

## THE SUCCESS OF PERSONAL SALE

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**Abstract:** No one was born a "salesperson", more than one, is a doctor or lawyer. Selling is a profession. To be successful in any profession we must learn not only the basic techniques but how to apply these techniques. Success on sales makes it possible to use all of our innate skills, plus all those gained through education and experience.

If you are looking for a career opportunity or additional income, direct sale offers you the ability to meet these needs. However, you should give yourself time to learn sales techniques. Ask yourself: How long do doctors or lawyers have to study? What is direct sale?

### INTRODUCTION

Direct sale is marketing of a product directly to the consumer without the intermediary involved. Direct sale rewards are numerous:

- You can be a boss  
Set your time
- You can pay yourself more than you can be paid by someone else
- You can raise your salary with business growth
- You can become the owner of a little investment business, etc.

Marketing mix (Figure 1.) is a combination of four elements: production, price structure, distribution system, and promotional activities, in order to satisfy the needs of consumers and at the same time achieve their own objectives. From this, it can be seen that one of the elements of the marketing mix is the promotion, which is nothing but a form of communication with the customer company. While communication is a verbal or written transmission of information between someone who wants to express the idea and the other who expects to get that idea. The fact that promotion is a form of communication shows the great interlinking between the two concepts of both.

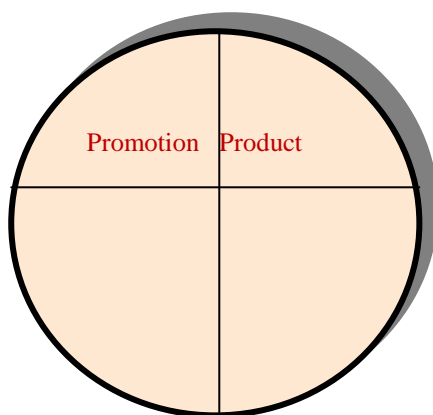


Figure 1. Instruments of marketing mix.

Realization of communication process is made through at least four elements: the request which is sent, the request source, the communication channels, and the receiver of the message. Similar, not the same is the communication process in the promotion. This process begins with a message that is sent, which must first be encoded (the second step in the process) in a transmitted form that in marketing language means the translation of the idea, photograph, or combination between these two. Once the request has been transmitted (either verbally or in writing) through communication channels (usually two or more channels), decoding must be done, which is the act of giving meaning of the message to the recipient. Only if the message is decoded in the same sense as it is coded we have successful communication, otherwise communication can be considered unsuccessful.

If the message is successfully transmitted and received by the recipient, we have some changes in the knowledge, belief or feelings of the recipient and as a result of this the recipient formulates the response which represents the next step in the promotional communication process.

The recipient's response is a kind of retrospective link that permanently proves successful or unsuccessful performance of all the steps in the promotional communication process, in fact represents the last step in the process by continuing with new requests that continue with the same steps of this process.

All this process is accompanied by a noise which as external factors can hinder the successful completion of each step of this process. Figure 2 presents the process in a general way.

