

Personal selling

Plan:

- 1. Organization of the personal selling process;**
- 2. Selection of communication channels;**
- 3. Management of distribution channels in tourism enterprises;**
- 4. Advertising and its effectiveness in sales;**

1.Organization of the personal selling process

During the sales process, one of the key marketing functions involves the establishment of product distribution channels. Their main purpose is to organize an efficient sales network for the produced goods, including retail and wholesale stores, intermediate storage warehouses, service centers, and exhibition halls. It also includes identifying the directions of product movement, organizing transportation, loading and unloading operations, and establishing the supply system.

Sales activity also involves commercial processes, such as preparing and conducting purchase and sale negotiations, concluding contracts, monitoring their execution, and other related tasks.

When forming a company's sales activity, several factors must be taken into account:

1. Characteristics of end consumers – including their number, concentration level, average purchase size, income level, purchasing behavior, store operation patterns, the scope of sales personnel services, credit terms, and so on.
2. Capabilities of the producer firm – including its financial condition, competitiveness, main directions of market strategy, and production scale. For small firms with a narrow product assortment and limited financial resources, it is more advisable to work through independent intermediaries. Large firms, however, are recommended to carry out part of their sales operations through their own network.
3. Product characteristics – such as appearance, average price, seasonality of production and demand, requirements for technical service, and storage duration. Expensive and unique products are best sold directly through the firm's own sales network to avoid sharing profits with intermediaries, while inexpensive, mass, or seasonal goods can be sold indirectly through independent intermediaries.

In international practice, it is known that about 80% of goods intended for industrial use are sold directly, while about 95% of consumer goods are delivered to customers through indirect means — of which 45–50% pass through wholesale trade networks.

4. Level of competition and competitors' sales policy – including their number, market concentration, sales strategy and tactics, and the nature of relationships within the sales system.
5. Market characteristics – including its actual and potential capacity, customs and trade practices, buyer density, and average income per capita.
6. Comparative costs of various sales systems and channel structures.

It is well known that a purchase occurs only when the buyer has sufficient purchasing power and a genuine need for the product. However, before buying, consumers must first be informed about the product's functional and quality attributes. In most markets, several products exist that satisfy the same need, forcing buyers to choose among them. If a product's consumer attributes are unknown, it will not be purchased — since people tend to be cautious toward new

products (a “barrier of uncertainty” exists). One of the main objectives of demand formation and sales promotion activities is precisely to remove this barrier.

The process of forming demand involves informing potential customers about the existence of the product, explaining which needs it satisfies, and presenting evidence that demonstrates the quality and effectiveness of meeting those needs.

Demand creation activities such as advertising, exhibitions, and trade fairs help form a consumer’s “perception of the product,” which plays a crucial role in making a purchase decision.

The main purpose of demand formation measures is to introduce “new-to-market products,” ensure initial sales, and capture a certain share of the market.

Personal selling is a component of marketing communications that involves direct interaction between the seller and the buyer for mutual benefit. It is an effective form of communication because the salesperson can provide individual and flexible solutions to meet each customer’s specific needs. The salesperson can answer questions, engage in two-way communication, and tailor the message appropriately. The effectiveness of this interaction depends on the salesperson’s experience, motivation, and personal qualities.

As a management function, sales management is an integral part of marketing and serves as the foundation for numerous theories and discussions. Personal selling methods are often the most effective, involving high levels of decision-making and associated risk. As noted earlier, these methods correspond to certain forms of tourism and hospitality services. Examples include wedding ceremonies, conferences, coordinated events, honeymoon trips, long-term travel, and annual vacation planning—where tourism volunteers and service providers are actively involved in complex decision-making processes.

The sales department performs many important tasks and functions:

- Finding new customers
- Selling services
- Communication
- Presenting the organization
- Managing relationships with clients and other stakeholders

In the tourism and hospitality sector, many employees also have sales-related responsibilities. This industry offers numerous opportunities in the service domain. Even when an employee is not formally part of the sales team, they often contribute to sales in practice.

