Selected Aspects of Basic Dimensions of Sales Staff of the Slovak Industrial Enterprises

Summary

An increased interest in sales as a function of the Slovak industrial enterprises has been caused by the increasing activity of enterprises within the European space, in which they are developing their sales effectiveness under the conditions of radical changes of markets. Due to the consequences of demand of a permanently sustainable economic growth, the requirements concerning the sales staff and their approaches to the market supply of organisations are changing. The article shows the features and competence of the sales people of Slovak enterprises as for the sales managers as well as the approaches of the sales people to the presentation of offer. On the basis of characteristics of the sales staff and its basic dimensions it presents the research results, which illustrate the present situation in the sphere of Slovak industrial enterprises. Finally the article shows not only the positive aspects of the present sales people of the Slovak industrial enterprises but also the ones which can become a source of revealing the unexpressed needs of customers.

Key words: Slovak industrial enterprises, sales staff, business competition, competence of salespeople.

Jel codes: L0

Introduction

Lately the sales function of the Slovak enterprises has been greatly changing. Under the market influence, the sales policy of enterprises is moving or has moved its emphasis from the principle “product” to the principle “customer” and all attributes of the sales people are aimed at their abilities to get and transform the existing customer to a loyal customer. This fact is reflected in the interest in learning the aspects of relation and technical dimensions of the sales staff with the aim of signalising the level of changes in this sphere.

The article gives a recent view of the features and competence of sales people of Slovak enterprises from the point of view of sales managers as well as the approaches of sales people to the offer presentation. On the basis of the characteristics of sales staff and its basic dimensions, it presents the research results which illustrate the present situation in the sphere of the sales people of Slovak industrial enterprises. On the basis of verbal initiative,
the selected research method of interviewing has made it possible to get a relevant response. To make an analysis of the gained data, a quantitative analysis, which made it possible to express the research results by means of schematic information in the form of contingent tables and explain the searched values of the variables on the basis of the hypotheses, was used. At its end, the article gives not only the positive aspects of the present sales people of Slovak enterprises, but also those ones which can be used as source of revealing the unexpressed needs of customers.

Characteristics of the sales staff and their dimensions

The term ‘sales staff’ denotes the enterprise employees who deal with sales to the existing or potential customer, with whom they are in a direct contact within a limited geographical area denoted as the sales sector. In the area where there are their customers, i.e. industrial enterprises and distributor enterprises, the sales people collect orders, make business visits of advisory character, renew contacts with customers, do market research, elaborate sales strategies and plans, manage portfolios of customers and products, arrange after sales services, take part in exhibitions and other sales undertakings. At the same time, they have to devote to clerical work related to sales (making reports, keeping databases of customers, making statistical records of orders, and the like).

Traditionally, the job of a sales person was performed by a person who was sales-oriented, was able to make contacts, by his intentional being quiet he created a positive picture of the offered product in the buyer’s imagination, had numerous offers and the like. At present, the jobs of sales people are increasingly performed by the sales people with MBB degrees, thus increasing the level of the sales function not only in the relation to customers but also in the relation to its performers. The preconditions of being good sales people are some personal features, competence and expert attitudes. From this point of view, more and more attention is paid to the two basic dimensions of sales people:

a) relation dimension,

b) technical dimension.

a) The relation dimension, which is a basis of the sales profession, lies in the personal characteristics and it is completed by the gained expert knowledge and related practices. It penetrates in all phases of development of the sales case from getting more and more knowledge of the customer as far as to successful business negotiation (getting an order). In the set of elements of relation dimension, an important role is played by the personal characteristics of sales people. The many-sided picture of the set of personal characteristics of a sales person is illustrated in the following Table 1.

C. M. Futrell (Futrell, 2009) and V. Černý (Černý, 2009) relate good personal features of the right sales person with his ability to be self-controlled. As far as the sales person is concerned, it means a conscious managing his own emotions, desires, work enthusiasm and building his relation to other people. It also concerns perseverance, relation towards himself and conscience of a sales person. The ability of self-control requires the sales person to be highly endeavoured and disciplined in his dealing with the customer and not to use unfair
practices such as pressure or lie, which would make customer buy a thing which is not necessary or which is misinterpreted. This may result in a customer’s distrust and negative evaluation of a sales person.