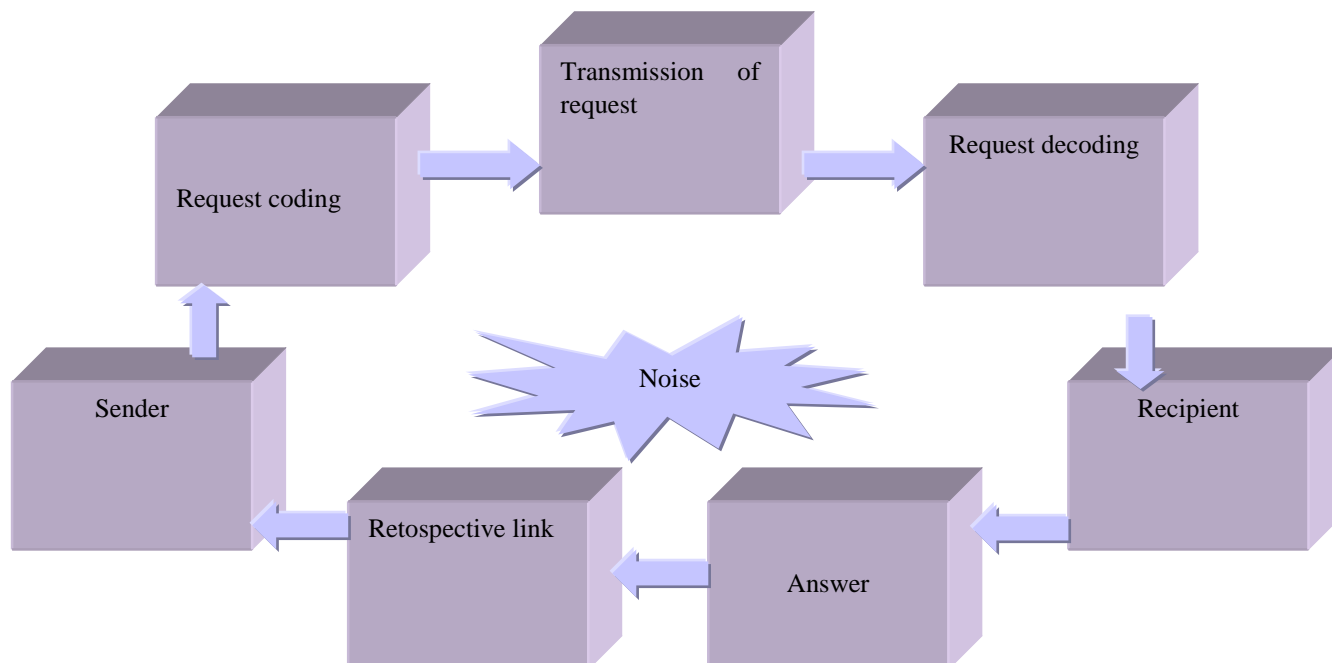


Figure 2. The process of communication in promotion.

There are various forms of promotion and the most important are: personal sales, advertisement, sales promotion, and publicity, as shown in figure 3.

It can be seen that one of the main forms of promotion is the personal sale which is the object of consideration of this paper.

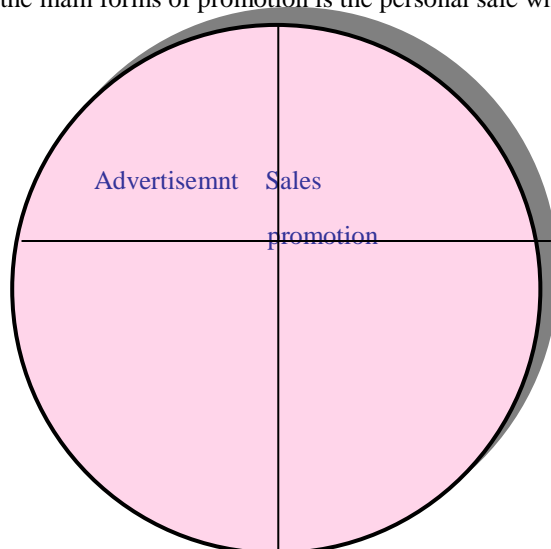


Figure 3. Main promotion forms.

## 2. THE PERSONAL SALE CONCEPT - ADVANTAGES AND DISADVANTAGES

Personal sale is direct communication with consumers, personal communication of information, unlike other promotional instruments, like advertising, publicity, etc, which are not direct and not personal. The characteristic of being "personal" in this form makes personal sales with higher flexibility in communication, with specific orders and clarifications needed for all product features. We can say that this form of promotion is flexible because in addition to the customer's response, the seller can change the presentation mode to suit his / her consumer needs<sup>201</sup>. This is the top priority of personal sales, but not the only one, because personal sales impact

<sup>201</sup> Karakteristikë vetëm e shitjes personale

on minimizing improper promotion efforts by focusing solely on individual customers or firms that are identified as potential customers, while adverts often lose value, being transmitted to people who are not and cannot be potential consumer. The other advantage of personal sale is that, in addition to product promotion, it also enables the purchase act to be concretized. This is achieved in such a way that in the direct confrontation with the consumer, the presentation, demonstration and clarification of the product specifications is made. The demonstration, presentation and clarification procedure motivates the customer to buy the product because the information he gets for the product, in this case, tells the customer about the qualities.

