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“Effect of cold calling on customer attitude and purchase Intention in a Real Estate sector of Islamabad, Pakistan”



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DEDICATION

Dedicated to my father Muhammad Yasin and my mother

Waveri for their unconditional love and support

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Firstly, I am extremely thankful to Almighty Allah and I strongly believe that all skills and capabilities are from Allah and it is all due to His blessings that I managed to do this Thesis effectively. All admiration for the Holy Prophet Hazrat Muhammad (Peace be upon him) who is monument of knowledge for all and whose footsteps does not let man led astray. Moreover, I would like to thank my beloved parents and supervisor Dr. Awais for his outstanding direction, gentleness, tolerance, and letting me experience the research of management in the field and practical matters beyond textbooks. Finally, I am also grateful to all those individuals who helped me in my thesis directly or indirectly. This thesis has been a challenging but rewarding experience and I would like to take this opportunity to acknowledge and thank everyone who has been involved in its success. I am confident that our efforts will lead to a successful outcome and I look forward to continuing to work together in the future. Moreover I would also like to thank all the faculty members at Bahria University for their assistance and support throughout my MBA. Their knowledge and skills have been very useful in helping me to navigate the challenges.

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ABSTRACT

The purpose of this study is to examine the effect of cold calling on customer attitude and purchase intention in real estate sector in Islamabad. Analysis of cold calling and their impact on customer attitude and purchase intention is established through telemarketing platforms, which can be a strategic marketing tool for the real estate sector. For this research the qualitative data interpretive approach has been used to achieve the objectives of the study, which was to investigate the customer Attitude and purchase intentions toward Real estate cold calling. Qualitative method is used to collect data through in-depth interviews. Interviews were conducted from 10 Sale executives in real estate sector of Islamabad. Interviews were conducted in a semi-structured way. Since consumer Attitude has been given a lot of importance in any sector so an inductive approach was very helpful in gathering in depth information from sale managers in Real estate sector. Data suggested that there is personal and non- personal factor which have a direct impact on customer attitude and if sale person imply all the basic factor it will help in getting positive customer attitude. And to make this positive customer attitude convert into purchase intention we also find a factors that helps in getting lead in Real estate cold calling. This study suggests that following personal and non-personal factors will make cold calling process much easier and also recognize the factors for getting customer purchase intention. Future research should consider a variety of product segments and other industries to make sure that the measurement (of customer attitude towards cold calling) works equally well. In other industry setting, the measurement may need to be adjusted.

Keywords: Cold calling, customer Attitude, Customer purchase intention, Real Estate.

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CHAPTER 1

INTRODUCTION

1:INTRODUCTION

1.1 Background of the study

Businesses from every industry are expanding day by day hence it has become crucial to find potential customers, retain those customers, enhance, and grab market share. Businesses are utilizing different and up to date marketing and business development strategies for the sustainability of the business, a consistent and enhanced business performance. Digital Marketing is one of the updated or we can say modern tool for Marketing or advertising that helps to reach to the maximum audience with a single tap within instances. Digital Marketing tools are extensively being used by every business now days on regular basis (Shah, 2021).

Businesses may engage with customers more quickly, effectively, and occasionally more affordably thanks to the Internet and digital marketing. Additionally, it has aided marketing firms in their efforts to target prospective customers, customize production, and gather consumer data. According to Melovic, Jovic, and Backovi (2022) "e-commerce" is any economic transaction in which buyers and sellers connect via the Internet or other technologies and negotiate and sign contracts governing the prices of items as well as the distribution of goods and services. Due to its reliance on established traditional marketing strategies, digital marketing in Pakistan has been reluctant to take off for a long time. This has helped to cement the industry around real estate. Most real estate agents believed that only ancient marketing techniques could establish their goals in the minds of their clients (Associates, 2020).

Digital marketing is very important in real estate because the biggest real estate platform has a billion-dollar yearly turnover. Added to this is the high penetration of smartphones in large cities, where customers are increasingly looking for the best deals via the internet. The numbers for online real estate deals continue to grow each year, as more and more customers realize the benefits of finding better and more competitive deals online (Minds, 2020).

Human interaction gives a company a more sincere and expert appearance. By developing a personal relationship with your prospect, you can learn crucial facts about them. They'll be more eager to provide you more useful information. Businesses and consumers are more likely to trust a company that offers human communication than one that uses automation. One of the finest strategies to attract customers and raise your conversion rate is to demonstrate that you are speaking as a real person. However, things are changing rapidly. Organizations work today in a highly competitive and dynamic environment due to globalization. (Zayman & Brott 2002) suggested that consumers are now more selective regarding their products and services. So Sale people have to be careful towards efforts they make for cold calling. Cold calling is an investment according to sale people, resulting increase in total budget as compared to past.

Alicia Glenn (2016) explained that every year sales people spend millions of dollars on cold calling. The basic purpose is to persuade the consumers towards their products and services. They use different mediums for cold calling like social media, telemarketing, door to door selling etc. Technological advancements like internet have provided new mediums for sales people to reach consumers so that organizations could reach consumers in a better way. Cold calling through mail is a passive medium. One can observe that with increased use of Social media, cold calling is gaining importance because it is an active medium and can generate one-to-one response.

Andrea Niosi (2019) mentioned that there are several factors which affect consumer attitude of Cold calling like trustworthiness, credibility, informativeness and delivery of messages etc. Attitude is basically a learning phenomenon that influences you in advance to act either favorable or unfavorable way towards cold calling. According to attitude theory by Fishbein's, any stimulus like Cold Calling for a particular brand can develop a specific attitude towards that brand which further can affect their behavior and purchase intentions.

Craig McGraw (2020) suggested that there are many challenges regarding Cold calling. Most notably is the acceptance of scripted chat. Many consumers become frustrated on receiving same scripted DMs and calls. In this context permission based marketing is very important variable in which consumers allow companies to send DMs and call with their consent. In many developed countries consumers show favorable attitude for cold calling due to permission based Marketing. But in most developing and underdeveloped countries consumers have overall negative attitude towards it.

The consumer is at the heart of every business, and in competitive markets, the consumer's mind and behavior take on even greater importance. Customer purchase intention is described as one of the most crucial and important elements for every business to be succeeded in the competitive market (Sundström, Balkow, Florhed, Tjernström, & Wadenfors, 2013).

1.2 Problem Statement

According to literature many real estate organizations anticipate that integrating sales techniques into their operations will increase productivity. Therefore, firms can improve their business performances through the integration of sales tools and tactics. Even yet, there are a number of things that could go against the predictions made above. For instance, personal and non-personal factors that effect sales positively or negatively. A study from (RAIN Group 2018) found that 82% of buyers accept meetings with sellers who reach out proactively. It is also unclear what effect cold calling has on Pakistan's real estate market's performance and what are the basic factors that positively influence and negatively affect cold calling.

