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Identifying and Prioritizing Influential and Receptive Factors on Sales Success through Multi-channel Marketing Approach: A Qualitative Study

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Abstract

Multi-channel marketing is an evolving strategy that encompasses various channels, aiming to facilitate customer access to products and streamline sales. Given that successful product sales are crucial for the development of multi-channel marketing and business; it is essential to identify the key factors that influence sales success within this framework. The method of this study is of a qualitative type and the nature of the applied method is that the statistical population includes 10 graduate students and professors of management and marketing. In this study, using a systematic review of literature in scientific databases, articles and research were screened between 2016 and 2024, and according to the findings of the research, 7 factors (channel integrity and integration, customer experience, customer channel selection, organization of sales channels, marketing and sales alignment, logistics coordination, and digital capability) were identified as effective. Finally, using MICMAC qualitative software, the factors were analyzed and ranked based on the degree of effectiveness.

Keywords: *Marketing, sales, success, multi-channel*

Introduction

We live in a multi-channel world, whether at work or at home the B2B sales force is still trying to establish its relationship with Internet marketing channels (Wilson et al., 2004). Today, digital transformation has played a central role in changing the shape of the marketing landscape and has led them to rapid evolution. In response to this change, businesses are trying to adapt to the necessity of effectively managing interactions with customers in different channels, which is a vital aspect to ensure customer satisfaction, in order to succeed in selling products (Fakhri Mubarak & Hidayanto, 2024). The significance of multi-channel sales or multi-channel marketing strategy has grown significantly as a result of the emergence of new business channels and internet marketing channels, despite its long-standing use (Stojkovic et al., 2016). Multi-channel marketing is a strategy that employs various channels to engage customers, ensuring coordinated engagements with the company. Such channels include physical stores, business partners' websites, mobile phones, social media platforms. A multi-channel sales strategy entails the interconnection and complementarity of all channels, enabling small, medium, and big enterprises to enhance market share and engagement potential, hence generating numerous business chances (Wick et al., 2024). Customers who engage with companies across many channels, referred to as multi-channel customers, and the marketing methods designed to reach them are termed multi-channel marketing (Broderick, 2008). Multi-channel marketing has become the main key to achieve optimal results and sales success. In a multi-channel marketing strategy, opportunities are provided to reach a wider and more diverse audience (Santoso & Sudarmiati, 2024). The increase in the intensity of competition has forced a significant majority of business companies to use a multi-channel sales approach to ensure that their products are easily available to consumers. Such companies are looking for new approaches to growth and are trying to increase their competitiveness by creating synergy between different channels and by sharing infrastructure and formulating joint marketing operations (Lapoule & Colla, 2016). Therefore, this study intends to analyze and prioritize the effective and influential factors on the success of multi-channel marketing sales by using the MICMAC qualitative method. The main issue of this study is what factors are there in the field of multi-channel marketing sales and what roles do these factors play in the success of multi-channel marketing sales?

Theoretical Literature and Research Background

Multichannel Marketing

In recent years, the significance of multi-channel marketing has been increasingly recognized by the majority of businesses as the primary strategic variable in marketing mixes to achieve a sustainable competitive advantage, forcing businesses to pay more attention to their management in a broader sense of the word (Kontis & Lagos, 2015). The increase in customer demand and advancements in online sales necessitate strategic management and adaptable structure of various sales channels. Multi-channel marketing can be employed to attain significant competitive advantages. Multi-channel marketing is increasingly a critical success factor for organizations competing for customers (Wirtz, 2024). Multichannel marketing encompasses the various channels via which corporations, businesses, and customers engage to enhance product sales value via successful acquisition, retention, and development strategies (Neslin et al., 2006). Multichannel marketing refers to the use of several different marketing channels that include online and field distribution channels such as Internet retail solutions along with physical retail stores, as well as channels such as cataloging inclusion, SMS, blogs, direct mail, television, magazines or print, etc (Al Fayad, 2020). By effectively allocating businesses' limited resources and providing consumers with access to a variety of products, multi-channel marketing has simplified the shopping process in our daily lives (Sakas et al., 2022). Multichannel marketing allows businesses to reduce the cost of selling their products (Teerling & Pieterse, 2010).