Apart from the advantages, personal sales have the disadvantages. The biggest disadvantages are: the huge costs for this form of promotion as well as the inability to find people who perform this job perfectly. It is interesting to say that many firms have abandoned their sales force and have gone to self-service. It is seen that one of the main factor in the personal sales is the personnel, who in addition to product knowledge, should also have great communication skills, dexterity in supply-side and positive influence on buyers. Without the seller's ability in these aspects can irritate the buyer.

Personal sales features like:

Personal collision - Personal sale creates a direct live and interactive contact between two or more people. Pairs between themselves can closely recognize one another's needs and immediately adapt to the situation.

Cultivation - Personal sale cultivates different reports, ranging from clean sales to friendly and personal ones.

Answer - The personal sale affects the buyer to feel the obligation from what the seller offers. The buyer is able to actively listen to and take part in business conversations.

Personal sale is the most popular form of promotion in the United States of America, per number of employees. 500,000 is the number of employees in advertising, in comparison with 15,000,000 employees in personal sales, as well as for participation in total costs, for example, unlike to the average cost of the expense, which ranges from 1 to 3% of the sales volume, the personal sale includes 8 to 15% of the sales volume.

### **3.CHANGES IN PERSONAL SALES FORMS**

Since the appearance of the first forms of personal sales to its present forms, major changes have been observed, where each new form shows an increase in the professionalism of personal sales compared to the pre-form.

Traditional personal sale was face-to-face sale between buyers and sellers, which existed both in the consumer business market and in the final consumer market. Later, especially in recent years, there have been various forms of personal sales: sales centers, sales systems, global sales teams, sales relationships, telemarketing, internet sales, automation of sales forces (ASF) etc.

#### **3.1. Sales Centers**

The sales center represents a group of people representing the sales sector as well as other organizational functions such as finances, production, research and development, the purpose of which is to meet the particular needs of consumers. Establishing and maintaining sales centers is very expensive. Simple sellers and sales team in sales centers are not the same concepts, they are particularly different from the responsibility they carry each of them. The sales center team has more to do with managerial issues, so usually experienced people are in their lead, unlike sellers who are not supposed to have experience.

#### **3.2. The sales system**

The concept of the sales system has to do with the sale of a set of related products, a system that chooses customer problems and satisfies the needs of buyers more effectively than individual sales of products. However, this system can not be used in any firm, especially those firms that have complex services (products) that require profound expertise.

#### **3.3.Global sales team**

To serve the largest and most profitable number of global consumers, retailers are forming global sales teams. Such a unit is responsible for all sales anywhere in the world.

#### **3.4.Sales relationship**

Sales relationships represent the development of mutually beneficial relationships with certain consumer. Sales relationships can be an expansion of sales team, or can be developed by individual sales representatives in agreement with customers. Sellers try to create longer-lasting and long-term relationships based on the trust of key consumers. Unfortunately, there is little or no confidence between dealers and buyers, both in the final consumer market and in the consumer business market because unfair sale process is considered to be a loss of one party and the profit of the other.

#### **3.5. Telemarketing**

Telemarketing is an innovative use of telecommunication systems and equipment as part of the personal customer "go-ahead" category. Under certain conditions telemarketing is attractive to both, buyer and seller. Some companies have hoped that online services will replace traditional shopping centers. However, it has been estimated that firms lose about \$ 3 billion a year from potential sales to poor online services. In response,

companies are linking websites to their call centers despite the fact that online service costs the company 5 to 7 US dollars per minute, while the cost of calls is about \$ 3.5.

### 3.6. Internet sales

Any online sale is not considered a personal sale because in most cases the results of these transactions are not of a personal nature. More specifically, only sales through auctions in the consumer business market are considered as personal sales because of the interactive nature that is characteristic of this type of sale. There are two forms of sales through auctions in the consumer business market:

a) Traditional sales form with auction, where the seller registers potential bidders of potential sale products. Because bids are presented electronically, sellers and bidders can see each offer and have the opportunity to respond.

b) Reversible auction where prospective buyer records potential sellers with his desire to purchase specific products and electronic auctions helps him choose a retailer.