1.3 Research Gap

In Pakistan's real estate sector, no research has been done on the effect of cold calling on customer attitude and purchase intention. Therefore, the study sought to close this gap by establishing the link between Cold calling and customer purchase intention in the real estate sector as a real-world case study. A paper attempted to study the effect of cold calling on the customer attitude and purchase intention and in depth analysis on personal and non-personal factors affect cold calling and recommended to replicate the model in other countries and different sector to generalize the model (MAINA, 2017). The salesperson's high skills enable the highest potential conversion ratio, aided by effective account management. Using all of a salesperson's skills is necessary to transform a promising prospect into a client. The inescapable feature of the sales game is recruiting many prospects to feed into the "machine" that finally turns them into customers (Czinkota et al.,2021).

1.4 Research Question's

- What are the personal factors of a salesperson that are believed to positively contribute towards consumer attitude during cold calling?
- What are the non-personal factors during cold calling that are believed to positively influence customer attitude?
- The positive customer attitude developed because of cold calling contributes towards purchase intention?

1.5 Research Objectives

This study objects to examine the effect of Cold calling on the customer Attitude and purchase Intention in Pakistan's real estate sector. The specific objectives are:

- To identify personal factors that are believed to contribute positively towards customer attitude during cold calling.
- To determine the non-personal factors during cold calling that are believed to positively influence customer attitude.
- To identify the effect of positive customer attitude as a result of cold calling on purchase intention of customers

1.6 Significance of Study

This study will have significant effect at, both, academic as well as at industrial level. It will help the business students in understanding the importance of telemarketing with the attitudes of potential consumers. It will help the marketers to get insights of the customer's attitude and market them accordingly. This study included the effect of personal and non-personal factor that affect cold calling and how customer attitude and purchase intention is playing role in sales. Earlier literature has studied effects of several variables which include trust, acceptance, permission, awareness, satisfaction, loyalty, public policy, perceived usefulness, subjective norms etc.

Cold Calling is communicating with consumers via their DMs/cell phones to provide them information without time and location barriers to promote products and services. It offers many advantages over traditional media. Due to very personal nature of cell phones, they can better target the consumers. It is a great source of real time communication with consumers anywhere and at any time. Moreover if it will be planned carefully then it can save cost and reduce wastage. According to GSM association consumers who use cell phones send nearly 10 billion DMs in one month showing SMS the famous marketing medium (2004). At the same time it poses many risks like trust, privacy matters, limited media format etc. But with all risks marketers know that it is a cost saving tool. To make cold calling more effective the personal and non-personal factor has a great effect on customer purchase intention. So the study will help in finding personal and non-personal tips and techniques which work better, and effectively to generate a positive customer attitude and purchase intention.

1.7 Scope of Study

In this study we will investigate the effect of cold calling on customer attitude and how they influence customer purchase intention. Data will be collected from Real estate sector of Islamabad, Pakistan. This study will be conducted in Islamabad as it is the capital of Pakistan and it has having a new opportunity for developing societies and projects so the opportunity for sales increases. Moreover, this research will be conducted in different Real Estate Companies of Islamabad.

CHAPTER 2
LITERATURE REVIEW
AND
CONCEPTUAL FRAMEWORK

2:LITERATURE REVIEW

One of the oldest and most popular methods of telemarketing used by marketers is cold calling. The term "cold calling" comes from the strategy of making unwanted sales pitches prior to the 1970s. Cold calling often refers to telemarketing or telephone soliciting, but it can also relate to in-person interactions, as those with door-to-door salespeople. Cold calling is believed to have less appeal as technology has evolved. There are modern, more efficient ways to pitch, such as through email, text messages, and marketing via social media on sites like Facebook and Twitter. These new techniques are frequently considered more productive and effective at attracting new prospects (Hayes ,2022).

However, cold calling which used to be one of the most popular modes of sales strategy, is still widely used in many services across the globe. With the rise of online platforms, it remains to be the best alternative for many companies. But it has its own challenges of extremely low conversion rate. Some results imply that cold calling is no longer a viable manner of marketing strategy. However, the sales team may improve its effectiveness by integrating digital marketing activities with the sales process (Madhan,2022).

Cold calling is a practice which is adopted by organizations in various other contexts apart from sales. In health industry this practice is used to obtain valuable feedback of patients after main management treatment. There is a prospective, survey research on pain control. They found out that after 48 hours of discharge, patients was cold called and asked how satisfied they were with their pain management. A total of 778 patients were contacted. They identified 12 instances of patient temper among these: identification confusion, shock that a hospital was phoning, impatience over delayed testing results and scheduled appointments, criticism of staff, and outbursts of depression. In addition, they saw eight instances when the patient, their family, or the caller had unfavorable experiences: five patients had passed away causing patient distress and uncomfortable circumstances for the caller (Hendarto, 2019).

2.1 Personal Factors Affecting Cold Calling

The most important marketing strategy for building and maintaining a conversation with the target audience is sales management, which applies to the majority of organizations. Long-term business success depends on a company's sales force. Because salespeople and businesses compete with one another, each salesman must meet or beat sales goals. When it comes to sales, how the salesperson manages a scenario and how the clients perceive that behavior matter in many circumstances. A prospect could be persuaded by a seller's reliability, sincerity, and assurance in the same way that by the product or service attributes. How a salesman responds to a circumstance and the clients' perception of that conduct important in sales (Clay, 2001).

In every scenario, the customer forms an opinion of the business through the salesman. One way to generate leads for potential clients is by making cold calls. Although it is a difficult, expensive, and time-consuming process, it was recognized that if the company gave their sales staff proper training, it would pay off in the long run. (KUMAVAT, 2012)The sale must typically be finished over the course of multiple calls, and it is clearly true that the additional calls are made; the more sales will be done. In sales circles, this procedure is commonly referred to as the "numbers game" (LEVITT,1998).

Sales representatives and sales personnel must be educated in the most recent technology because a variety of standard and customized sales tools can be used nowadays to handle sales teams and customers could easily classify the sales statistic as spam. Everything in sales relies around letting go of one prospect and passing toward the next before converting that client into an enemy who spreads negative information about the salesman or the firm to which he or she is a member. One-third of calls in sales department can grow into meaningful prospects, and one-third among these strong prospects may place an order (Murphy, 1995).

Consequently, there is a conversion ratio at every level. High sales abilities and efficient client relations allow for the highest possible conversion rates. It takes the full range of a salesperson's abilities to convert a positive potential into a client. Recruiting numerous prospects to put into the system that ultimately converts them into customers is an essential aspect of the sales game (Shams, December 2020).

