople's adaptive strategies will enable the brand to gain higher value. It was found that the analyser strategy positively impacts the satisfaction while prospectors and defenders need to adapt to the ever-changing customer satisfaction goals. The connection between customer satisfaction and brand image is also strong, which leads to the conclusion that satisfied customers will develop positive brand imagery. The role of macro adaptive selling strategies becomes very evident from the research findings. Such salespeople who adapt their strategy to the customer's requirements are empowered to offer great service and cultivate positive brand loyalty. The research shows operationalisation of adaptive selling to impact the customers' satisfaction. Also, brand equity is generated with this macro selling framework. It is crucial for organisations to focus on training sales teams to master the skill of tailoring approaches aligned to changing customer preferences as well as the modified market conditions. Embracing macro adaptive selling tactics ensures sales teams stay responsive and productive while improving customer satisfaction and brand perception. Research supports the premise that the organisations will benefit over an extended period when they focus on investing adaptive selling strategies in the customer loyalty and brand equity to enhance the profitability.

Implications

This research study explains the relationship between the macro adaptive selling strategy on the customer's satisfaction and brand image. The results and findings of the study indicate the importance of the macro adaptive selling strategy on brand image, satisfaction of customers with respect to salespersons, by which they can grow their professional attitude towards sales, and have maximum customer satisfaction and most positive brand image of an organization. The major motive of research study to have a positive brand image as well as the maximum customer's satisfaction by using macro adaptive selling strategy as research study highlighted that the macro adaptive selling strategy have to be practice in all organization of the Pakistan and macro adaptive selling strategy is best strategy for organizational growth in Pakistan in present era.

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