Table 1

Set of personal characteristics of a salesperson according to the selected authors

<table>
<thead>
<tr>
<th>Author</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>V. Černý</td>
<td>immoral, a social climber, a conformist, consciously irrational, rationally altruistic</td>
</tr>
<tr>
<td>R. Vairez</td>
<td>nice, kindly, eloquent, dynamic, motivated, honest, a psychologist, kind, punctual</td>
</tr>
<tr>
<td>C. M. Futrell</td>
<td>sympathetic, lively, calm, patient, amicable, morally ethical, loyal, honest</td>
</tr>
<tr>
<td>C. Bénaroya, H. Lagrasse</td>
<td>polite, charismatic, adaptable, emphatic, able to listen, able to accept decisions</td>
</tr>
<tr>
<td>F. M. Scheelen, M. Lévitte</td>
<td>diligent, receptive, hardworking, adaptable, active</td>
</tr>
<tr>
<td>Y. de Préville</td>
<td>eager, able to listen, self-disciplined, self-motivated, a good organiser of time fund</td>
</tr>
</tbody>
</table>


C. Bénaroya and H. Lagrasse (Bénaroya, Lagrasse, 2009) emphasise that the sales person as an image bearer of the enterprise must conform his image (the way of dressing, utterance, culture, and the like) to the participants of negotiation. He should feel the need of his image being expected by his partners. He must present the evidence of his empathy without him being totally identified with his/her customer, i.e. he must keep an adequate provision to protect the interests of the enterprise he is representing. He must act as an ambassador of the enterprise and must avoid responding personally. He should understand that each argument of a customer is not a criticism of the sales person, or him being personally offended, but it is a sign of customer’s standpoint which must be perceived in the right way. It does not require an emotional reaction, but, on the contrary, the one backed by specific elements.

According to F. W. Scheelen and M. Lévitte (Scheelen, Lévitte, 2001), an excellent sales person should make use of his intuition and respond to the customers’ needs tactfully, keep contacts and stable relations with them. Y. de Préville adds that sales person ensures the relation between the enterprise and the customer. His profile is composed of his style, techniques of sales, and education. He should be in harmony with the customer’s profiles and he should realise the fact that customers are creating their image of enterprise through him.

b) The technical dimension makes the relation of sales person to his customer credible. It makes the customer able to demonstrate that the salesman is an expert (G. Pellat, F. Poujol, B. Siadou-Martin, p. 246) and knows the substance of his activity and the problems related to it. The technical dimension itself is not sufficient and cannot substitute the relation dimension. There is a complementarity of both dimensions, which evokes a positive perception by
the sales person and which is extremely useful in business negotiation. At the same time, the sales person should be adequately qualified to be able not only to understand the market and his customers, but also to be able to formulate his expert standpoints, master the sales techniques, manage his time and effectively optimise the use of modern communication instruments. No more is his intention just to sell products with the only aim to sell and start contacts with customers, but also to understand the customer, to manage the relations with the customer and mainly to be responsible for the relation customer – supplier and its development on the basis of his knowledge of the customer (Hvizdová, Bažo, 2009), and thus stabilise and develop the turnover of enterprise.

The technical dimension of the sales person is also oriented at the contributions of offer to the activities of a specific customer as far as tailoring of its presentation to the customer is concerned.

Depending on the markets, enterprises make various approaches to the offer presentation, which result from the identified needs of customers.

Methodology and results of research

To gain information on some aspects of the relation and technical dimensions of the sales staff of industrial enterprises operating on the territory of Slovakia as well as on the changes in this sphere, we have made a research of a selective character. The sample searched was represented by the sales managers of 476 industrial enterprises operating on the territory of Slovakia and divided on the basis of the European classification of enterprises according to the number of workers (Graph 1).

Graph 1
Classification of enterprises according to the number of workers (in %)

The research was based on the following hypotheses:

a) hypothesis $H_1$, which claims that sales managers even being able to differentiate between the terms sales and business negotiation fail in transforming business negotiation to sales;

b) hypothesis $H_2$ claims that the very expressive aspects of enterprise presentation by enterprises are perceived by customers as a value.

**Sales and business negotiation as elements of relation with customer**

Sales and business negotiation are considered to be two different terms. Sales are usually connected with a short-term business transaction between the buyer and the seller (Homburg, Jensen, 2007), whilst business negotiation is taken for a privilege of top managers. In the business practice, these two terms are sometimes mixed up due to the fact that historically both the sales techniques and business negotiation were based on empirics (Blanc, Chassagne, 2001). According to the research results, most respondents in each category of enterprises differentiate between these terms, although there is a tendency to identify them. Both terms are identified by managers of 30.6% microenterprises, 17.2% of small enterprises, 15.9% of medium-sized enterprises and 10.5% of large enterprises.