### 3.7. Automation of sales forces

Automation of sales forces present supplying the sellers with laptops, mobile phones, faxes and so on, to give them access to the database, internet, electronic mail and other means of information and communication. Such tools help sellers manage information about their accounts, prospects, generating goals, presenting reports, and managing the time and territories more effectively. How expensive the automation of sales forces are, depends on the degree and level of costumermism.<sup>202</sup>

Implementation of ASF (Automation of Sales Force) includes challenges such as:

a) Identifying parts of the process that can benefit most from automation

b) Designing such a system that meet the objectives and can be easily used

c) Expanding the co-operation of sales forces in changing the way they perform the work so as to incorporate new technology

Experiences from using automation are different. Referring to a firm that has installed such a program, 55% failed to meet the planned parameters. However, most of the problems result from not planning or proper implementation of ASF. Despite these difficulties, automation of sales forces is steadily increasing. The increase in the average revenue income from the sale of equipment used for ASF in the US is expected to be \$ 1 billion a year. Based on a survey in which 83% of respondent companies show plans to improve the system, the result of the sales function in the future will include important electronic components.

### 4. Stages of personal sales process

Personal sale is not an act but it is a process that takes place in six phases (figure 4), phases which are divided for the purpose of a more detailed review, otherwise are interrelated and complement each other to achieve bigger effects.

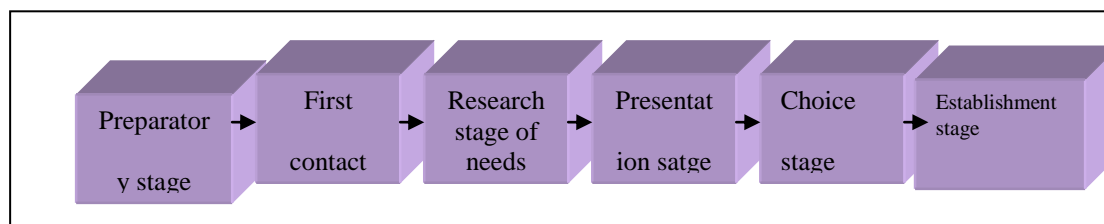


Figure 4. Stages of personal sales process

1) Preparatory - Selling starts much earlier than physical communication between seller and buyer. Therefore, the seller must prepare a certain atmosphere at the place of sale, be well prepared, have knowledge of the product much more than the buyer; the contemporary seller must also conduct research to know the buyer, competition, market situation etc.

Knowing and using the name of the buyer, occupation, marital status, birthday, hobbies, etc. are the base of the seller's workplace and enable business conversations to become friendly, appropriate, clear, and in function of sales. A seller spends a part of his time to search for potential buyers and transforms them into new buyers. During this process, the seller must be very cautious and determined because this is the moment of renegotiation, reputation, good thought for him in the business environment by creating for him the conviction of a reliable and accurate seller who keeps the promises.

<sup>202</sup> Kosumerizmi paraqet një orientim të marketingut vetëm në dëshirat dhe nevojat e konsumatorëve duke mos marrë parasysh asnjë efekt tjetër qoftë edhe negativ psh. për ambientin apo shoqërinë etj.

2) First Contact - The first contact with the buyer is irreplaceable, because in the first seconds of personal communication is created the conviction, the impression under which the whole sales conversation is made. The impression gained in the first contact is difficult to change. From the aspect of time to the first seconds, practical visual assessment is made and the communication framework is created, while most of the research has shown that the second phase lasts about 4 minutes during which the communication framework is strengthened, the person's attitude is formed, the first impressions are evolved and decision is made for continuation, direction and intensity of communication. The first time is the moment of the seller's assessment but also the buyer's. In the first contact a good seller should manage to eliminate the distrust of the buyer. Today's seller tries to win the buyer's simplicity before he sells the product, then sells the benefit that the product brings to the buyer.

The main mechanisms, whose effects can be achieved, are: being natural (simple), self - confidence and natural smile that spur the desire to communication. Smile, respectively friendly face expression followed by friendly tone of voice in the first personal communication contacts are far more important than the content of the conversation itself. This is proven by the research which has shown that the positive communication atmosphere in 55% of the cases creates the friendly expression of the face, in 38% of cases creates a friendly tone and in only 7% of cases creates the content of the conversation.