Any business that wants to generate revenue must spend money on cold calling. Each call must have a perfect combination of factors for it to be engaging. A study found that improving one's sales skill, choosing the right target market, and keeping the salesperson's reputation all had a beneficial effect on the call's outcome. Even if cold calling doesn't provide results right away, if the sales professional approaches clients effectively and successfully, it will be advantageous for the company in the long run (Yassin,2022).

From literature above, it can be seen that personal factors associate with sales person making cold call can influence the outcome of sales call. It will therefore be interesting to see what personal factors of a cold caller are believed to be highly influential in context of real estate business in Pakistan.

2.2 Non Personal Factor Affecting Cold Calling

Customers base their sentiments on a variety of characteristics they perceive a brand to possess. Consumers may adopt a variety of distinct brand features and place varying amounts of value on

each of these attributes.

"The Sales Bible," Jeffery Gitomer, claims that the return on investments for cold calling in the existing markets would be less than zero. The marketing and selling activities must be integrated because the majority of sales departments often operate independently and with their own tools (Kotler, 2016). The sales people frequently disregard the leads produced by the marketing team. The company's sales department focuses on core sales, while the digital advertising team is thought to handle the marketing function. The quality of prospects is one of the areas where most companies' marketing and sales teams clash. The marketing department frequently criticizes the sales team's ability to follow up with leads to enhance the conversion rate, while the sales force primarily complains about the quality of the leads (Krohmer, 2008).

One of the factors influencing sales performance is motivation. According to an old proverb, you may lead a horse to water but you cannot push it to drink; humans will only drink if they are thirsty. They will act in accordance with their desires or other strong motivations (Erastus Yamoah, 2013).

At the same time Chat bots on websites change how consumers perceive the value of utilitarian and hedonic commodities, respectively. Chat bots can raise brand recognition by minimizing the effect of familiarity on a customer's propensity to buy. Retailers could use efficient chatbots when running and creating retail websites to encourage customers to make purchases. In order to feed a balanced process of continuous improvement on company objectives, businesses should properly create and manage chatbots by tracking user engagement and customer experience quality (Marino, 2021).

2.3 Pros and Cons of Cold Calling

Literature highlight that not every firm should use cold calling, and it might be difficult to do it well. It has advantages because it enables you to connect with possible new clients, but it also has disadvantages. It's likely that someone won't ever see your website if they aren't truly searching for the products your company provides. Therefore, it's your responsibility to search for them. Cold calling is a great way to train, especially for new sales representatives. It enables you to repeatedly practice your sales pitch until it is polished. It can also be beneficial once you've had a few chats with potential customers because you'll be able to get real-time feedback and modify your pitch as necessary. Making cold calls to potential clients can be a great approach to engage with them on a personal level and learn key information. When you email someone, they have the option of ignoring your message or carefully considering their response before responding to you. They might be more ready to provide you more useful information if you call them and speak with them right away. Additionally, you may establish a social touch

with the prospect during the conversation and assess their personality, humor, and other characteristics, something you can't usually do over email and which can be very helpful in establishing a business relationship (parken, 2007).

Most individuals dislike unwanted phone calls and might even find them annoying. They'll probably choose to hang up as quickly as possible and won't want to listen to your sales pitch because the call is unexpected, you can reach the recipient at a bad moment or end up on their trash. Even if you've had some luck cold calling, your sales plan shouldn't be entirely based around it. In comparison to quality leads and recommendations, it is discovered that cold calling has a low lead generation. While cold calling may work occasionally, you might run into a difficult phase when the people you're contacting aren't responsive, as per a 2012 Keller Center research, only about 1% of accepted cold calls turned to appointments, and only around 28% of finished calls were rated productive. Another disadvantage is that it's often impossible to forecast how many sales you'll make through cold calling. Your company's finances could be in danger as a result of this inconsistency (McGraw, 2020).

2.4 Customer Attitude

Salespeople are always required to monitor customers and sales situations. Real estate salespeople wasted time calling the wrong candidates, which results in poor feedback and a loss of both time and money. Following poor quality leads usually is a waste of time and produces nothing. Salespeople lower the requirements of their lead qualification procedure just to make a pitch and discover what it takes (Raj et al, 2021).

The variables influencing the structure of attitudes, which will be useful to determine which variables actually result in a negative perspective towards marketing and how perceptions may be altered. They proposed that future study could be able to use the results of these studies to develop more successful marketing campaigns while avoiding any damaging consequences of attitude on consumer intention and behavior (İSPİR, 2009).

Due to shifting consumer behavior and consumption pattern, the consumer group will be the target audience for marketing campaigns in the future. 200 respondents were included in the quota sampling. Results revealed a positive correlation between marketing and customer attitude variables like relevance, informativeness, and reliability, while a negative correlation existed for irritability. Additionally, customers complained about irrelevant additions. As a result, the advertiser must concentrate on relevance, conciseness, and information value (Brown, 2009).

There is a study conducted on a customer attitude which is influenced by sales ethics, a company's social responsibility, and credibility in the real estate sector. Participants were 466 clients of a Taiwanese real estate brokerage in Kaohsiung. The customers are more likely to accept the sector's sales ethical and social responsibility policies and are also more likely to trust

the industry. Additionally, a more favorable customer mindset about the industry had a large beneficial effect on loyalty, indicating that credibility had a direct effect on loyalty via the mediator of mindset. This suggests that in the real estate sector, corporate social responsibility and sales ethics are key elements influencing consumer loyalty (Chen, et al., 2020).

Customer relationship management (CRM) techniques could be useful in the real estate industry in the current technological era. CRM is built on a wealth of data, and it's important to pin point relevant data elements for the real estate market. Understanding consumer purchasing habits is necessary for the positive implementation in CRM. A variable influencing purchasing behavior in the real estate market is presented and integrated with CRM (Pushpa, 2018).