Multi-channel Sales

In the last ten years, consumers have become accustomed to utilizing various interface technologies, including websites, to engage with businesses. They progressively select the times and channels for their engagement with these firms across various areas. It is becoming the norm for customers to use several channels at various points in the decision-making and purchasing cycles. For instance, websites are being used more often to gather information and make both online and offline purchases (Rangaswamy & Van Bruggen, 2005). Multi-channel sales means multiple channels through which a customer is attracted to purchase a specific product or service, and equally, a seller succeeds in making a profit by selling the same product in the market. In general, these channels that make up the multi-channel field are made up of traditional stores, websites specialized in selling products, and social media platforms. An important

feature of multi-channel sales is that these channels operate independently and without interfering with each other (Cicea et al., 2022). A multi-channel sales strategy, which is deeply rooted in the purchase of products by customers, provides conditions for their presence in all sales points to communicate with the brand of their desired products, and its main goal is to provide convenience to customers by increasing the performance of each channel (Faria & Carvalho, 2025). Consequently, it is crucial to sell through multi-channel marketing in order to guarantee access to goods and services, meet the growing expectations of buyers, and gain a competitive edge in a fiercely competitive marketplace. In response to the obstacles associated with using online channels, new business models are required in the areas of logistics, pricing policy, and distribution (Pluta-Olearnik & Jadach, 2019).

Sales Success

For decades, sales and industrial marketing research has prioritized comprehending the factors that contribute to sales success. The literature has verified the relationship between sales success and a variety of determinants in the context of various sales situations (Ohiomah et al., 2020). Marketing capabilities and familiarity with multiple channels are significantly correlated with sales success, rather than merely technical skills or product knowledge (C. Gayathiri Devi, 2023). The approach of sales success and its process is a relationship that supports the successful implementation of efforts to provide services and products to customers. The existing literature considers the increase in sales performance to be based on multi-channel marketing, and at the same time, one should not neglect the objectives of service delivery, sales strategies, and alignment of the sales force (Kowalkowski et al., 2025). Various studies have shown that when the introduction of a new product for sale was accompanied by relevant changes in marketing channel mix variables, they were more successful in achieving their sales goals (Rochford & Wotruba, 1996). The results of other studies also show that the difference in performance between superior and inferior salespeople in achieving sales success is related to the use of five sales techniques: analysis of the customer acquisition stage of the sales process, approaching mature customers by using statements about the product seller, using customer-friendly language, awareness of product benefits and the ability to clarify product benefits and ensure satisfaction after purchase of current customers (Jaramillo & Marshall, 2004). However, sales success in multi-channel marketing has actually become a focal point for businesses that intend to increase interaction and access to their customers and expand their product sales (Supriadi et al., 2024).

Soltani et al. (2025) in a study titled “Multichannel Retailing and its Impact on Customer Experience and Loyalty” showed that 40.4% of these audiences are male and 59.6% are female. The significant number related to the relationships between the variables is all greater than the absolute value of 1.96, so the research hypotheses can be confirmed with 95% confidence. In other words, service stability has a favorable and substantial influence of 0.88% on flow. Service stability exerts a negative and significant influence of 0.26% on perceived privacy risk, whereas service transparency positively and significantly impacts flow by 0.12%. Additionally, service transparency negatively and significantly affects perceived privacy risk by 0.72%., flow has a positive and significant effect of 16% on consumer loyalty, and perceived privacy risk has an 82% impact on consumer loyalty and has a negative and significant effect. The findings in this study emphasize the importance of channel security for creating consumer experience and loyalty.

Sharifi et al. (2024) in a study titled “Identifying and Prioritizing Factors Affecting the Success of Online Affiliate Marketing” showed that a total of 56 basic themes were categorized into 11 organizing themes, and the 11 organizing themes ultimately included 5 overarching themes. The 5 overarching themes are: sales development strategies (with three components: branding, pricing strategy, marketing skills), supporting sales associates (with two components: training and support and reward site), content management (with two components: attractive and valuable content and content optimization), online enablers (with two components: online communications and online technology), strengthening customer relationships (with two components: customer-centric culture and customer participation). In the quantitative section, it was also determined that content management ranked first, strengthening customer relationships ranked second, and sales development strategies ranked third.