Of all heartfelt verbal expressions like greetings, asking about health and non-verbal such as hand shake, greeting with hand, smile is the most important. Smile is an invitation for communication, it shows that the person is welcomed, that the affairs of the company are going to rule, that is what it offers to consumers, etc. Human nature is such that wants to associate with those who do good things and not with the losers. Smile is the cheapest form of promotion. Even the cultural stance is dominant in the first contact, especially when the negotiators are far from each other. The seller in this case, can create an aggressive, distracting or intimate, trustworthy and chaste atmosphere. Eye contact at most of cultures is an expression of sincerity. Watching down or sideways shows uncertainty or disinterest.

3) Consumer Needs Survey - The main mistake of a large number of sellers is that they immediately start presenting their offer without knowing what the buyer needs. A good seller starts the conversation with questions through which he will be able to research and discover the needs of consumers. A good seller is not the one who speaks well, but first of all he who listens well, actively and carefully. With active listening, not only collects customer information, but also gains customer sympathy, because it honors and expresses interest in him / her. Every customer is a puzzle in oneself and this good seller through questions (usually 5 WH questions like who, what, where, when) during the conversation must find out.

4) Presentation of the product - Since in the stage of consumer demand research, the seller discovers the customer's needs, now, introduces and demonstrates the product in a way that does not emphasize its features but presents the advantages, benefits and key product values for buyer.

An insecure seller would be hidden behind the technical and characteristic data of the product. A good and safe seller should know that these technical data are transformed into advantages, value and benefit to the buyer.

During the presentation of product, a great importance is also the price. An experienced seller talks about the price. He connects it to quality, functionality, and product stability. It is known a classic technique called "Sandwich". It is a technique where the price is listed between the two notes product. For instance, this dishwasher has a special washing economical program and costs 1000 euros, while spending 35% less electricity than other machines.

The seller should leave the superlative terms for the product as the best, the strongest, the most beautiful, the cheapest, and so on. Time is another important element during this stage. A good seller should schedule the presentation time so as not to get lot of customer time. Each product has its own advantages but some customers appreciate advantages compared to other advantages, perhaps the other customer is more interested in something else. That's why the seller should try to give priority to the presentation of those advantages of products that are interesting to the customer which they discovered at the preliminary stage.

5) Selection of objections - Objections that the buyer places as obstacles during the purchase are accepted only by the weak seller. The biggest mistake the seller makes when the controversy takes them as personal, so how to address it. And if this happens then the seller will soon be in conflict with the buyer and not in a situation of sincere cooperation.

Objections (contradictions) may be reasonable as in the case when the product has issues which the buyer has noticed and the unrealistic ones which are usually due to improper communication<sup>203</sup>.

Objections usually relate to prices, and a good seller should know that they are psychological and subjective categories. Keller provides a lot of ways to respond price.

Prices should always be presented in relation to the properties of the product

Price allocation in monthly installments

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<sup>203</sup> Këtë ndarje të kundështimeve e ka dhënë G. Keller

Price comparison with other competitive products

The Psychic Price Reduction Mode, so-called "99"

However, the seller must be professional and avoid conflicts, should not try to change the buyer. Only self-confidence and help as a seller's colleague will be the best way to help the buyer.

6) Placement and additional visits - sales negotiation, the good seller should try to finish at the moment when the buyer is interested to purchase and usually the forms are:

Shaking the head

Scratching the ear, cleaning the glasses

Changes in voice, tone, speed of conversation

Detailed product research

Enlargement of eye bites

Submitting additional questions on product use, service, and warranty

Selling the product does not mean success because success in the whole process can also be considered "leaving the door open" by hoping the next step will be successful.

## 5. THE SPHERE OF ACTION OF PERSONAL SALES

We have personal sales when: a student buys a Honda motorcycle, or the store An Taylor sells a dress to a businesswoman, a student tries to convince Citicorp to be hired, a lawyer tries to convince a judge that his client is innocent, and a young boy who tries to convince his mother to buy a toy. So, personal sales are not only in business but also in every sphere of life, more exactly, any interaction between people can be seen as personal sales.

Personal sales in business are a special kind in personal sales. There are two kinds of personal sales in business:

Domestic personal sales - represent the kind of sales when consumers come to the retailers. This group includes retailers, retail sales through catalogs, factory phone orders, and wholesalers who receive phone orders from existing customers. Most personal sales in the US belong to this group of personal sales, but recently the majority of these sales through the phone have been replaced by the internet.