<table>
<thead>
<tr>
<th></th>
<th>Microenterprises</th>
<th>Small enterprises</th>
<th>Medium-sized enterprises</th>
<th>Large enterprises</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>69.4</td>
<td>82.8</td>
<td>84.1</td>
<td>89.5</td>
</tr>
<tr>
<td>No</td>
<td>30.6</td>
<td>17.2</td>
<td>15.9</td>
<td>10.5</td>
</tr>
</tbody>
</table>


If the correlation between the ability to differentiate the terms ‘sales’ and ‘business negotiation’ and the ability to transform business negotiation to sales by means of Pearson’s correlation is researched, then the starting point is a zero hypothesis $H_{01}$ which claims that the sales managers even being able to differentiate between the terms sales and business negotiation are not able to transform business negotiation to sales (Table 2).

We can claim that the zero hypothesis $H_{01}$ has been confirmed. It means that in spite of their differentiating between both terms, the sales managers may have some drawbacks as far as their role of the seller or negotiator is concerned, for example, in listening to the customer, analytic thinking, building good relations with the customer, and the like, as illustrated in the Graphs 2 and 3. To illustrate these facts, the detailed results of research concerning personal characteristics and competence of the sales staff are presented from the aspects of

a) seller,

b) negotiator.
Table 2
Correlation between the ability to differentiate the terms ‘sales’ and ‘business negotiation’ and the ability to transform business negotiation to sales

<table>
<thead>
<tr>
<th>Ability to differentiate between sales and business negotiation</th>
<th>Ability to transform business negotiation to sales and vice versa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson’s correlation</td>
<td>.973</td>
</tr>
<tr>
<td>Importance (two-level classification)</td>
<td>.005</td>
</tr>
<tr>
<td>Ability to transform business negotiation to sales and vice versa</td>
<td>Pearson’s correlation</td>
</tr>
<tr>
<td>Importance (two-level classification)</td>
<td>.005</td>
</tr>
</tbody>
</table>

Explanations: ** Correlation is important since the level 0.01 (two-level classification).

**Personal characteristics and competence of recent Slovak salespeople**

A salesperson as a bearer of the relation dimension completes the enterprise image. In his contact with the customer, he concludes the business matters. Through their energy, mood, strength of persuasion, knowledge, perseverance or estimates of the needs of potential customers and by means of their satisfying them, the salespersons are preparing and directing a customer to the purchase which will secure their satisfaction. From this point of view, sales people should have the personal characteristics which will secure meeting their basic task. According to these results, a good salesperson is the one who (Graph 2)

- has communication abilities: 48.1% of microenterprises, 17.0% of large enterprises, 16.4% of small enterprises, 15.4% of medium-sized enterprises;
- has adequate expert knowledge on the market, product, and the like: 47.2% of microenterprises, 15.7% of medium-sized enterprises, 14.6% of large enterprises, 12.8% of small enterprises;
- is trustworthy: 19.4% of microenterprises, 7.1% of small enterprises, 6.1% of medium-sized enterprises, 5.8% of large enterprises;
- has professional behaviour: 29.6% of microenterprises, 6.7% of large enterprises, 6.3% of small enterprises, 5.3% of medium-sized enterprises;
- is actively influencing business partners: 33.4% of microenterprises, 13.8% of large enterprises, 10.4% of small enterprises, 12.1% of medium-sized enterprises;
- has abilities to give arguments: 10.2% of microenterprises, 5.2% of small enterprises, 4.4% of large enterprises, 4.3% of medium-sized enterprises;
- has ability to persuade: 9.3% of microenterprises, 6.0% of small enterprises, 5.3% of large enterprises, 4.3% of medium-sized enterprises, and the like.

It is interesting to claim that having a good relation with the customer (2.8% of microenterprises, 1.9% of small enterprises, 0.9% of large enterprises and 0.3% of medium-sized enterprises) and being able to listen to the customer carefully (2.8% of microenterprises,
0.8% of medium-sized enterprises, 0.6% of large enterprises) with the aim to learn “how to sell” do not belong to the accented features of Slovak salespeople.

Graph 2

Personal characteristics of a salesperson and his competence (in %)


Personal characteristics and competence of a negotiator

Negotiation is usually considered to be an activity commonly used by all in the relations between individuals as well as institutions. (Tournois, Mouillot, 2002). The research results show that a salesperson must be able to negotiate (Graph 3) as he can make arguments and present an offer attractively.