Khalid (2024) in another study titled “Evaluating Customer Perspectives on Satisfaction with Multichannel Shopping in the Fashion Retail Sector,” showed Omnichannel purchasing was significantly correlated with consumer satisfaction in the fashion retail industry. Omnichannel experiences were positively affected by perceived ease of use, pleasure, integrated advertising, integrated customer service, and integrated transactions. The results suggest that fashion retailers have prioritized customer satisfaction by improving their omnichannel experiences using better coordinating and synchronizing various customer service channels. Riaz et al. (2021) in a study titled “Factors Affecting Customer Experience in Multichannel Channels: Evidence from Fashion Retailing” showed that multichannel retailing helps improve customer experience through the determinants of multichannel integration, order fulfillment,

usability, and seamlessness. The research findings confirm the positive and significant impact of all multichannel retailing factors on customer experience. Among the four multichannel retailing constructs, seamlessness emerged as a major direct and indirect factor, followed by the dimensions of multichannel integration and usability. Despite the small sample size, this study contributes to the multichannel retailing landscape of the Pakistani fashion retailing industry by suggesting a practical approach to create a fully integrated shopping experience and multichannel strategies for fashion brands. Furthermore, it provides an opportunity for brands to enhance their customer experience across the shopping channel.

Research Method

This study is an applied and exploratory research that identifies factors affecting the success of multi-channel marketing sales. In the first stage, a systematic literature review was conducted to identify these factors. In this stage, various articles, documents, and research published in reputable scientific databases of Scencedirect, Researchgate, Emerald Publishing, Mdpi, Google Scholar, and Springe were reviewed between 2016 and 2024. After analyzing the content of the selected articles, seven influential and important factors were identified. In the second stage, experts and researchers in the field of marketing, including 10 individuals (graduate students in management and marketing and marketing professors), were used to evaluate the validity of the research findings. The sampling method is purposive. Purposive sampling is a widely used non-probability technique that is an integral part of qualitative research and mixed methods due to its focus on detailed and contextual understanding. Purposive sampling, defined as the deliberate selection of specific units (such as individuals, cases, or events) based on their relevance to the research question, enables researchers to gain deep insight into complex phenomena (Tajik et al., 2024). In the third stage, the found influential factors were designed in the form of a pairwise MICMAC matrix and provided to experts to determine the degree of influence and susceptibility of each factor in the matrix with numbers 0, 1, 2, 3, based on their experiences.

The method of conducting this study is qualitative, based on interaction/structural analysis. The cross-referenced multiplication of the impact matrix utilized in MICMAC categorization serves as a structural analysis instrument for organizing concepts and as a predictive methodology developed by Michel Gaudet. MICMAC is a qualitative approach for system dynamics that facilitates the depiction of a system through a matrix linking all its components. This technique facilitates the identification of factors crucial for the

system's evolution through the examination of these linkages. MICMAC can serve as a tool for reflection, decision-making, or as a component of a more intricate forecasting process. MICMAC endeavors to accurately delineate independent and dependent variables through the establishment of a typology encompassing both direct and indirect classifications. In MICMAC, we depart from the delineation of system variables and their interconnections, as supplied by experts (Barati et al., 2019). This method, using the property of matrix multiplication, made it possible to identify indirect effects that are difficult to identify by experts (Jasiulewicz-Kaczmarek et al., 2021). The four steps of the MICMAC method are as follows (Puspitasari et al., 2021):

Step 1: Identifying variables: List all internal and external variables that could have an impact

Step 2: Creating a structural analysis matrix: A two-way table (matrix) is created to examine the relationships between variables. The impact is assessed as (0) no impact, weak (1), moderate (2), high (3), or potential (P).

Step 3: Identifying key variables and classifying them directly

Step 4: Analyzing variables: The hierarchy of variables in the software is analyzed into the classifications of direct, indirect, and potential impact quadrants.

Research Findings

As mentioned in the research method section, by reviewing scientific articles from 2016 to 2024 through reputable global databases, 7 influential factors were identified, and the MICMAC interaction matrix, which is 7x7 in this study, was used to examine the actual and potential relationship between these factors. After formulating the matrix, the opinions of 10 marketing experts were collected in the form of a questionnaire regarding the level of effectiveness and efficiency of each factor, and finally, the level of effectiveness and efficiency between the issues was identified, and the relationships between the issues were determined in the MICMAC software environment by forming an interaction matrix. The results of the systematic review of the literature (influential factors) and the preliminary processing of data in the matrix are shown in Tables 1 and 2, respectively, and the degree of desirability and optimization of the matrix is shown in Table 3.