For instance, tour operators act as representatives of resorts and destinations, playing dual roles: although their primary duty is selling, they also provide customer service and communicate with guests during their trips.

Flight attendants, for example, are primarily responsible for ensuring passenger safety and comfort during the flight, but they also perform secondary sales roles. Many hotel employees across various departments engage in “upselling” or “cross-selling” services when interacting with clients.

Such instances of personal selling are crucial for this sector, although they have received little attention in academic literature.

Consequently, many organizations in the tourism industry have realized that they must compete primarily through low base prices for their core services (e.g., flights, ferry crossings, hotel accommodations, guest engagement, etc.). To achieve higher profitability, they rely on selling additional products and services — such as destination tours, souvenirs, duty-free goods, and even scratch cards. This represents another form of personal selling, where sales professionals act as a communication channel between the organization and its customers.

One notable example of personal selling as a communication approach is the use of familiarization trips organized by tour operators to promote hotel services and strengthen relationships with travel agents. Such trips are widely used to shape tourist destinations and are also reflected in hotels and restaurants, media reviews, advertisements, and public relations activities.

2.Selection of communication channels

Selling and distribution are the most important and integral parts of marketing activities. From an organizational perspective, this process is the most complex task since it involves delivering the manufactured product to the final consumer. Any type of product offered to the market, including tourist products, reaches consumers through sales channels. To deliver tourist products to consumers, tourism enterprises must first establish effective sales channels.

The sales channel chosen by a tourism enterprise influences all other marketing decisions, such as pricing, advertising, placement, and the use of transport services. Therefore, when choosing a sales channel, tourism enterprises must consider not only the present but also the future commercial environment. The sales process should become the final stage in the creation of a tourist product. In modern market relations, the production process does not end with the creation of a finished product but concludes with its delivery to the final consumer.

The modern form of the sales process has evolved through historical stages. Initially, the distribution of consumer goods appeared, and intermediaries emerged to distribute goods, forming the goods distribution channels. Therefore, in the process of delivering consumer goods to the final consumer, the concepts of “distribution channels” or “sales channels” are used. These concepts also apply to the service sector, where channels that deliver tourism products are called “sales channels.” The emergence of sales channels is a historical process that began with the distribution of tangible goods and, at the current stage of development, has expanded to include intangible goods.

During the primitive communal period, each tribe produced goods only for its own needs, and there was no distribution of goods. In the later stages of development, specialization in production led to the emergence of goods distribution. Each tribe stopped producing all the goods it needed and instead

began to produce specific items in quantities sufficient to meet both its own needs and those of other tribes. The surplus products were exchanged for other goods.

Thus, the foundation of goods distribution lies in specialization and the emergence of surplus goods. In the early stages, producers had to meet face-to-face for exchange, but due to poor communication systems, efficiency was low. Later, the creation of a central meeting point — the “market” — marked a new stage in goods distribution. The introduction of money further revolutionized the process, transforming it into a commodity–money exchange system with full equivalence. Producers, however, had to handle both production and sales, which demanded significant time and financial resources. This often led to the accumulation of unsold goods.

As economic development continued, intermediaries emerged as market participants, drastically transforming the distribution process. With their connections, expertise, specialization, and scale, intermediaries could achieve better results than producers alone. Therefore, most producers began to prefer selling their goods through intermediaries.

By the late 19th and early 20th centuries, as markets expanded and consumer needs became more complex, marketing and its concepts developed rapidly. This marked a turning point in goods distribution. Marketing theory introduced new approaches to distribution channels, accelerating product movement and maximizing sales volumes. Businesses expanded market coverage, used intermediaries, and entered foreign markets. Distribution also evolved from tangible to intangible goods, leading to the emergence of sales channels for services such as tourism.