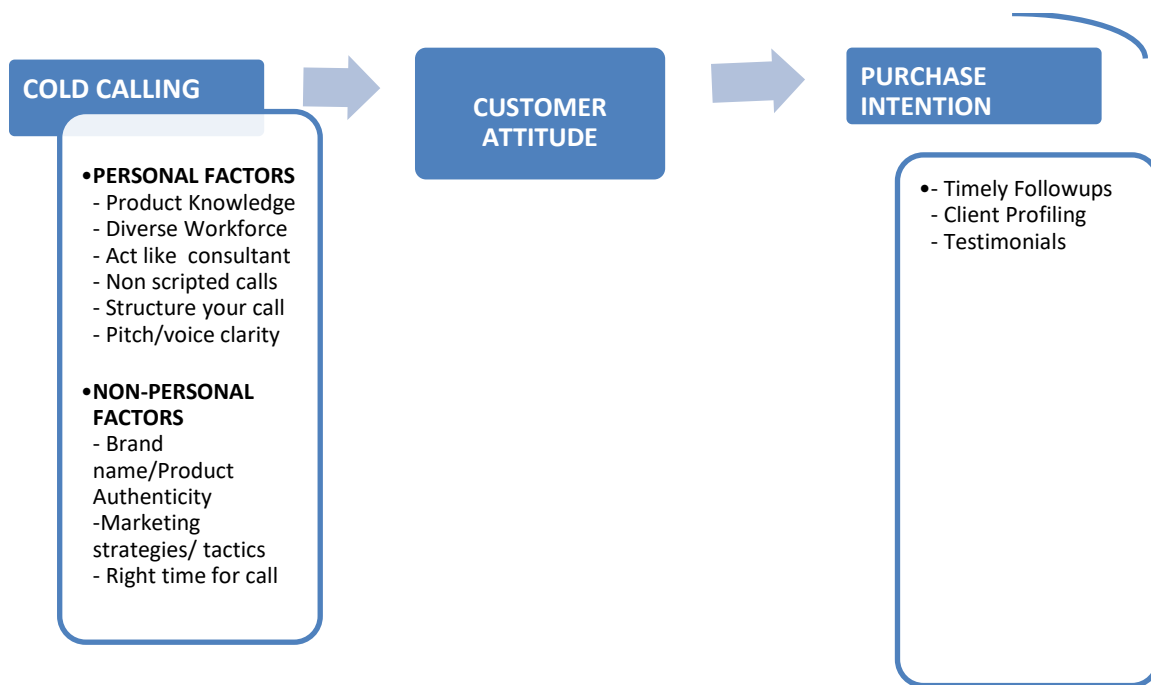
2.5 Purchase Intentions

The intentions are much more closely associated to purchases of current items than of new ones, durable goods than non-durable goods, and commodities with shorter time horizons than those with longer time horizons. When purchase intentions are obtained in a comparative mode rather than when they are collected financially (AlokGupta, 2007).

A customer has grown more sophisticated, so have their needs and expectations. To acquire a competitive edge and keep customers, retailers should strive to offer leading customer service (LEVY, 2012). The results which were based on responses from 235 working adults, showed that house characteristics, financing, location, environment, and superstition-numbers have substantial positive associations with intention to acquire a home in Real Estate Sales(Kepal, 2016).

2.6 CONCEPTUAL FRAMEWORK

The purpose of this study is to explore Cold Calling effect on customer purchase intention and personal and non-personal factor affecting customer attitude in cold calling. Three specific objectives to be explored in the study are: (1) To identify personal factors that are believed to contribute positively towards purchase during cold calling.(2) To determine the non-personal factors during cold calling that are believed to positively influence customer attitude and purchase intention.(3) To determine the effect of identified elements on consumer purchase intention.



CHAPTER 3

METHODOLOGY

3: METHODOLOGY

This chapter will outline the methodology that will be employed to conduct the analysis for the proposed study. To fulfill the specific objective of this research, qualitative analysis is used as the major research tool to process data. Furthermore, this chapter also includes details related to research approach, research strategy, research Philosophy etc. the technique that we will be using for determining the effect of cold calling on consumer purchase intention.

3.1 Research Design

The method was devised using Saunder's Onion as a guideline (Saunders, 2007). For the purposes of this study, primary data were collected, which involved interviewing individuals from various locations of Islamabad, Pakistan, who were involved in the cold calling procedure in the real estate industry.

Based on the needs of the current study, a semi-structured questionnaire was created. The respondents were active workers from various Real Estate sectors in Islamabad, Pakistan. The months of November and December were the set time frame throughout which the data was gathered.

3.2 Research Philosophy

This research was conducted using an interpretivism Paradigm. It has been discovered that interpretivism seeks to comprehend the nature of a wide range of events and phenomena that can affect the development of the theory. This method assists in the explanation and characterization of the phenomenon, the search for fresh and original perspectives on it, and finally the understanding of consumer attitude patterns. Researchers utilize interpretivism to determine the study's component, which adds human interest to the research. Therefore, interpretivism was applied because this study was conducted using in-depth interviews. Regarding the interpretivist method, it is essential for the researcher to respect differences in opinion. One of the main reasons to adopt this philosophy was to comprehend whether or not what people think regarding cold calling has any influence on their desire to make a purchase (Rogers, 2021)

3.3 Research Approach

Saunders suggests two distinct types of research approaches: the deductive and the inductive (2016). The mono method is used when only one data collection method is used to answer a study's research questions; the multiple method, on the other hand, is used when numerous data collection methods and data analysis are employed. Mixed-method and multi-method are further separated into subcategories of multi-methods. Mixed methods combine both quantitative and

qualitative data collection techniques in a single study design. In contrast, multi-method studies employ multiple methods, either quantitatively or qualitatively, and then analyze them in accordance with the essential processes and procedures (Saunders, 2016). In-depth interviews were the only type of data collecting employed in the mono-method research decision, which was used to answer the research questions.

3.4 Time Horizon

The time horizon refers to the time frame for which the research is conducted (Saunders, 2007). The time horizon is separated into two categories by the research onion: cross-sectional time horizon and longitudinal time horizon (Bryman, 2012). A single sample of respondents is drawn from the target population for this cross-sectional study design, and information is only collected from this sample once. In 2007 (Birks & Malhotra), Over the course of a month, detailed interviews with the respondents were conducted. The information required for this study was gathered all at once during a set amount of time.

3.5 Sampling Technique

During the duration of this research, a non-probability sampling approach called purposive sampling was employed. This sample strategy was chosen primarily because it would be most appropriate for in-depth interviews with only those people who were relevant to the research questions and objectives and would be time efficient. In this method, the researcher decides what he needs to know for his research and what kind of audience should be chosen in order to be able to give him the information he needs regarding the research questions based on their knowledge and exposure (Bernard, 2002; Lewis & Sheppard, 2006).

3.6 Sample Size

Different sample sizes have been suggested for qualitative research, and the idea of saturation is typically advised when the number of respondents in-depth interviews range from 5 to 50. (Glaser & Strauss,1968). According to Creswell (1998), a sample size of 20–30 interviews is adequate to get the information needed. However, it is not well understood, and other experts disagree that there should be any guidelines or restrictions for determining the sample size. The amount of time, means, and resources allotted for the study, as well as its goals, might further influence sample size. In Patton (1990), Interviews with 10 to 15 people will be conducted for this reason. This paper further saturates the 10-15 individuals by identifying whose data was more useful to us. We will gather information and conduct interviews with individuals who participated in cold calling for sales at various real estate firms in Islamabad.