External personal sales - represent the kind of sale when the seller goes to the consumer. Usually in this kind of sale are the wholesalers that sell to the business users rather than the final consumers. Although there are exceptions, a fresh example of this exception is in Kosovo where an American firm sells dust absorbing machines, initially presenting to a customer who is obliged to give at least three phone numbers with which the US firm contacts to go to present at these three potential customers as well. So, among other things in the personal sales are the presentations of retail firms that come to the customers' homes to demonstrate the products, giving advice, etc. And also includes presentations of non-profit organizations e.g. charitable associations, religious missionaries, political candidates etc.

## 6. TYPES OF WORKS AND ACTIVITIES IN PERSONAL SALES

There are many types of work on personal sales. As an illustration, the same job position in different firms is carried out in different ways. And think about whether we consider the fact that each firm also has sales jobs that are completely different from other firms, only now we guess that there is a lot of work on personal sales. However, the types of works that are common to all authors are divided into a) handling sales jobs (such as vendor driver, internal and external mail orderer, and b) support sales jobs (such as missionary seller, engineer of sales)

1. Vendor-driver - is the job position where the seller sells the products to the customers. Although sales responsibility is secondary to this post, most vendors-drivers are rewarded for finding opportunities to increase sales volume.

2. Internal order-receiver - the person in this position receives orders and helps the customers at the point of sale, taking into account the fact that after the customer's decision to purchase the seller's job is to serve him as efficiently as possible.

3. Outbound messenger – the person employed in this position has a duty to go to customers and receive their messages.

4. The missionary seller - the job of the employee in this position is to provide information and other services to existing or potential customers, pre-sales and goodwill activities, etc.

5. Sales Engineer - The employee in this position must have great skills to demonstrate the product in the best possible way to consumers, given the fact that the products presented by him are complex and technically sophisticated. The engineer except the technical support he gives in this case should also adapt his presentation to the specific needs of consumers.

6. Sales Consultant - Includes the most difficult, complex and complicated work within all types of jobs in



personal sales. Because the employee in this position has to do with the introduction of services that can't be touched, seen, tasted or smelled, so he must have great creative abilities.

As the above jobs mentioned do not even include the approximate number of sales jobs show statistics where in a study in 1980 were identified 120 specific and exclusive derivations that were performed by some vendors. In a later study, 50 more tasks have been identified, most of which have been associated with the use of new technology for sale. This is because the firms themselves design special tasks to suit specific situations. However, it is important to say that special sales jobs adapt to the needs of the market and organization of sales.

## 7. CHARACTERISTICS OF WORK SALES

Characteristics that distinguish sales from other jobs are:

Responsibility of sales forces - Sales forces have great responsibility in implementing the marketing strategy in the firm as well as the managers themselves.

Sellers are the people who confront with consumers and society in general. Opinions about the firm and its products are formed based on impressions taken by the vendors whether from their work or from outside activities. Consumers or society cannot judge the firm's office or product as long as they are not sold first and then consumed.

Sellers operate under direct supervision. To be successful in sales, sellers must work hard and be creative and persistent. All of these require high motivation that under direct supervision may not exist because of the persistent fear of the seller that he may not do the job properly and be punished.

From the type of work, vendors have more refusals than purchases and this greatly affects their discouragement.

Sales work often involves trips and time outside home. To reduce the time of commercial travel, some firms change their countryside locations and rely more on telemarketing and electronic messaging. However, being employed in this field means to be well prepared physically and mentally, otherwise this job should belong to someone else, not you. Personal sale is a tough job!

## 8. STRATEGIC MANAGEMENT OF SALES FORCES

Sales forces management implies the application of three stages of the management process (planning, implementation and control) on sales forces and their activity. Effective sales force management starts with the qualified sales manager. Finding the right person for such work is not easy. Because every long-time salesperson cannot be a good manager, but the sales manager cannot be a successful manager without his sales experience. This is because the manager needs to understand the customers, appreciate the role of the seller, and have respect for the sales force, things that cannot be realized without being a seller.