After gaining independence, Uzbekistan ended its centralized goods distribution system. Before independence, producers supplied goods to centralized wholesale organizations, leaving them uninvolved in actual selling. After independence, producers gained the right to freely distribute and sell their products.

Marketing activity consists of four inseparable elements, forming the marketing mix: Product, Price, Place, and Promotion — the “4P” formula. Among these, *Place* refers to determining where and how the product will be sold — in other words, forming the distribution channel.

Thus, distribution is a key component of the marketing mix. In economic literature, scientific articles, and legal documents, the terms “goods distribution,” “product dissemination,” and “sales” are often used interchangeably, all referring to the process of delivering products to consumers. Similarly, the concepts “distribution channels,” “sales channels,” and “trade channels” describe the path a product takes from producer to consumer, involving organizations and individuals that assume ownership and facilitate the product’s movement across space and time.

In tourism marketing, sales channels exist because producers cannot independently fulfill all exchange-related functions arising from consumer demand. Although modern technology and communication systems have brought producers and consumers closer, the process remains complex. Hence, involving

intermediaries becomes necessary. However, involving intermediaries means that the company loses partial control over the product flow and service process.

For a tourism enterprise, selecting sales channels is a strategic decision linked to the goals and needs of its target market segment. Any distribution network performs a set of functions essential for exchange. Regardless of the type of product — whether it is electrical equipment, a haircut, or an insurance policy — it must reach the final consumer through distribution or market channels.

Some channels are simple, with minimal distance between producer and consumer, while others are complex, involving multiple intermediaries and organizations. Organizational decisions depend largely on how distribution channels are utilized, as the correct choice of sales system is crucial for business success.

Sales channels consist of intermediaries who assume ownership of goods or facilitate sales on the way from producer to consumer. For consumer goods, intermediaries may include distributors, dealers, sales agents, wholesalers, and retailers; for tourism products — tour operators, travel agents, and individual representatives. In addition to intermediaries, there are two permanent links: the initial link (the producer or tour operator) and the final link (the consumer or tourist).

As the management theorist Peter Drucker stated:

“The aim of marketing is to make selling unnecessary. The goal is to know and understand the customer so well that the product or service fits him and sells itself.”

This does not mean that sales efforts and promotion lose importance — they simply become part of a larger, integrated marketing system. Selling should not be seen as a one-time event but as an element of a company’s long-term strategic vision.

The role of sales in marketing can be summarized as follows:

- It determines the outcome of all marketing efforts.
- It adapts to consumer demand, ensuring convenience before and after purchase, thus strengthening competitiveness.
- It reveals consumer preferences and tastes during the sales process.

The formation of a sales channel in a tourism enterprise takes into account its overall marketing strategy and components such as product, price, and communication.

The stages of forming a sales channel are as follows:

1. Identifying internal and external factors affecting sales organization.
2. Setting sales strategy objectives.
3. Selecting sales channels and management methods.
4. Analyzing and monitoring sales performance.

Setting sales strategy objectives should align with the company’s overall marketing goals — the main aim being to deliver products to consumers conveniently and quickly.

Selecting appropriate sales channels depends on strategic goals, sales volume, and turnover rate. The main criteria include manageability, adaptability to consumer demands, and efficiency.

Analyzing and monitoring sales involves systematically evaluating effectiveness, identifying ways to improve performance, and developing corrective measures. Key indicators include sales volume, transaction speed, service quality, adherence to standards and technologies, and management costs.

As noted earlier, a tourism enterprise's activities go beyond production — they include selling, which determines the ultimate results of its marketing efforts. Sales may occur directly, through agency agreements, within the firm, or externally, even by phone or online.

According to Philip Kotler,

“A distribution channel is a set of interdependent firms or individuals involved in the process of making a product or service available for use or consumption by the consumer or business user.”

Given the nature of the tourism industry, a tourism enterprise usually does not produce tangible goods.