3.7 Data Analysis

Analyzing answers consists of people's expressions and actions is a key component of qualitative

research (Ryan, 2006). Following a thorough study by the researcher, the layers of knowledge are gradually revealed to the readers. The researcher also performs analysis in order to incorporate and draw new conclusions from the data gathered. the entire process of organizing data, reducing it, drawing conclusions from it, and finally testing it. The data were thematically analyzed for the purposes of this study. The analysis performed aids in categorizing, illuminating, clarifying, evaluating, and reporting model frameworks.

For thematic analysis, all of the replies to the questions were first compiled, and then the compiled data undergo manual coding. The codes were then mixed. The separation of codes with similar natures and meanings led to the segmentation of various groupings of codes in the following stage. These groupings were further divided into themes, which were then covered in the chapter's analysis and discussion. These themes served as the best summaries of the information gathered.

3.8 Data Collection Method

It was ensured that the interview was set up such that all essential questions would be answered. We were very interested in questions that would provide us with answers that would help us achieve our goals. In-depth analysis enabled us to explore new ideas and solutions. Both open-ended and effective questioning was used. Respondents were asked to recall current events. The questions are presented in a generic to specific order.

Personal face-to-face interviews with sale managers from several real estate companies in Islamabad, Pakistan, were conducted in the same manner. In order to avoid making any ambiguous or confusing statements, responses were typed down while notes were being made. Whereas the sample size was not huge, it encompassed sale managers with at least 5-7 years of experience, and in-depth interviews with sale managers were done to ensure that the findings could be generalized.

CHAPTER 4
ANALYSIS AND
DISCUSSION

4: ANALYSIS AND DISCUSSION

4.1 Analysis

The analysis is followed by a discussion of the outcomes in this chapter. In-depth interviews with respondents from various real estate companies in Islamabad were done for the analysis. The interviews were transcribed and written in verbatim. After gathering all of the transcriptions, the coding was done.

Following the compilation of all the transcriptions including the responses from respondents, the data was organized according to the questions asked in order to collect all the responses from all the respondents in one location. This process was done for all the questions. Codes were created by taking into account each answer to each question. The reduced codes table was then joined in the following stage with other comparable codes. Based on simplified codes that represented all of the comments and the guidelines provided, the themes were created (Jonah Berger, 2013).

Manual coding was done with consideration for feasibility and a finite number of responses. In the discussion section, the themes have been further examined.

The initial codes created from the transcriptions are shown in Table 1 sorted by questions. The originality, concept, and genuine meaning of the codes were not compromised as a result of the further reduction of the codes into smaller ones.

Table 2 shows all reduced codes and how they were later transformed into themes. In the discussion section, the developed topics were afterwards interpreted.

4.1.1 Codes

Talk Confidently	pitch/ voice clarity(sympathetic tone)	Preference for opposite gender	Talk confidently	Greeting
create need for prospect	Don't pitch in starting of call	pitch/ voice clarity	pitch/ voice clarity	structure your call
client profiling	Ask a permission to talk	Product knowledge	product knowledge	two way conservation
preference for opposite gender	Preference for opposite gender	Experience of sale person	product/service unique selling point	create awareness to your customer
different Language speaker in a team	Make referral for credibility	Client Profiling	Structure your call	client profiling
	Affiliation with native language speaker	non scripted call (on- spot response)	Preference for opposite gender	Diverse workforce (gender/ language)
Weekly group Trainings	Trainings for personality enhancement	Authenticity of the product	Testimonials	Non scripted call (on spot response)
Non scripted call (on spot response)	Brand name/ brand image	Brand name/ brand image	unique selling point which make your product exceptional	understand your client demands
Right Time for call	marketing strategies/tactics	marketing strategies/ tactics	emotional affiliation	build emotional attachment with your client
Timely follow ups	Product Authenticity	Make referral for credibility	Two way conversation	Show respect and care for trust factor
Brand	Professionalism of	Right Time for call	timely follow	marketing trends, knowledge of stock market, competitive strategies and business affairs

name/ image	sale person	Timely follow up	up	Ask a permission to talk
Authenticity of the product	Right time for calling	Show respect and care for trust factor	Sharing promotional messages, new projects etc.	
convince them for meeting	timely follow up		Timely Replies	
	Sharing promotional messages, new projects etc.		Show respect and care for trust factor	
	Act like consultant Educate them about the product/service			
pre call research	sale pitch and how you start it	your way of talking, is your pitch clear or confidence in your voice	create reason so they can listen	prefer male staff
Product knowledge	make a call guideline		think how to product/services help your client	make a call guideline
case studies and testimonial	Be prepared for negative feedback and rejection	product knowledge and information	try to listen to your client view	don't just think to benefit yourself also think about client
Make referral for credibility	Don't give up too early	conveying right pitch to your client	call them on right time zone	product information/knowledge
Company profile/ brand name	Don't sale pitch at first	Show respect and care for trust factor	brand authenticity	client profiling
	two way conservation	brand image /brand name	referral	right time for call
			timely reminders	build a chat about other interesting things
				timely reminders

Sharing promotional messages, new projects etc	marketing strategies	timely reminder		
Create need for product	Right time for calling	Professionalism (good gesture)		

4.1.2 Reduced codes

Talk Confidently	product Authenticity	Timely follow up
create need for product	Brand name/ brand image	client profiling
preference for opposite gender	marketing strategies/ tactics	Testimonials
Diverse workforce (gender/ language)	Right Time for call	Sharing promotional messages, new projects etc.
pitch/ voice clarity	product unique selling point	
Product knowledge	emotional affiliation	
non scripted call (on- spot response)	Weekly group Trainings	
Two way conversation	Timely Replies	
structure your call	marketing trends, knowledge of stock market, competitive strategies and business affairs	
Act like consultant/understand their need		

<p>Show respect and care for trust factor</p> <p>Make referral for credibility Don't pitch in first</p> <p>Ask a permission to talk Experience of sale person Greeting Be prepared for negative feedback and rejection</p>		
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4.1.3 Themes

Broader themes	themes	Sub- themes
	Product Knowledge	<ul style="list-style-type: none"> - Create need for product - Understand customer requirement
	Diverse workforce	<ul style="list-style-type: none"> - Respect factor for opposite gender - preference for opposite gender - different Language speaker

Personal factors	Act like consultant	<ul style="list-style-type: none"> - understand their need - Show respect and care for trust factor - Make referral for credibility
	non scripted call (on-spot response)	<ul style="list-style-type: none"> - Don't pitch in first - Two way conversation (dialogue form)
	structure your call	<ul style="list-style-type: none"> - Ask a permission to talk - Be prepared for negative feedback and rejection
	Pitch/ voice clarity	<ul style="list-style-type: none"> - Talk confidently - Greeting - Speech clarity - Voice quality