Personnel and operational work at sales forces

Most of the sales manager's work is operational nature and personnel issues, where they represent a process that takes place in seven phases:

- a) Recruitment and selection
- b) Assimilation
- c) Training
- d) Motivation
- e) Compensation
- f) Supervision
- g) Performance control

a) Recruitment and selection - The most important management activity in any organization regardless of whether it is a football team, a faculty or a sales force is the selection of personnel. If we are inferior to sales forces compared to competitors then we need to get ready for failure.

The selection of personnel to the sales force involved three tasks:

Determining the specifics that the candidates must have

Recruitment of candidates

Choosing the right candidates

Determining the characteristics that the candidates should have - The best way to approach this problem is to identify the specifics of each job. This implies a detailed work analysis and a written description of it. Then the description becomes base for identifying the skills that are needed for the person who claims for the job. Then, the written description will be insignificant in training, compensation and oversight.

Recruitment of candidates - The next step in choosing the personnel is the recruitment of those who appear in order to be successful they should:

operate uninterruptedly

be systematic in achieving the relevant resources of the candidates

Ensure a larger number of skilled candidates rather than it is needed

Choosing the right candidates - Sales managers use different techniques ranging from job searching, interviews, references, credit reports, psychological tests, physical tests etc. to determine which of the candidates possesses the appropriate qualities for the job.

In the United States of America no single person is admitted to work without being subjected to at least one personal interview. Individuals who are involved in the process of selecting voters need to know the anti-discrimination laws in order to avoid misunderstandings. For instance, the question of the candidate about the age or the marital status during his interview is completely unlawful.

Assimilation - Once the candidates have been employed to the job, the management must integrate them into the company, because the personal sale by itself involves numerous rejections, and therefore the employees must be supported in order not to be discouraged. The "wise" sales manager should know that employees should be offered comfort with job details and their status if they want them to be successful, etc.

Training of sales forces – Traditionally, training for sales is done in classes, in forms of lectures, interactive exercises, and presentation of experiences of various vendors, inside or outside the company. However, different training techniques are used today by different companies. Often, training is considered to be something that should only be done by new employees, but even the most experienced people should be trained, improve their sales skills, learn about new products, and improve management practices, time, and place. For example. One of the first training sessions that experienced people would be subjected to is the use of automation of sales forces.

Motivation of sales forces - Constantly, management faces different challenges in motivating sellers. The most important issue to motivate sellers is money, status, control, mastery or some other forms. Depending on the seller's experience, they also differ in their forms of motivation, for example. Sellers who have little or no work experience prefer money as a form of motivation, while most experienced job sellers would prefer their acknowledgments.

Sale force compensation - The most widespread methods of commanding the sales force are: The wage plan, the granting plan, and the combination of these two. Salary is a fixed payment for a period of time during which the seller works. This form of compensation (wage plan) provides sellers stability and security in their income, this plan also enables managers to control their sales efforts, etc. and the disadvantage of this plan is that it does not offer such incentives to sellers in order to increase the volume of sales. The only salary plan is used when:

Becomes refunds for new retailers

The firm extends to new territories

Selling technical products that require long time negotiation

The only plan of granting authority is the form of compensation where the sales representative is paid 5% of each dollar sales or 8% of each dollar gross margins. This plan compared to the only pay plan offers enough stimulation for sellers to sell because this stimulation directly depends on volume of sales or gross margins. But the disadvantage of this plan is the inability to control compensated workers in this way especially to persuade them to carry out tasks that are not worth the plan of compensation.

The only plan of giving authority can be successful especially when:

A great incentive (stimulation) is required to generate sales

Work is required outside the sales sector

The company is in a non-profit situation and has to link the costs of authorizations directly to sales or gross margins

The combined plan is simply a combination between the best features of both earlier plans and this compensation method exceeds the difficulties and disadvantages of both earlier plans. To be achieved this combined plan, each company should adapt to its features, product, the market, and the sales form. About three-quarters of American firms use the combined plans.

f) Surveillance of sales forces - it is very difficult as retailers in most of the time work independently at various locations where it is impossible to control them. The biggest challenge at this stage is the question what level of supervision should be, great or small. Either one or other surveillance, they are not good because they may have negative effects. For instance, the attractiveness of personal sales is the freedom of the seller in order to be able to develop his creativity during the service to the consumers, while great surveillance can "suffocate" the sense of being independent and as a result of losing creativity while working with the client. On the other side people who are not well supervised may not be clear what the company and supervisor ask. So, this can cause the lack of adequate leadership. Therefore, the best method of surveillance is finding one of these two kinds of surveillance