In an indirect channel, intermediaries participate in delivering the product to the consumer. The number of intermediaries depends on the type of product and determines the channel levels. A tourism enterprise may organize direct sales, sell through travel agencies, or use a combination of multiple sales channels.

Direct sales, or a direct marketing channel, consist of two participants: the tourism enterprise (including its branches and representatives) and the consumer.

A one-level channel includes a single intermediary — a travel agency. A travel agency, usually operating under agreements with tour operators, specializes in selling tourist products within a specific region.

A two-level channel includes two intermediaries — a travel agency and a travel agent — where one operates on a wholesale and the other on a retail basis.

A multi-level sales channel is used less frequently, as the tour operator cannot maintain full control over management and sales operations through multiple layers.

3.Management of distribution channels in tourism enterprises

The effective dynamics of selling tourism products through sales channels depend on establishing mutual relationships within the sales system, ensuring cooperation among participants, and managing competition. The main challenges in managing sales channels include:

- the independence of channel participants;
- determining who holds the ownership rights to the tourism product moving through the channel;
- and the collaboration between channel participants regarding cost and profit distribution.

When discussing the sales strategy of a tourism enterprise, it is important to remember that it is an integral part of the company's overall marketing mix and cannot be implemented separately from other marketing activities. Furthermore, depending on the specialization of the tourism firm, its function is not only to create a product but also to sell it — delivering it to the consumer in a convenient form and in the shortest possible time, while ensuring high economic efficiency for the enterprise.

The sales strategy is one of the essential components of the overall marketing activities of an enterprise. Like other elements of the marketing strategy, the sales strategy must align with the overall goals and objectives of the tourism enterprise, comply with existing standards, and fully meet consumer demand for the tourism product in terms of location, form, and timing.

Most sales channels in tourism are organized according to the principles of a Vertical Marketing System (VMS). The use of this system is primarily justified by the unique nature of tourism product creation. A tour operator cannot produce a product that any seller can sell at any time in any location. Therefore, when forming its sales type or cooperating with other travel agencies, the tour operator aims to maintain control over sales channels and ensure manageability.

These systems help deliver products to consumers faster and more efficiently. Typically, only large companies can establish a corporate Vertical Marketing System (VMS) because managing such systems requires significant effort and costs.

In a contractual VMS, the sales channel is built based on contractual relationships between independent participants. This type of VMS is very common in the tourism industry. In a corporate vertical marketing system (VMS), the stages of production and sales are managed by a single entity. Such a system is based on the use of a direct marketing channel, where the tour operator must possess an extensive private sales network, including branches, representative offices, and agents in different locations.

Organizing sales based on the principles of a contractual VMS allows participants to use their capabilities more efficiently, achieve positive commercial results, and reduce the overall management costs of the sales channel. In practice, there are three main types of contractual VMS: agency agreements, exclusive agency agreements, and licensed (franchise) agreements. These types differ mainly in the agent's level of affiliation with the enterprise (producer), i.e., the degree of control and management over the sales channel.

1. Agency Agreements

Agency agreements are the most common form of the vertical marketing system. Relationships within these agreements are established based on mutual obligations between the tour operator and the travel agent. Generally, the process of forming such a relationship includes:

- The tour operator's open presentation of its offers;
- Signing a contract (agency agreement) between the tour operator and travel agent;
- Sending price lists and advertising materials by the tour operator;

- The travel agent submitting a booking request for the tourism product;
- Confirmation of the request by the tour operator and issuance of an invoice;
- Settlements by the travel agent and submission of travel documents (including visas for temporary departure cases).

The content of agency agreements may vary depending on the nature of the transaction. Short-term or one-time contracts are typically detailed, while long-term contracts include only general terms. In the latter case, commercial conditions are clarified through appendices (e.g., annual statements) or current records.