Non personal factors	Brand name/ Product Authenticity	<ul style="list-style-type: none"> - Market existence - Goodwill/CSR - Positive footprint - Product validity
	Marketing strategies/ tactics	<ul style="list-style-type: none"> - marketing trends, - knowledge of stock market, - competitive strategies and business affairs - product unique selling point
	Right Time for call	<ul style="list-style-type: none"> - Timely replies - Right time zone (international clients)

Purchase intention	Timely follow up	<ul style="list-style-type: none"> - Timely Reminders - Sharing promotional messages, new projects
	Client profiling	<ul style="list-style-type: none"> - where your client fall - understanding client need
	Testimonials	<ul style="list-style-type: none"> - Case studies - Customer reviews - Retaining your customer

4.1 Personal Factor

4.1.1 Product Knowledge

The Sale Managers mentioned the factor most repeatedly that product information and know how is very important when you're doing cold calling. In term of product knowledge many sale managers mentioned that if you don't have right information regarding your product how can you explain and defend in front of your client that your product is really worthy for them. Few of them mentioned that if you don't have product knowledge it is not possible to understand the customer need and how that need can be fulfilled. Product knowledge of salespeople indirectly effects performance through competitive intelligence behaviors. (Sahaym, 2014,)

Having discussion with sale manager one of them mentioned that if you are intelligent enough to understand the customer need and show them the right product according to their requirement they will definitely feel interested in your deal and show a positive attitude. But if you don't really understand their requirement due to lack of product knowledge they will not satisfied with you and go for another option which means you lose your potential client just because the lack of information.

Further, according to some sale managers interviewed, Product knowledge can give you an edge to create a need for a customer if you have right product knowledge and have understanding of your product you can easily cognize the customer condition and explain your product in a way so they feel a need for your product. And in Real Estate customer are more conscious in making purchase so they are in search for right product.

4.1.2 Diverse Workforce

The finding have highlighted that the workforce diversity plays vital role on customer attitude in Real Estate sector. The mostly get answered after interviewing the sale manager is to have diverse sale team with both gender, different language speaker and from different region will help you in making a real estate deals.

Several sale managers mentioned that after getting client request for product we make sure to that our sale team is dealing with opposite gender client because many year of experience we noticed client attitude depend on to whom they are talking if they talk to opposite gender there attitude will be more accepting and show a respect factor to other gender. So having a detail discussion with sale managers we used to know that as a personal factor gender have a great effect on customer attitude, to get a positive customer attitude it's important that your client listen to you first without ignorance if you have make that possible the sale process will be easier

for you.

Some sale managers pointed that language barrier is an important factor in real estate cold calling. They said that their client base is from different regions and they speak different languages. Having a diverse team with different native speakers will give you an edge to deal with them in the same language so they feel more comfortable and the language barrier will not come as a reason for terminating your potential client. The findings suggest that sales strategies will differentially affect decisions of conflict and trustworthiness. The sales method has a different effect on outcomes in terms of gender. (John Andy Wood, 2014). As said by a manager interviewed;

“Most of our clients are Pashtun and we prefer having a sale team who know Pashto language and can speak and understand the language. It can give us an edge of getting positive customer attitude because they feel more comfortable and easy talking in the native language and the factor of cultural affection arises and they feel more trustworthy dealing with same language speaker”.

4.1.3 Act like a Consultant

Some sale managers interviewed highlighted this factor as an important and most roles playing personal factor in Real estate cold calling. According to the study, in order to fully comprehend client wants, we must first learn about them and pay attention to what they say so that we can interpret it. We can watch what clients do and then come up with the greatest solution. (BL Bayus, 2008)

From the result we used to know that the sale person needs to understand this whenever they are making a deal understanding their client need and helping them in finding a right product according to their requirement is very important. In interviewing one of the sale manager he mentioned that:

“Remember you are not just a sale person you are consultant and consultant don't only think about their own benefit but they always understand their customer need and always recommend what best for their clients.”

According to some sale managers showing care and respect make you exceptional if you have this distinct quality of showing respect, understanding their need and always preferring a right product which can benefit them in a future help you in getting a long term clients. The HVM represents the three main sales management functions of communicator, motivator, and coach while highlighting the qualities of good sales managers as recognized by respondents (Goebel, 2002). So always prefer having a long term client it will give you credibility and help in positive word of mouth. Once you achieve a long term client they will always prefer you and help you in getting referrals. Some customer don't trust easily due to heavy amount to make them feel secure

sale team find referral. And these qualities help you in getting positive customer attitude.

4.1.4 Follow Non-scripted Calls

some sale Managers, while being interviewed highlighted that following a scripted call (monologue form) will lose your customer interest in your product. Having said that may be your client are really interested in your product/service but not answering what they really want to listen pitching them directly will make them lose interest in your product. It is mentioned by sale manager in one of the interview:

“Non-scripted calls are considered more acceptable than scripted one. Because not every customer have a same perception or requirement, everyone have their own thoughts and they want to clarify that by asking a question and if sale person is only prepared according to script automatically he/she will get confused on receiving some random question. That’s why we train our team by throwing some demo calls and ask them random questions so they can answer them on spot without any hesitation. And this practice improves the sale person a lot in making call look more real.”

The point that is highlighted during interviewing the sale managers that to make call look more real try to do two way conversation (dialogue form). Your customer though and perception is very important in closing a deal. Try to understand their thoughts and let them speak it will build a customer interest in having a chat and at the same point sale person can understand the customer requirement and try to talk on points that customer feel interested so customer can give you more call time. Engaging your prospect with open-ended inquiries makes them want to discuss more. With open-ended questions, you'll also be able to learn more about their wants and purchasing power (Tracy, 2017). Another most important factor that we get to know by interviewing some sale Managers is don't pitch in first few minutes it will lose the customer interest and affect your call. Try to build genuine chat it will help you in getting more call time and you will get a positive response from customer.

4.1.5 Structure your Call

According to some sale Managers it is necessary to have a structure or roadmap of call. In Real Estate cold calling the customer is more cognizant and responsive toward the product and the person they are making a deal with. If sale person can make a roadmap for a call and clearly know that you will start a call and how it will end can help in getting a positive customer attitude. One of the sale Managers explained that;

“ whenever make a cold call ask your customer permission to talk it will help in portraying a

professionalism and customer will listen more carefully if sale person show care in first. Then start introducing yourself, then referring the company from where you are calling and then tell them a specific detail about their request always share the right information according to their requirement if a sale person will go with random details mostly it will ruin the customer attitude.”