Good personal characteristics of a negotiator include (Graph 3):
- communicative abilities: 22.7% of small enterprises, 20.5% of medium-sized enterprises, 18.2% of microenterprises, 17.3% of large enterprises;
- adequate expert knowledge on the market, product, and the like: 12.6% of large enterprises, 12.0% of microenterprises, 10.9% of medium-sized enterprises, 9.0% of small enterprises;
- negotiation: 10.5% of large enterprises, 10.4% of small enterprises, 8.3% of medium-sized enterprises, 7.4% of microenterprises;

- active influencing business partners: 8.5% of large enterprises, 7.9% of medium-sized enterprises, 7.7% of microenterprises;

- trustworthiness: 7.7% of microenterprises, 6.4% of small enterprises, 6.3% of medium-sized enterprises, 5.6% of large enterprises;

- professional behaviour: 9.0% of small enterprises, 6.1% of large enterprises, 7.1% of microenterprises, 5.3% of medium-sized enterprises;

- analytical abilities: 7.4% of large enterprises, 5.6% of small and medium-sized enterprises, 5.4% of microenterprises;

- ability to speak attractively: 4.8% of medium-sized enterprises, 4.7% of large enterprises, 3.9% of small enterprises, 3.4% microenterprises;

- readiness: 5.3% of medium-sized enterprises, 4.5% of large enterprises, 4.3% microenterprises, 3.5% of small enterprises, and the like.

As far as a good relation to the customer is concerned, this characteristic of a negotiator is valued more than that of a salesperson. But the ability to listen to the customer carefully

**Graph 3**

**Personal characteristics and competence of a negotiator (in %)**

is valued little almost equally with both. The requirements to have the abilities to argue are lower with a negotiator in comparison with a salesperson. The value of ability to negotiate is much higher with a negotiator than with a salesperson. It may result from the fact that, to some extent, negotiation means solving a conflict, whilst the sales procedure presumes more or less equal strengths of the participants of exchange. Trustworthiness is expected from both a salesperson and a negotiator. With a salesperson, active influencing business partners and ability to persuade are higher than active influencing and ability to persuade with a negotiator.

Analytical abilities are valued more with a negotiator than with a salesperson. It is caused by the fact that the business negotiation itself lies in the analysis of total situation with a minimum of common interest, in which each party is trying to sell to the other party making the proposals, which were not expected at the beginning, with the aim to reach a satisfying agreement for both parties. With a salesperson the more valued ability is the one to persuade the other party that the offered product meets the values and interests better. From this point of view the creativity of a salesperson is valued more than the one of a negotiator. Sales are based on the ability to speak attractively, persuading and influencing the other party more than business negotiation. Although in business negotiation communication and ability to speak attractively are also very important, business negotiation is based mainly on the rhetoric and concessions with the aim to reach an agreement. For this reason, in business negotiation, the ability to reach compromise is valued more than in sales. We can say that to sell is mainly to persuade and influence. To make business negotiations means mainly to reach compromises. Sales are possible with no business negotiation but business negotiation is not possible without sales.

2.2. Perception of offer presentation by a customer

Quality of relation customer – supplier can be reached more easily if the customer’s expectations are satisfied by the supplier’s offer (Bolton, Lemon, Verhoef, 2008). Depending on individual market segments enterprises realise various approaches to presentation of their offers.

The decision about presentation of offer to customers is based on global strategic decisions related to the market position, by which a supplier is trying to put a product in a trustful, attractive and differentiated place in the customer’s mind, and in the market in relation to the offer of competitors. For this reason, a salesperson must be interested in a favourable presentation of his offer. His decision making should be cohesive with marketing mix. From this point of view, it is important to know, on which aspects of the offer the enterprises most often rely, and if these aspects themselves are perceived by customers as a value in the customer – supplier relation or they must be mutually compatible and strengthen each other. The research results show that in presentation of offer the salespeople mostly use sales offer (21.3% of microenterprises, 22.2% of small enterprises, 15.7% of medium-sized enterprises, and 16.7% of large enterprises), attributes of products
(15.4% of microenterprises, 13.2% of large enterprises, 12.4% of medium-sized enterprises, and 10.4% of small enterprises), customer care (13.1% of medium-sized enterprises, 12.0% of small enterprises, 9.6% of microenterprises, and 9.1% of large enterprises), comparing the product quality with that of competitors (8.3% of large enterprises, 7.9% of small enterprises, 6.8% of microenterprises, 6.6% of medium-sized enterprises), raw materials being used (12.0% of microenterprises, 9.8% of small enterprises, 9.1% of large enterprises, and 7.8% of medium-sized enterprises), disposability of the products offered (8.8% of large enterprises, 6.8% of medium-sized enterprises, 5.9% of microenterprises, and 5.2% of small enterprises). An element of offer presentation is also the category of users to whom the offer is addressed (10.2% of large enterprises, 9.9% of microenterprises, 9.3% of small enterprises, and 8.8% of medium-sized enterprises). Enterprises strengthen their offer presentation by solving customer problems (13.1% of medium-sized enterprises, 9.0% of small enterprises, 8.5% of large enterprises, and 8.3% of microenterprises). An important role is also played by innovation which is brought to the production process of customer by the product (16.1% of large enterprises, 15.2% of medium-sized enterprises, 13.4% of small enterprises, and 8.6% of microenterprises). Other elements of the market