Agency agreement terms generally include:

- Obligations for delivering the tourism product;
- Conditions for booking services (methods, time limits, procedures, and scope of information);
- Service conditions for tourists, service documents, and preferential service procedures;
- Pricing policy;
- Payment and settlement policies;
- Payment methods and reward structures;
- Responsibilities of the parties;
- Procedures for reviewing and resolving complaints.

The practical conditions of agency agreements are determined by the obligations of both parties.

Agent's main obligations:

- Acting responsibly and professionally;
- Providing accurate information about potential clients;
- Achieving planned sales volumes at agreed prices;
- Maintaining a stable brand image;
- Complying with established price levels and policies;
- Correctly applying authorized discounts;
- Keeping the information provided by the company confidential;
- Submitting timely reports in the required format;
- Reporting difficulties, complaints, and customer claims encountered during cooperation.

Partner organization's main obligations:

- Training the agent;
- Defining the exclusive operating territory (if stated in the contract);
- Supplying information and advertising materials.

Payment terms, duration, and amount constitute the main part of the agreement. The agent's commission typically ranges from 2% to 12%.

Common methods of agent payment include:

1. Payment within a specified period after customer funds are transferred to the partner;
2. Deducting the commission directly from the tour price before transferring funds;
3. Mutual settlements or accumulative accounting methods.

2. Licensed Agreements (Franchising)

A licensed or franchising agreement is another form of the contractual VMS. The term “franchise” (from the English *franchise* — “right to vote”) refers to the right to sell services under the name of a particular company through a licensing agreement.

The main distinction between franchising and other contractual systems is that it is usually based on unique services, business methods, brand names, patents, or copyrights.

Franchise systems are widespread in food service chains (e.g., McDonald’s) and accommodation facilities (e.g., Holiday Inn). A well-known example in tourism is the vertical marketing system created by the German company TUI.

Typically, the franchise agreement between the franchisor (rights holder) and franchisee (rights user) includes:

- The franchisee’s right to use the franchisor’s trademark;
- The franchisee’s right to use the franchisor’s service technologies and standards;
- The use of the franchisor’s management systems and methods, including accounting systems;
- The use of training methods developed by the franchisor, including on-the-job training at the franchisor’s company;
- The integration of the franchisee into the franchisor’s overall advertising and marketing system.

Franchising ensures the efficient operation of both the franchisor and the franchisee. The franchisee retains independence while becoming part of an established system. For example, hotels gain access to the centralized booking system, which brings them new customers — though they bear their own advertising costs.

Large international chains often establish centralized supply companies, training centers, and firms for manufacturing or repairing furniture and equipment. Within renowned hotel chains, standardized service rules and operating styles are developed to ensure authenticity and consistency across all branches.

The franchise system in the hotel industry has an international character. American companies such as “Holiday Inn” and “Sheraton” have branches in more than fifty countries worldwide.

Another type of vertical marketing system (VMS) is the administered vertical marketing system. When one participant has a stronger position than the others, the system is referred to as an administered VMS. In such a system, all stages of product movement toward the consumer are carried out through the means controlled by one of the participants. Examples of this system include the operations of “Thomas Cook” and “American Express” companies.

Apart from the vertical marketing system, there is another way of constructing a distribution channel. In tourism, there are distribution channels where the marketing capabilities of two or more firms are combined. Such cooperation may be temporary or permanent. A sales channel built on this principle is called a horizontal marketing system.

As mentioned above, a tourism company can use several types of distribution channels and organizational methods. It can independently organize its sales, open representative offices domestically or abroad, hire agents, or sign agency agreements with other legal entities.

Direct selling is the most effective form of communication at certain stages of the purchasing process—especially when it is necessary to influence the buyer's preference and persuade them to make a purchase. As simpler tasks are performed through cheaper technical communication means, the strategic marketing role of sales personnel continues to grow.

Developing a personal communication strategy first requires determining the role of the salesperson in implementing the firm's marketing strategy. To do so, the company must define the nature of the relationships it wants to establish with its customers in each product market.