It is also highlighted that the personal factors are really important in cold calling it can make and destroy your potential client at the same time. If sale person wants to get positive customer attitude they must need to have a backup plan if they get negative feedback or rejection in a first time come up with a point where customer can feel the need to listen you and then don't pitch them again at the time. After few weeks try to reach out with something new and never lose hope. Sale person need to understand customer behavior and always prepared for rejection and how to tackle it.

4.1.6 Pitch/ Voice Clarity

According to some sale Manager, the pitch/ voice clarity is considered most important personal factor in real estate cold calling. During interview they mentioned that if sale person talk confidently the customer will automatically listen attentively. But having a shaky voice can affect the customer attitude and may be they will lose interest in listening to the sale person. According to the study, there are four elements that make up sale call anxiety: negative self-evaluations, unfavorable customer evaluations, knowledge of physiological symptoms (such as an upset stomach, a trembling voice, or blushing), and defensive behaviors (e.g., avoiding eye contact, fiddling with the hands, shunning self-disclosures) (Bagozzi, 2018). Some sale managers realize this importance and state as follow:

“In real estate cold calling clear pitch and quality voice (sympathetic tone) is very significant because you are not physically present there and customer is not facing you the only thing they are noticing is your voice, to make it good sale person need to talk confidently, focus on tone of voice, and always start with greeting. If customer feel satisfied from tone/voice of sale person they will show interest in listening more from sale person.”

At the same point the other most important personal factor we used to know during interviewing the sale Manager is the speech clarity. They mentioned that if sale person speech is not clear it can affect the customer attitude because not understanding what sale person is trying to convey make customer irritated and they will prefer not to listen to the specific person. Whenever sale person have a speech or confidence problem make them practice and learn from it. According to the sale manager, it is also essential to take check of your cell phone signal because if customer is not getting voice quality due to signals or some cell phone related issue can portray a negative image and they will suddenly lose interest which can convert a potential client into a negative

customer attitude.

4.2 Non-Personal Factor

4.2.1 Brand Name/ Brand Authenticity

According to sale managers, customer attitude depends on company profile or image. In Real Estate sector customers are very cognisant about their purchasing they make sure that the brand existence is real and where they actually fall. If company is successful in creating a positive footprint in a market and actively participating in CSR activities will help in having a good brand image in a market. So if you work on your brand name and get a constructive market existence it will definitely make a sale process easier for sale person. They don't need much effort to tell about the company because of awareness the brand itself created. As sale manager explained this as follow;

“ whenever sale person call a customer the first few minutes is considered as quality time if sale person perform well in that customer will definitely listen him for more and if sale person work for some known real estate company which have a good image in a market the customer attitude after hearing a brand name will change and will give more concentration to what sale person is saying but at the sometime if customer get a call from some unknown company they will not even considered it and ignore after getting know the name. Brand image/ name have a great effect on customer attitude.”

The findings show that consumers' perceptions of risk are influenced by a product's brand name and its absence (Wen-yeh Huang, 2006). Once brand is successful in getting a good image in competitive market its make the sale process really easy for sale team because customer don't trust you until you have existence in market, to make it successful companies go for goodwill and perform CSR activities to create a positive footprint.

Some sale managers highlighted while interviewed that the factor of authenticity affect the customer attitude in real estate cold calling. In real estate it's really hard for customer to trust someone because they are investing in millions/billions so they need validity of the product. If customer get authentic source for making a payment and getting a verified document

4.2.2 Marketing Strategies/ Tactics

Some sale managers while being interviewed shared a concern that the requirement for marketing strategies in sale process is very necessary because all result of sale is dependent on marketing strategies the company follow. If company use right marketing tactics and deliver right message to market make a sale process easy. Gaining a competitive advantage by marketing strategies shows a direct effect on customer attitude during a cold calling. As sale manager explain it as;

“If you good marketing strategies and unique selling point which will make your product exceptional, customer will definitely show interest and prioritize your product rather than your competitor. So making your customer show interest and affiliation with your product we need to create awareness about the brand through different marketing strategies and campaigns so people know about your brand and spread positive word of mouth.”

In real estate sector sale person need be aware of marketing trends, knowledge of stock market, competitive strategies and business affairs. If sale person is aware of these things they can make a fair decision for client and give them a reasonable information/ idea which will benefit them in future. It is noticed in an interviews that the marketing strategies has a great effect on customer attitude. According to the findings, marketing and promotional messages are responsible for more than 84% of the rise in sales. (Gupta, 2018)

4.2.3 Right time for call

Mostly sale manager mentioned in interview that the most important non-personal in real estate cold calling is time factor means at which time slot you're calling your prospect. Most of real estate clients are international so it's necessary for sale person to confirm which time zone customer is following. Study stated that when people are more likely to be occupied is when you should make cold calls. People are closing up their days in the late evenings and are hesitant to begin new chores. Just after lunch, they could have finished some activities and be available for conversation (Zalani, 2022). As said by sale manager;

“In Pakistani market the most convenient hours is after 2p.m. to 7p.m. Most people are not available in morning due to workload and some commitment they will not listen to you properly which in result the wastage of your time and after 7p.m. most people avoid random call because they want some family time so the most convenient hours is for making a sale call successful is 2p.m. to 7p.m. “

Further according to some sale Managers it is very clear that time effect customer attitude. If you call them in working hours it is obvious they will not pick and ignore your contact details. If they pick a call but due to busy schedule and family time they will not give you a call time and try to avoid what sale person is saying. So from this study we used to know that the following non-personal factors and how it effect customer attitude.

4.3 Purchase Intention

4.3.1 Timely Follow ups

the sale managers highlighted that after getting a positive customer attitude by applying all personal and non-personal factors the sale person need to work on how to make your customer purchase your product. For making your client feel a need of your product and have a purchase intention sale team need to do timely follow ups to keep updated the customer. Share a timely reminders for next meeting will make customer think of the certain product. As said by sale Manager:

“ To make your client purchase your product follow up, follow back and follow through is very important to maintain the loop because your client is not always mentally available the time you call them so your follow text either it’s about any promotional messages, new campaigns can help in getting back to them and creating a need for them.”

According to the study, without the reminder, overall sales would have decreased by 16.7%. Additionally, it offers concrete proof those reminding customers’ results in both market growth and changes in the timing of purchases (Klein, 2022). Furthermore it is mentioned by sale managers that follow up is one of the most convenient way for those customer who are really interested in the product but due to some personal reason they are not able to buy the product at that point of time but they want to be connected for a future buying. This factor helps you in connecting with old potential customer.