## **9. CONTROL (EVALUATION) OF VENDORS PERFORMANCE**

Sales force management also includes the performance control of retailers. The sales manager should know what the sales force is doing to reward them for their results, or to make proposals for improvements. By setting performance standards and studying vendors' actions, managers can develop new training programs to improve



sales force efforts to achieve goals. And of course, performance control should be the basis for compensation decisions and other bonuses. Control can also help sellers identify the opportunities for improving their work. Even weak record workers may find that something is wrong with their work, although they may not know what their weak performance is, so according to the standards set in, approximately the reasons for their poor performance can be determined. So, in order to have a better overview of performance, quantitative and qualitative quality control should be considered.

The quantitative basis of control - represent the quantitative factors on the basis of which performance evaluation is performed. Significantly, performance evaluation based on quantitative factors is more widespread because they are objective and specific. Effectiveness assessment is done by comparing the inputs like: the number of sales calls per day or the direct sales costs of the outputs like: sales volumes or gross margins.

Factors within the inputs taken into account during the quantitative evaluation are:

Number of calls per day or week

Activities that are not related to sales

The factors within the outputs taken into account during the quantitative evaluation are:

Sales volume per product, customer group, and territories.

Sales volume as a percentage of the quota or potential territory.

Gross margins for product lines, customer groups and territories.

Orders - the number and average amount expressed in money.

Final rate - the number of orders calculated by the number of calls.

Accounts - the percentage of existing accounts and the amount of new opened accounts.

Qualitative control bases - represent the qualitative factors on the basis of which performance evaluation is performed. Qualitative factors as they are more related to behaviors are limited by the subjective judgment of the controller therefore they are usually accompanied by performance rating on the quantitative basis. However, many qualitative factors should be taken into account in the assessment because they have a significant impact in sales performance.

Qualitative factors that are commonly used are:

Knowledge about products, company policies and competitors.

Customer relationships.

Personal presentation etc.

## **10. CONCLUION**

If large companies use personal sales (such as TOYOTA, which makes half of the vehicles sold in Japan through personal sales and is causing problems to FORD) does not mean that small companies cannot use it as a form of personal sales promotion, contrary to the example of the American company (which is no longer a small company) AMWAY, a soap producer. Many people think that Coca-Cola is the most successful US Company in Japan, followed by IBM, McDonalds, or Microsoft, but AMWAY is the second American company in Japan. This company started its work in Japan in 1971 initially with the production of soaps and later of other products. Today this company annually sells soaps and other products, through personal sales in the amount of US \$ 2,000,000,000. Another example of using personal sales is the company JOHNSON CONTROLS, which has annual sales of US \$ 12.5 billion. In addition to other products, it also manufactures batteries, security systems, heating and air-conditions regulators and plastic bottles. Its largest and most successful sector is ASG (Automotive Systems Group), which is a supplier of automobile and truck manufacturers. This sector makes more personal sales than generating transactions, in general. The operation form of this sector is based on interviewing and recording and drivers and other people who travel by vehicles are given cameras to take pictures to the parts they like or dislike inside the vehicle and they are asked to keep a diary about how they spend their time on the vehicle while traveling. And as a result ASG develops new products backed by numerous data that ASG vendors will present to automotive manufacturers. ASG has also redefined the role of its vendors because it is very important for ASG dealers to have the trust and safety of producers, given the fact that they have a small number of clients since it is a vehicle manufacturers not food manufactures. While in other companies, responsibility falls on the retailer, in ASG the responsibility falls on everyone because here somehow the consumers are served by all the employees in the company.

It is seen that there is no limit on the use of personal sales despite being a small or large company. The only important thing is to possess the means because personal sales as a form of promotion is among the most expensive and even more important is the personnel who work in this field, because regardless of the means, if there are no skilled staff to do this job, any effort to implement this form of promotion is in vain.

The entire sales process even if it does not end successfully (purchase) should satisfy the customer, because the satisfied customer is above all forms of promotion, so even on personal sales. So, it is not just said "Satisfied buyer is the best form of promotion"!

**LITERATURE**

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