The main functions of a salesperson can be grouped into three areas:

- Sales activities: identifying potential clients, studying their needs, negotiating conditions, and concluding contracts.
- Customer service: helping customers use the product, providing after-sales service, promoting the product, etc.
- Information gathering: collecting data about changes in customer needs, competitors' activities, and product adaptation.

Thus, the salesperson is not only a commercial representative of the company but also an essential element of its marketing information system. Depending on the emphasis placed on certain functions, the terms "salesperson" and "sales agent" may take on different meanings.

The following types of sales personnel can be distinguished:

- A representative responsible for the physical delivery of goods;
- A sales clerk who operates within a specific sales area, takes orders, and may act as an advisor to customers, especially in large stores;
- A representative who regularly meets with wholesale and retail sellers to take orders and ensure continuous supply;
- A sales promotion representative, who organizes advertising and promotional events directly at sales locations;
- A commercial promoter, who does not take orders but provides information about new products, especially in the medical field;
- A sales engineer, who has deep technical knowledge and assists customers by providing expert advice — for instance, sales engineers at IBM;
- A travelling salesman (commis-voyageur) selling goods such as automobiles, household appliances, encyclopedias, or insurance policies — requiring creativity and communication skills;
- A contract negotiator for complex projects, who, in addition to technical and financial expertise, must also have strong negotiation skills.

As noted, all these employees perform functions that are to some degree creative and strategic. Their task is to properly organize commercial relations and optimally distribute responsibilities among sales personnel, the sales network, and communication tools.

In general, the primary duty of a salesperson remains to satisfy the customer's needs by understanding their requirements and maintaining two-way communication. For the company, the new role of the salesperson is to collect information that helps the firm adapt more quickly to market changes.

One Japanese company describes the role of its salespeople as follows:

“Salespeople are unparalleled information gatherers. To better analyze and collect data, they should not act as self-centered sellers focused only on meeting their own sales targets, but rather as collaborators who build unity with other salespeople and even with other companies.”

Such an assessment of salespeople's roles enhances their participation in strategic marketing, which includes the following key functions:

- Ensuring market acceptance of new products;
- Finding valuable customers;
- Retaining existing clients;
- Providing technical support when needed;
- Delivering information about products to consumers;
- Gathering market data.

Sales personnel also participate in shaping product policy by providing information about consumer needs — a vital part of strategic marketing.

Advantages of Personal Selling:

1. Establishes a personal relationship and allows direct communication with customers.
2. Elicits an active response from potential buyers.
3. Adapts to individual customer requirements.
4. Reduces the number of unprofitable market areas.
5. Quickly adjusts to specific market segments.
6. Maintains long-term customer relationships.

Disadvantages of Personal Selling:

1. Limited reach — employees can only work with a small number of clients.
2. High cost per potential customer.
3. Limited ability to cover large geographic markets.
4. Requires an increased number of sales personnel.

Familiarization (Info) Tours

Familiarization trips organized for intermediaries and media representatives play an important role in the tourism and hospitality industry. Media and travel coverage often depend on such experiences, which, in turn, positively influence how services are organized and perceived.

Familiarization trips are crucial in overcoming the intangible nature of tourism products.

Personal Communication in Promoting Innovations

Personal communication with consumers is a natural channel for promoting innovations. Its main advantages include:

- Direct interaction between sender and receiver;
- Fast and reliable feedback;
- Two-way flow of meaningful information;

- Use of numerous natural and trustworthy verbal and nonverbal communication methods.

When a salesperson informs a potential customer about a new product and encourages them to purchase it, they can better manage the innovation diffusion process because they immediately sense the customer's response.

An interested customer, in turn, influences the communication process by asking clarifying questions and selecting the most understandable explanation forms. This reduces possible information noise and helps the salesperson fulfill their task more effectively.

Thus, direct personal communication between buyer and seller creates the best opportunity for efficient promotion of innovative products.