Table 1. Effective factors of sales success in multi-channel marketing (research findings)

| Influencing Factors | Key Findings & Resources |
|----------------------------|--|
| Channel integration | <p>The integration of advertising, product, price and transaction information has a greater impact on enhancing the customer's cognitive experience than the customer's emotional experience (Gao et al., 2021).</p> <p>The quality of multi-channel integration (service structure transparency, channel selection autonomy, process uniformity, and information coherence) profoundly influences consumer interaction behavior (Zhu, 2023).</p> <p>Retailers and enterprises must implement a multi-channel sales strategy while ensuring its integrity (Pluta-Olearnik & Jadach, 2019).</p> <p>Consolidating all channels into a singular robust channel; broadening sales channels; employing contemporary software tools and technology to engage with items and consumers. It is determined that organizations employing a strategic multi-channel approach enhance their potential customer base, generate supplementary revenue, and achieve sustainable corporate growth (Nikulina et al., 2020).</p> |
| Customer Experience | <p>The sales performance is significantly and positively influenced by all three factors, including HR skills, multichannel marketing strategy, and customer experience (Supriadi et al., 2024).</p> <p>Channel breadth, channel transparency, content consistency, and process consistency positively impact the cognitive and emotional customer experience (Sombultawee & Tansakul, 2022).</p> |
| | <p>The customer's channel choice is significantly influenced by their selection of product, service, or retailer. Directly influencing customers' channel selection are perceived channel characteristics, customer requirements, and situational or</p> |

| | |
|--------------------------------------|---|
| Customer channel selection | contextual factors, while indirectly influencing customers' channel selection are product or service characteristics (Wolf & Steul-Fischer, 2022). |
| Organizing sales channels | A company's sales success is ultimately influenced by the division of department-related and task-related organizational structure responsibilities among multiple sales channels, which in turn impacts relationships within the multichannel marketing system (Fürst et al., 2017). |
| Marketing and sales alignment | <p>Sales success is contingent upon the implementation of optimal sales compensation plans that address the multichannel attribution issue (Banerjee & Bhardwaj, 2019).</p> <p>Managers need to make sure that their sales governance systems are compatible with the design of their multichannel sales systems (Homburg et al., 2020).</p> |
| Logistical Coordination | <p>When a company manages multiple distribution channels simultaneously, there are important issues regarding the sharing of marketing and logistics resources. Coordination of logistics operations is important for improving service delivery and multichannel sales (Jeanpert & Paché, 2016).</p> <p>The results demonstrated that logistics service provider relationship quality was positively and significantly impacted by reverse logistics process coordination, that quality of reverse logistics services mediated this relationship, and that conflict frequency moderated the indirect relationship. (Haq et al., 2023).</p> |
| Digital Capability | Digital technology exerts a substantial moderating influence on the financial, environmental, and social dimensions of multichannel marketing activities (Vhatkar et al., 2024) |

Table 2. Characteristics of the direct and potential direct effects matrix (research findings)

| Index | Matrix dimensions | Number of iterations | Number of zeros | Number of ones | Number of twos | Number of threes | Total | Degree of fullness |
|-------|-------------------|----------------------|-----------------|----------------|----------------|------------------|-------|--------------------|
| | | | | | | | | |

| | | | | | | | | |
|---------------|---|---|---|---|----|----|----|-----------|
| Amount | 7 | 4 | 7 | 3 | 13 | 23 | 42 | 85.71429% |
|---------------|---|---|---|---|----|----|----|-----------|

Table 3. Degree of suitability and optimization of the matrix (research findings)

| Rotation | Effectiveness | Receptivity |
|-----------------|----------------------|--------------------|
| 1 | 50% | 85% |
| 2 | 100% | 100% |
| 3 | 100% | 100% |
| 3 | 100% | 100% |

Determining the Effectiveness and Receptiveness Degree of Variables

The effect of an indicator on other indicators is ascertained by the total of the matrix rows, whereas the effect of an indicator on further research indicators is ascertained by the sum of the matrix columns in Table 4.