Graph 4
Elements of offer (in %)

position are the media used, positive relations with customers and meeting their wishes by the supplier’s staff (2.2% of microenterprises, 0.8% of small enterprises, 0.5% of medium-sized enterprises) 0.3% of large enterprises.

Verification of individual elements of offer presentation in the research made has shown that the mentioned elements of offer presentation themselves are not perceived as a value by customers. To illustrate this fact we are presenting three chosen elements, i.e. the sales price, the raw materials used, and the customer care.

As for the price, there exists homogeneity of enterprise behaviour in one aspect, namely in the preference of price as a criterion of offer presentation. At present, through a good sales price, enterprises can better express their offer position in their relation to competitors. But this approach has disadvantages, especially in the period of economic problems and in the cases when customers produce pressure on the price. In these situations, suppliers must persuade customers also about other values which are connected with their offer.

As far as the price is concerned, the hypothesis $H_2$, which claims that the price itself as one of expressive elements is a value for customer within the relation customer – supplier, has not been confirmed. The decision concerning acceptance or refusal of the hypothesis has been made on the basis of Pearson’s correlation which is given in Table 3. The test shows that it is possible to accept the zero hypothesis $H_0$.

### Table 3

**Correlation between the size of enterprise and maintaining relations on the basis of price**

<table>
<thead>
<tr>
<th>Size of enterprise</th>
<th>Maintaining relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of enterprise</td>
<td>Pearson’s correlation</td>
</tr>
<tr>
<td>Importance (two-tier sorting)</td>
<td>.917(**)</td>
</tr>
<tr>
<td>Maintaining relations</td>
<td>Pearson’s correlation</td>
</tr>
<tr>
<td>Importance (two-tier sorting)</td>
<td>.005</td>
</tr>
</tbody>
</table>

Explanations: ** Correlation is important since the level 0.01 (two-tier sorting)

If the dependence between deepening relations with the customer on the basis of used raw materials as an important element of offer presentation of enterprises of all sizes using the Pearson’s correlation is being researched, then the hypothesis $H_2$ has not been confirmed. The raw materials themselves used to produce a product do not represent a value for the customer within the relation customer – supplier.

Another selected element of offer presentation is customer care. The hypothesis $H_2$ has not been confirmed in this case either. The customer care itself is not a value within the maintenance of customer – supplier relations.
Table 4
Correlation between the size of enterprise and maintaining relations on the basis of raw materials used

<table>
<thead>
<tr>
<th>Size of enterprise</th>
<th>Pearson’s correlation</th>
<th>Importance (two-tier sorting)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>.834(**)</td>
<td>.005</td>
</tr>
</tbody>
</table>

Explanations: ** Correlation is important since the level 0.01 (two-tier sorting)

Table 5
Correlation between the size of enterprise and maintaining relations on the basis of customer care

<table>
<thead>
<tr>
<th>Size of enterprise</th>
<th>Pearson’s correlation</th>
<th>Importance (two-tier sorting)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>.948</td>
<td>.005</td>
</tr>
</tbody>
</table>

Explanations: ** Correlation is important since the level 0.01 (two-tier sorting)

The same result could also be given in an individual research of each following element of offer presentation at enterprises of all sizes, which itself is not perceived as value by customers. For enterprises, which are satisfied only with some aspect of their offer, a simple existence of a product and its quality and drawbacks within different offers is usually sufficient. These products guarantee only a certain level of quality and some characteristics of a product such as e.g. the origin, price and the like. It is up to the customer what decision he/she will make and what opinion about the offer he/she will create.