Personal selling takes place in real time and involves direct interaction between both participants, each defending their own interests. Therefore, it requires the use of speech, gestures, posture, movements, and other nonverbal cues, as well as intellect and reasoning to present arguments, counterarguments, and reach compromises.

Considering their individual characteristics, many people prefer written correspondence to live conversations. Business correspondence, unlike personal communication, takes a written form, where messages are recorded and transmitted through an information-carrying medium. The response to such communication does not occur instantly but after a certain period of time.

This has both advantages and disadvantages:

- On one hand, it allows time to find and organize evidence and arguments;
- On the other hand, it imposes stricter requirements on structure and format.

However, some individuals, due to their personal traits, try to avoid written communication as much as possible.

Technological progress continuously improves the means of communication and correspondence, making the exchange of information faster thanks to new technological achievements.

If we set aside the still somewhat exotic communication technologies showcased at specialized exhibitions, modern information and telecommunication tools generally include:

- High-quality domestic and global telephone systems;
- Network technologies;
- The Internet and email;
- High-quality printing devices;
- Audio and video equipment;
- Postal and courier services.

These tools are sufficient to overcome many challenges in promoting innovative products and communication, as well as to create new psychological innovations—that is, new approaches to understanding and mastering the constantly emerging communication possibilities.

4. Advertising and its effectiveness in sales

The methods of promoting innovations in the market have their own characteristics.

Advertising activities should have the nature of providing maximum information. The most important forms of advertising are advertising brochures and catalogs, as well as publications in specialized journals.

Effective methods of product promotion also include training seminars and exhibitions.

For a consumer to want to buy a product, they must be aware of its existence and quality. The communication channel between the “manufacturer and consumer” is ensured through advertising.

Success can only be achieved if the characteristics of human psychology are taken into account when creating advertisements. The generally accepted model of advertisement perception is the AIDMA model, which stands for Attention – Interest – Desire – Motivation – Action.

The impact of advertising depends on both the price of the promoted product and the arguments used to highlight its benefits. If the consumer does not find such convincing prices or arguments, the influence of advertising decreases.

Arguments can be divided into two types:

- Objective arguments, which logically reveal the distinctive features of the product being advertised.
- Emotional arguments, which evoke certain feelings and associations.

Research shows that advertising is most effective when:

- the product is standardized;
- there are many final consumers;
- additional services are important;
- new products make up a large part of the manufacturer’s sales.

In general, advertising activities include three main types of actions:

1. Informing – notifying consumers about the existence and quality of the product;
2. Persuading – creating positive emotions and forming a favorable attitude toward the product;
3. Maintaining loyalty – strengthening existing customers as the main source of future sales.

Advertising of innovative industrial products has its own features. It is largely carried out through personal communication and requires a large amount of information. Such work usually takes a long time since advertising budgets are relatively small when calculated per unit of sales. Usually, the company targets a narrow group of people responsible for purchasing decisions within each client organization.

It should be noted that advertising often begins before the new product is widely offered for sale. However, the advertisement of a new product should not replace the initial introduction of the product to consumers. Otherwise, the advertisement becomes overloaded with information and loses its effectiveness.

Nowadays, a new form of exhibition — exhibition-sales — is being used. In this format, products are presented in stores, shopping centers, or even outdoors, allowing potential buyers to test new products in real-life conditions.

The widespread use of the Internet has led to the emergence of another unconventional form of exhibition — online exhibitions. These are created using virtual reality and multimedia tools.

Methods of Stimulating Innovation Sales

There are various channels for communicating with potential clients. These range from public relations activities aimed at shaping the company's or product's image to personal sales intended to achieve direct transactions.

Sales promotion involves the use of various incentive tools designed to accelerate market response. The main goal of promoting a new product is to introduce both the company and its product to potential customers.