Table 4. Impact and influence of indicators (research findings)

| Row | Variable | Total number of rows | Total number of columns |
|--------------|-------------------------------|-----------------------------|--------------------------------|
| 1 | Channel integration | 14 | 16 |
| 2 | Customer experience | 13 | 16 |
| 3 | Customer channel selection | 16 | 16 |
| 4 | Sales channel organization | 17 | 14 |
| 5 | Marketing and Sales alignment | 16 | 15 |
| 6 | Logistics coordination | 16 | 14 |
| 7 | Digital enablement | 15 | 16 |
| Total | | 107 | 107 |

Direct Dependency Effect Matrix

Since there are four types of matrices for examining in the MICMAC method, including direct effects, indirect effects, potential direct effects, and potential indirect effects, the first step is to start with the MDI matrix. It only includes the current relationships between variables and includes the structural variables of the system. The experts' opinions are directly entered into this table; and then the MII indirect effects matrix corresponds to the direct effects matrix, which is strengthened by the software by successively repeating the number of rotations. Two potential direct effects matrices MPDI and potential indirect effects MPII are also obtained by assigning a corresponding value to the values defined in the MDI, which includes the current and potential relationships and dependencies between variables (Eshaghi Gordji et al., 2024; Mohammadi Shirkolayi & Ebrahimi, 2025).

Figure 1 shows the direct dependency effect map.



Figure 1. Direct Dependency Effect Map (Research Findings)

Strategic or bidirectional variables such as customer channel selection, marketing and sales alignment, and digital capability, which are highly influential and highly influential, are located in the northeastern

part of the figure; with the feature that they are both manipulable and controllable and affect the dynamics and change of the system. That is, they constitute indicators of instability. Dependent factors such as channel integration and customer experience are factors that have high dependence and low guiding power. Influential factors such as sales channel organization and logistics coordination have high influence and low influence. As shown in Figure 1, the status of effective factors for sales success was unstable, so that the placement of variables was scattered.

Figure 2 shows the relationship between issues at a 100% coverage level, which only shows direct relationships between variables that are assigned as high (red lines), medium, low, and very low (dotted lines) influence in the experts' Delphi matrix.