4.3.2 Client Profiling

According to some sale managers, client profiling is very essential step in getting customer purchase intention by providing them a right product and right details according to their need. After first call the sale person will get the idea that where does the customer fall and is the basic requirement need to be fulfilled so on next meeting they can do study and provide customer the accurate details so there positive attitude will convert into a purchase intention. As said by sale manager;

“We do customer profiling on basis of age group like we segmented our clients base into three group youngster (20-30), rental (30-40), and gifted property (40 above). The youngster buy property for asset, rental are those client who want to buy a property and give it on rent for income factor and the gifted property include those clients who get retired and want to buy their child a gifted property. These make so much sense that person fall in which kind of category so without wasting the time and energy the sale person show them and discuss that kind of property. Once sale person knows the client preference they will give them right information which will convert the customer into your potential lead.”

Some sale manager mentioned that to create need we do profiling of prospect to get idea where they fall and what to offer them. Having right understanding of customer requirement will help sale person get idea where they fall and what to offer them.

4.3.3 Testimonials

while interviewing the sale person, they particularly highlighted testimonial and past case studies helps in building a trust factor and give an edge to sale person to make sale process look more realistic and factual. So if company has past case studies, customer reviews and social media existence it make customer feel more secure and it can change a client perception in a minutes. According to a study, internet sales are significantly more effected by negative than favourable customer evaluations. Studies have shown how essential consumer reviews are to internet commerce (Shimizu, 2018). From the interviews we used to know that customers feel more protected if they find some linkage with the sale person. For that purpose sale person need to find some referrals for the customer to make them believe. It is mentioned by sale manager:

“Try referencing someone they know it will build a trust factor and help sale person in making a lead. Talk to them asks about their background from where the customer belongs, from where they done education and where they work all these things will help you in finding referral.”

CHAPTER 5

FINDINGS

5: FINDINGS

Findings of this study highlighted several personal and non-personal factors which influence the customer attitude in real estate cold calling. Customers are crucial since they are the ones who actually BUY the organization's goods and services, and the business is constantly working to convince them to do so in order to generate income (GAJJAR, 2013). To generate the positive customer attitude we define the significance personal and non-personal factors. In term of personal factors product knowledge is considered as most effective factor in making positive customer attitude while cold calling. While interview sale managers mentioned that if sale person don't have product information and knowhow he/she will never be able to create a need for customer. It is also highlighted that having diverse workforce will helps in cold calling because it is noticed that customer maintain a respect factor if they talk to opposite gender in sale calls. And having a different language speaker in a team helps you dealing with native language customers. From this study we used to know customer feel more affiliation if sale person is native language speaker.

Act like a consultant in sale process, which is perceived as personal factor, is also believed that sale person duty is not just to sell a product or make a profit but they need to think about customer benefit. They have to make sure what best for customer and what is the basic requirement for be fulfilled. Today, customer happiness is essential to every business' success. The company should be aware of consumer need in order to satisfy them. (Tyagi, 2018). Non-scripted calls are perceived to be the best way to continue the chat if person focus on-spot responses will make the call more real rather than following a scripted calls. It is mentioned that structuring your call is better it will give you a roadmap for a call and you can make a call look for professional. Pitch and Voice clarity is considered the most valuable factor if sale person will focus on it the chances of getting positive customer attitude become rise. It includes voice quality, confidence in a voice, tone of voice and pitch clarity.

In term on non-personal factors, Brand name and Product Authenticity is considered as most appreciated non-personal factor in real estate cold calling. Customer have trust issues in paying heavy amounts so they need to deal with companies who have market existence and positive brand image to get a guaranteed product. Sale managers highlighted marketing strategies/ Tactics as a operative non-personal factor if company is on right path and delivering right marketing message to customers will automatically help in getting positive customer attitude during cold calling. Right time for call, was the factor which destroy sale person whole effort if the time is not right and selecting a right time zone for both national and international client is mandatory, they will not listen the sale person until they are mentally available. From the study 2 p.m. to 7p.m. is considered the moral time to make cold call. People are closing up their days in the late evenings and are hesitant to begin new chores. Just after lunch, they could have finished some activities and be available for conversation (Zalani, 2022)

According to the interviews conducted after getting positive customer attitude by applying all personal and non-personal factors sale person requires to convert it into a potential lead. Consumers look for information when assessing a good or service to see whether it will suit their needs. How to improve a customer's willingness to purchase a product is the key worry of sales professionals (Catherine Hervé, 2009). For that purpose timely follow ups is the most key factor in making a purchase done. Give your customer timely follow ups for next meeting and keep updated them by sharing new project details. Customer profiling is also believed to be an active factor in making your customer purchase. Once sale person know what the client need and requirement and show them the right product according to their search it will definitely build customer attention in purchasing. Lastly Testimonials/ Case studies are considered as a support in making customer purchase the product. If customer feel contented to invest in a product after reviewing testimonial and past customer experience will give sale person an edge.

CHAPTER 6

**CONCLUSION/
RECOMMENDATIONS**

6: CONCLUSION/RECOMMENDATION

The purpose of this study was to identify the effect of cold calling on customer attitude and purchase intention in Real estate sector. This study was analysis of Sale person in Islamabad who is involved in cold calling processes. According to study 10-15 individual data will give a useful results in qualitative research. Interview was conducted from 12 sale managers with 5-7 year experience in this field. Respondents were asked about the personal and non-personal factors which effect customer attitude in cold calling. They were asked about the effect of the entire factor on customer purchase intention. Considering the responses were taken from sale managers both personal and non-personal factor equally contribute and effect customer attitude and to maintain the positive customer attitude sale person need to focus on each and every factor during real estate cold calling. A seller is better able to fortify long-term relationships with customers when they have a thorough awareness of the influential elements on the behavioural intents of customers (Tahmasebifard, 2015). This study therefore defines product knowledge, diverse workforce, non-scripted calls, pitch and voice clarity and act like consultant is most effective personal factors in real estate cold calling. And considering non-personal factors brand name/ product authenticity, marketing strategies and tactics and right time for call is key aspects. Further finding of study suggest that to make positive customer attitude convert into a purchase intention sale person need to follow the significant factors like timely follow up, profiling for understanding customer need and sharing testimonial to build a trust factor.

CHAPTER 7

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1st Half Semester Progress Report

Enrollment No.	01-321212-053
Thesis/Project Title	Effect of cold calling on customer attitude and purchase intention in real estate sector Islamabad.

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	5 sep	Office	Topic Confirmation	
2	15 oct	Office	Literature Review	
3	4 nov	Office	Introduction	
4	11 nov	Office	Research Methodology	

Progress Satisfactory

Progress Unsatisfactory

Remarks: _____

Signature of Supervisor: _____ Date: _____

2nd Half Semester Progress Report & Thesis Approval Statement

Enrollment No.	01-321212-053
Thesis/Project Title	Effect of cold calling on customer attitude and purchase intention in real estate sector Islamabad.

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	2 Dec	Office	Interview Questionnaire	
6	18 Dec	Office	Coding	
7	29 Dec	Office	Analysis	

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