At the stage of innovation promotion, the following tasks must be solved:

Helping customers form an understanding of the company's new product;

Creating a positive image of the company and its products. Purchasing decisions are often influenced by persuasive elements. If a potential client has never heard of the company or its products, the likelihood of purchase is very low. The same applies when the customer has a negative perception of the company or its products. To select an effective sales system for new, long-term-use products, it is necessary to determine which of the following categories the product belongs to:

Ordinary goods – their quality can be checked immediately at the time of purchase;

Trial goods – their quality becomes clear after a short period of use (or can be tested before purchase at exhibitions or through trial use);

Credence goods – their quality cannot be verified quickly, even after purchase. For example, sometimes advertisements about a specific location or a travel organization can cause extraordinary (crisis) situations. In some cases, familiarization trips help to overcome serious communication problems. In May 2022, global media attention was focused on the disappearance of three-year-old British girl Madeleine McCann during a family holiday. The incident occurred at the Ocean Club resort in Praia da Luz, Algarve, on the Portuguese coast, during a tour organized across the United Kingdom by tour operator Mark Warner. Undoubtedly, little “Maddie” was abducted from her family's apartment at the resort while she was asleep, as her parents attended a nearby event. Both Mark Warner and the resort staff actively participated in the search efforts, cooperated with the Portuguese authorities, and provided close assistance to the girl's family staying at the resort. Although Mark Warner was not directly found guilty of Madeleine's disappearance, the company re-evaluated its safety policies, acknowledging that the resort's open layout may have contributed to the incident. The staff felt deeply ashamed and distressed about the tragedy, and the company sent its consultants to the resort to help. Mark Warner not only worked with the guests who were staying at the resort during that time but also reached out to customers who had made later reservations, offering them alternative options. The company also suspended its advertising campaign. Nevertheless, by September 2022, despite Madeleine still being missing (and remaining unfound to this day),

the company had to resume selling holiday packages at the resort. To demonstrate how effectively the company had handled the crisis and to ensure that Ocean Club maintained its image as a family-friendly resort, Mark Warner organized a familiarization trip for 30 travel agents. Although the company reported only a slight decline in sales, there was still a risk that customers might avoid the resort. Thus, the familiarization trip served as a sales promotion initiative. The trip was carefully designed to rebuild the agents' confidence in Ocean Club's business operations. The agents expressed their appreciation for the company's ethical response and praised Mark Warner for morally addressing the situation. After the period of intense media coverage and the diminishing hope of a happy outcome, it was crucial for Mark Warner to showcase the positive aspects of the company and the resort. By allowing agents to experience the Praia da Luz resort firsthand while media attention remained on the Madeleine case, the company could restore trust. Therefore, the familiarization trip was the most effective method for this purpose. Taking into account the impersonal nature of advertising, Mark Warner was able to approach the situation more personally and use the potentially negative attention as a direct sales stimulus to restore the company's reputation and customer confidence. If word-of-mouth marketing is considered one of the most important and effective forms of marketing communication, then it can be used to create memorable, emotional, and vivid associations based on people's experiences at specific destinations, hotels, or restaurants. Familiarization trips (fam trips) play a crucial role because travel agents can act as opinion leaders in the tourism industry. Therefore, such direct experiences are extremely valuable and often more effective than traditional promotional tools, since a resort or hotel can significantly increase sales through the impressions and recommendations of these agents. Agents or tour operators who participate in familiarization trips have a greater ability to sell a given destination. Thus, both tour operators and marketing organizations often view such trips as an effective form of sales staff loyalty and motivation. Personal selling is also valuable when a company adopts it as part of its marketing strategy. However, it requires investment in personnel, including training employees and developing their knowledge of sales processes and market dynamics. For instance, personal selling can be organized similarly to market segmentation, targeting, and positioning (STP) strategies discussed in Chapter 6. In the overall communication mix, personal selling complements other forms of communication — particularly advertising. Advertising helps keep the brand present in the consumer's mind, while the salesperson serves as a personal representative of the brand, building trust and emotional connection with the customer.

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