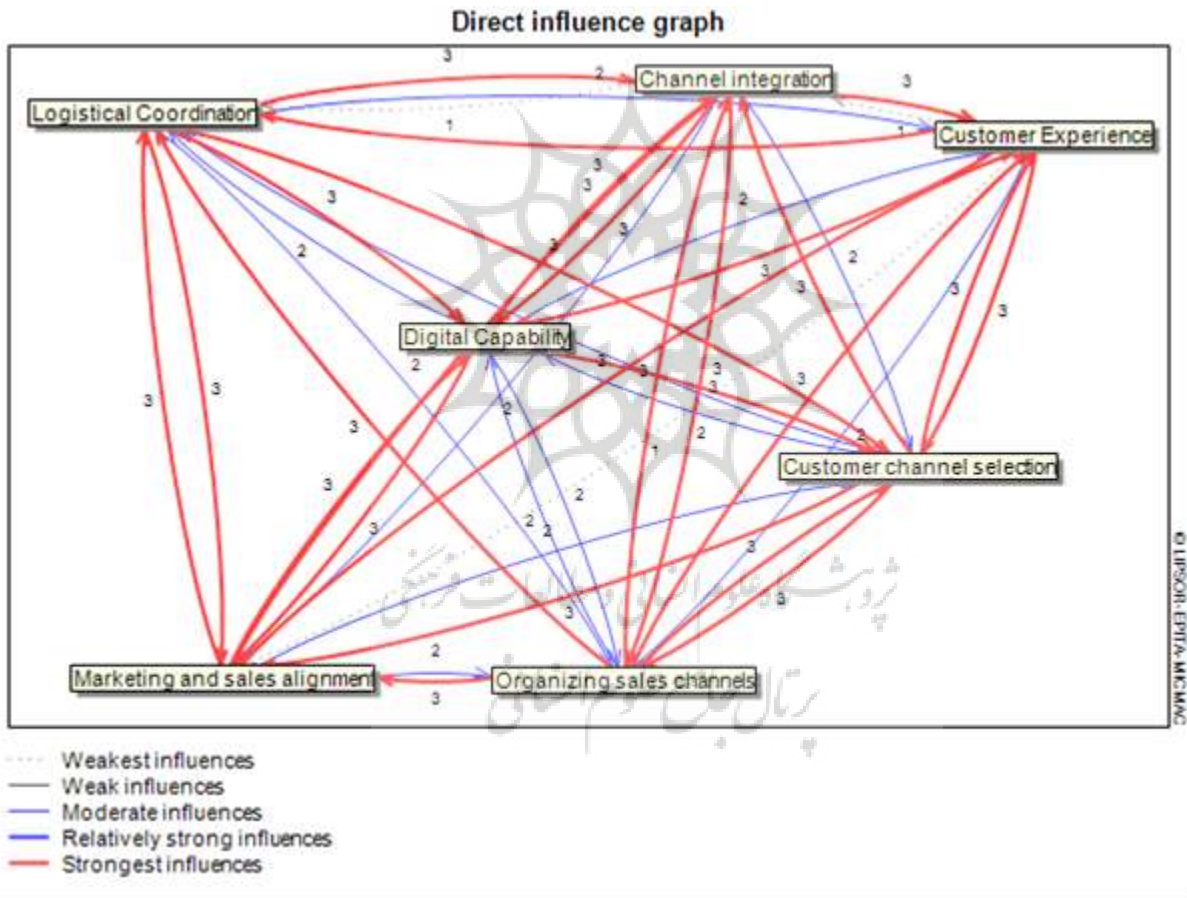


Figure 2. Direct relationships between variables (research findings)

Indirect Dependency Effect Matrix

As mentioned earlier, the MII indirect effects matrix corresponds to the direct effects matrix, which is amplified by the software with successive iterations (number of rotations). Figure 3 shows the indirect dependence effect map of the indicators.

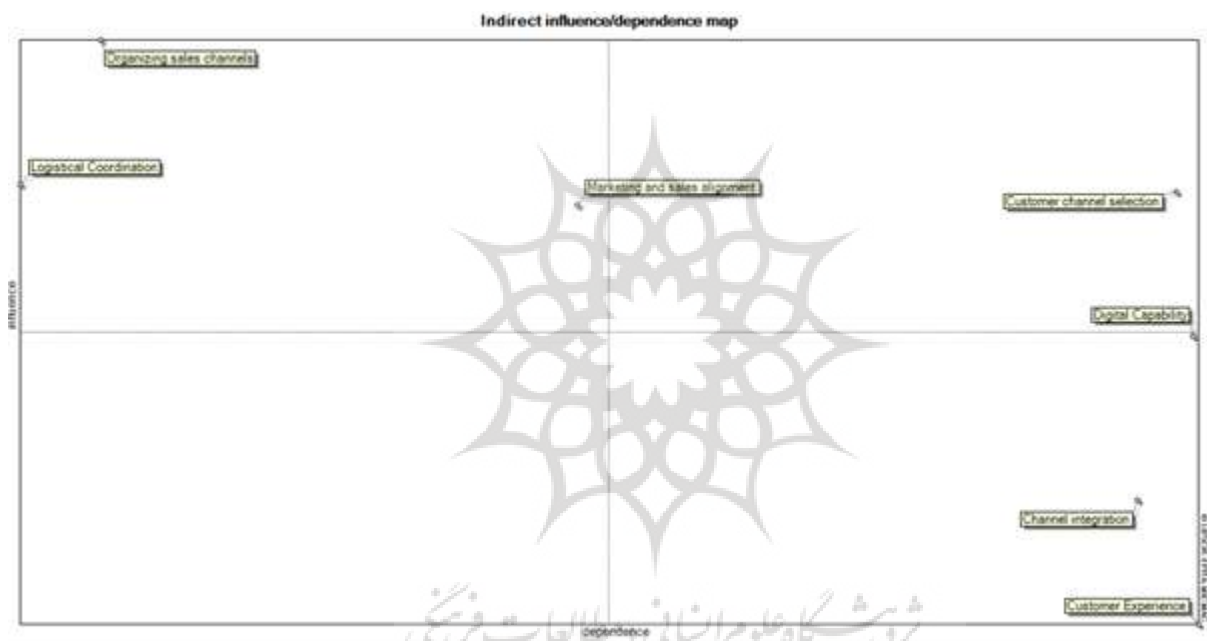


Figure 3. Indirect Dependency Effect Map (Research Findings)

Figure 4 shows the relationship between indicators at a 100% coverage level, which only shows direct relationships between variables that are assigned as high (red lines), medium, low, and very low (dotted lines) influence in the MICMAC matrix.