Conclusion

Characteristics of the sales staff are an inevitable part of interaction with the customer when selling a product and making a business negotiation. The research results show that having a good relation to the customer and being able to listen to the customer carefully with the aim to learn. “How to sell” does not belong to the accented characteristics of the sales staff of Slovak industrial enterprises. Not listening to customers does not help create the atmosphere, which is a necessary precondition of a long-term relation and realisation of the loyalty strategy, which makes it possible to decrease the risk of moving of customers to
competitors, because the relation with the customer is daily secured by common activities with them. Not listening to customers is connected with the fact that for a long time enterprises have been making pressure on the sales staff to prefer the enterprise interests to the ones of the customer, which, from the a long-term point of view, is reflected in degradation of customer satisfaction and later loss of customer’s time.

The research results show that recently we can face different approaches to the offer presentation, which are trying to reach harmony of offer and inquiry in different ways, but they are not equal as for the ability to manage the relation to customers.

All offers need not be the decisions of enterprise aimed at strengthening the market position. Many offers are satisfied only with the existence of product within other offers. But in relation to competitors, enterprises can best differentiate their offer by many advantages, the best one being the price. But securing a permanently sustainable economic growth of enterprise requires more endeavour also on the side of salespeople and their managers through offer presentation to influence the perception of customers in synergy with the elements of marketing mix, thus increasing the value of offer and differing more from the competitors’ offers. Some existing approaches based on innovation, solving the customer problems and the like are applied to a smaller extent, but they can be a source of revealing the unexpressed needs of customers and thus secure success from a long-term point of view. This presupposes that offer presentation of salespeople should be based on qualitative and quantitative studies of the market to see how customers value the offer of competitors, which helps increasing sales effectiveness.

Bibliography


**Wybrane aspekty podstawowych wymiarów działów sprzedaży słowackich przedsiębiorstw przemysłowych**

**Streszczenie**

Zwiększone zainteresowanie sprzedażą jako funkcją słowackich przedsiębiorstw przemysłowych jest spowodowane rosnącą aktywnością przedsiębiorstw w przestrzeni europejskiej, w której rozwijają swoją efektywność sprzedaży w warunkach radykalnych zmian na rynkach. Z powodu skutków popytu stale zrównoważonego wzrostu gospodarczego zmieniają się wymagania dotyczące personelu działów sprzedaży i jego podejścia do zaopatrzenia rynku przez organizacje. Artykuł ukazuje cechy i kompetencje sprzedawców przedsiębiorstw słowackich jako kierowników działów
zbytu, jak również podejść sprzedażow do prezentacji oferty. Na podstawie charakterystyki personelu działu sprzedaży i jego podstawowych wymiarów przedstawia on wyniki badań, które ilustrują obecną sytuację w sferze słowackich przedsiębiorstw przemysłowych. Na koniec artykuł pokazuje nie tylko pozytywne aspekty dzisiejszych sprzedawców w słowackich przedsiębiorstwach przemysłowych, ale również te, które mogą się stać źródłem ujawnienia niewyrażonych potrzeb klientów.

Słowa kluczowe: słowackie przedsiębiorstwa przemysłowe, personel sprzedaży, konkurencja w biznesie, kompetencje sprzedawców.

Kody JEL: L0

Избранные аспекты основных размеров отделов сбыта словацких промышленных предприятий

Резюме

Повышенный интерес к продажам как функции словацких промышленных предприятий вызван возрастающей активностью предприятий в европейском пространстве, в котором они развивают свою эффективность по продаже в условиях коренных изменений на рынках. Из-за последствий спроса постоянно устойчивого экономического роста изменяются требования в отношении персонала продажи и его подхода к снабжению рынка организациями. Статья указывает черты и компетенции продавцов словацких предприятий в качестве начальников отделов сбыта, а также подходы продавцов к представлению предложения. На основе характеристики персонала отдела сбыта и его основных измерений она представляет результаты исследований, которые иллюстрируют нынешнее положение в сфере словацких промышленных предприятий. Наконец, статья указывает не только положительные аспекты нынешнего персонала отделов сбыта словацких промышленных предприятий, но и те, которые могут стать источником выявления невыраженных потребностей клиентов.

Ключевые слова: словацкие промышленные предприятия, персонал отделов сбыта, конкуренция между предприятиями, компетенции продавцов.

Коды JEL: L0

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