Figure 4. Indirect Effect Structure of Indicators with 100% Coverage (Research Findings)

Table 5 also provides a ranking of issues by influence and dependency in MICMAC.

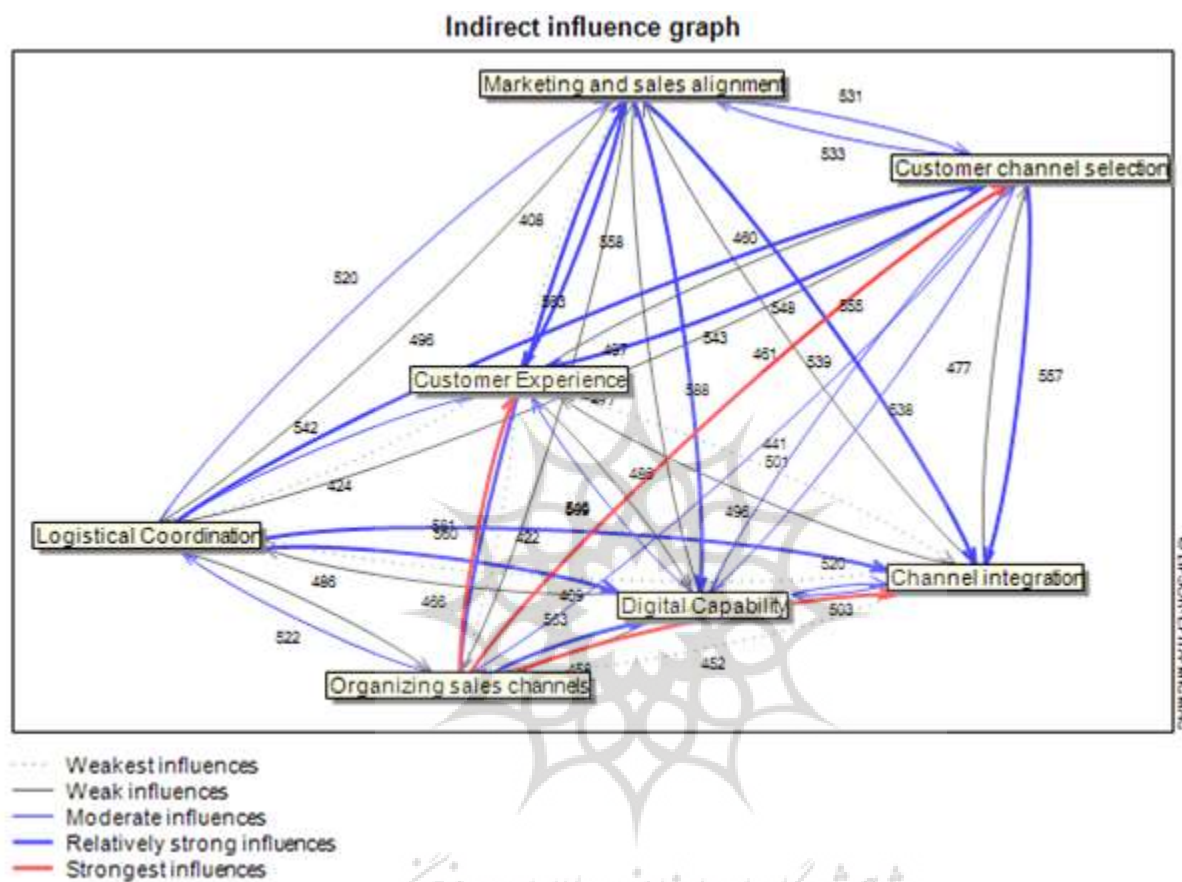


Table 5. Ranking of issues by influence and dependency in MICMAC (research findings)

| Variable | Final score obtained | | Ranking obtained | |
|-------------------------------|----------------------|-----------------|------------------|-----------------|
| | Direct impact | Indirect impact | Direct impact | Indirect impact |
| Channel integration | 1308 | 1495 | 6 | 1 |
| Customer experience | 1214 | 1495 | 7 | 2 |
| Customer channel selection | 1495 | 1495 | 2 | 3 |
| Sales channel organization | 1588 | 1308 | 1 | 6 |
| Marketing and sales alignment | 1495 | 1401 | 3 | 5 |
| Logistics coordination | 1495 | 1308 | 4 | 7 |
| Digital enablement | 1401 | 1495 | 5 | 4 |

| Variable | Final score obtained | | Ranking obtained | |
|-------------------------------|----------------------|---------------------|-------------------|---------------------|
| | Direct dependency | Indirect dependency | Direct dependency | Indirect dependency |
| Channel integration | 1318 | 1481 | 6 | 4 |
| Customer experience | 1252 | 1490 | 7 | 1 |
| Customer channel selection | 1485 | 1486 | 3 | 3 |
| Sales channel organization | 1567 | 1332 | 1 | 6 |
| Marketing and sales alignment | 1477 | 1400 | 4 | 5 |
| Logistics coordination | 1490 | 1319 | 2 | 7 |
| Digital enablement | 1490 | 1490 | 5 | 2 |

Discussion and Conclusions

Identifying and prioritizing the factors affecting the success of multi-channel sales as a suitable solution in today's world can play a significant role in improving marketing and product sales. One of our findings is logistical coordination, which is consistent with the results of Zumstein et al. (2022). They believe that more than half of online retailers are currently dissatisfied with the increase in fuel and logistics costs. War and inflation also increase the prices of purchasing, logistics, and selling products. In general, long delivery times, delays in receiving goods, products that cannot be delivered, and shortages of raw materials for goods are common problems. According to them, one of the successful factors of multi-channel marketing is creating logistical coordination. The second, third, and fourth findings of channel integration, organization of sales channels, and customer experience are consistent with the results of Balbín and Samuel (2024). They found that the integration of pricing and product channels, transaction information, order fulfillment, advertising, and services significantly impacts the emotional, cognitive, relational, sensory, and physical experience of the multichannel customer. Also, in another study, Yong-zhi (2014) found that integrated multi-channel service quality has a positive and significant effect on customer loyalty. The fifth finding of marketing and sales alignment is consistent with the results of Graesch et al. (2024). They emphasize that the marketing and sales actors in the field of customer interactions should be united and aligned through pioneering, transparency, willingness and motivation, attention and self-efficacy, measurability, customer focus, availability, innovation, responsibility, team orientation, product orientation, tool orientation, market orientation, capabilities and other things. It is also consistent with the study of Gupta (2024). He emphasizes the importance of a coordinated marketing approach that uses multiple channels to maximize access and sales. Our sixth finding, digital capability, is consistent with

the results of Nagy et al. (2024). They believe that both marketing channel characteristics and consumer or customer characteristics, along with their media backgrounds, influence consumers' propensity and willingness to use retail channels. Our seventh finding, channel choice, is consistent with the results of Schoenbachler and Gordon (2002). Their findings demonstrate that businesses may streamline the decision-making and execution of a multi-channel strategy by gaining a better understanding of the factors that influence consumers' preferences and the number of channels they use. However, according to data analysis in the effectiveness section, factors such as sales channel organization, customer channel selection, marketing and sales alignment, logistics coordination, digital capability, channel integration and integration, and customer experience were ranked 1 to 7, respectively, in the direct influence section, and the factors of sales channel organization, logistics coordination, customer channel selection, marketing and sales alignment, digital capability, channel integration, and customer experience were ranked 1 to 7, respectively, in the dependence or direct influence. Evidence suggests that in order to succeed in selling products through a multi-channel marketing approach, attention should be paid to these factors in terms of effectiveness and receptiveness in sales. Because, today, organizing and integrating different product sales channels and aligning the target market with product sales can have a significant impact on customer purchase of products. It should not be forgotten that logistical coordination between the manufacturer and the seller can play a vital role in the success of product sales. However, we should not forget that using multi-channel marketing requires special attention to training and using the digital platform, and the level of proficiency in using this platform can, in turn, be effective in successfully selling products.

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