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ANALYSIS OF SALES MANAGEMENT STRATEGIES. STUDY CASE TO A DISTRIBUTION COMPANY OF BUILDING MATERIALS AND INTERIOR FURNISHING ELEMENTS HEADED IN ROMANIA

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Abstract

This paper aims to study the sales in the field of construction materials and interior design, presenting in a case study, managerial aspects of the DedeRman SRL Company¹, as well as the factors that can influence the purchase decision. All these characteristics are closely related to management strategies, so its societal branch is vital to better anticipate buyers' wishes. Thus, the company DedeRman SRL has adopted as values: seriousness, honesty, diligence, and values, that have guaranteed this company the road to success. The theme of this project was chosen because of the importance of

¹ For data and information security reasons, the real name of the company will not be disclosed. Thank you for understanding.

management strategies aimed at construction materials, a vast field, which is in continuous development, being at the same time a good field to exploit.

This work aims to achieve the following objectives:

- *Knowing the distribution of projects monitored in 2021*
- *Identifying the evolution of the construction materials market both internally and externally*
 - *Knowing the types of customers*
 - *Identifying the strengths and weaknesses of the DedeRman SRL company*
 - *Recognition of some communication parameters that influence the company's management.*

The novelty of this topic is represented by the management analysis of the DedeRman SRL company and the construction materials market in a pandemic context.

Keywords: *sales management strategy, communication, purchase decision*

JEL Classification: M21

Introduction

This paper is descending from the general to the most important aspects of sales management.

The first part of the work reports the current parameters of the international and national market, as well as the legislation in force characteristic of it in the country of origin. By presenting the distribution of projects carried out in 2021 both nationally and internationally, the importance of the real estate market was highlighted, a market on which the field of construction materials is dependent. All this information was, of course, studied under the context of the current pandemic, which has loudly influenced the sales market. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

Then we presented the DedeRman SRL company in detail, describing the most important aspects. From the beginning of the company to the present, certain branches regarding the marketing environment, both internal and external, as well as the essential aspects (performance, risk, competition), which brought DedeRman SRL to the first place in Romania on the construction materials market, were polished and interior arrangements.(Gallati, R. R. , 2022).

The last part of the paper aims to present general information about sales management. Thus, the most important activities aimed at obtaining maximum

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business figures of the company are described. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022)

We opted for this theme starting from the premise that in the current context of the market of construction materials and interior design, customer requirements are developing at an accelerated pace, the competition is increasingly competitive, and the failure or success of a company on the market depends on customer behavior and the consumer market. (Apaolaza, U., Orue, A., Lizarralde, A., & Oyarbide-Zubillaga, A., 2022)

The products and services offered by this company must be in line with market and customer requirements and knowing customer needs and purchasing power is important for effective management and marketing strategies, this knowledge being possible by expressing their wishes. (Islamgaleyev, A., & Uruzbayeva, N., 2022).

1.National and international construction materials market and related profile legislation

1.1 The national market of construction materials

In 2021, in Romania were found around 26,269 projects running in various stages of development and over 10000 projects targeting housing construction (Graph 1.), a figure above the level of the one recorded in the year of the onset of the pandemic, but also above the value of 2019.

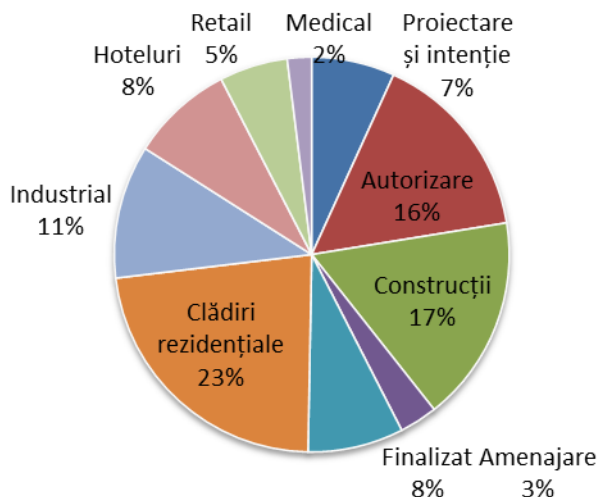


Chart 1. Projects monitorized in 2021

As it was easy to anticipate, the most popular field is that of private residential buildings, approximately 40% of the ongoing projects in 2021 aimed at building homes. Although the pandemic brought travel restrictions, hitting the tourism market hard, and established remote work, hitting the office market, even this year developers continued to invest in these sectors as well. In 2022, the construction market is under the influence of inflation and the crisis of raw materials.

Regarding the distribution of projects in the country, the most active were registered in Bucharest, Ilfov and the counties of Bihor, Timiș and Cluj.

The manufacturers of construction materials were less affected by the current pandemic context than the companies belonging to the areas of the economy. In the longer term, the evolution of this sector will depend on the financing and execution of infrastructure projects. In the next period, the expansion strategy of these companies aims at automation, digitization, and sustainability; these things being concluded following the Roland Berger study. (Tran, N. Q., Tien, N. H., & Chi, D. T. P., 2022). Considering the increasingly significant impact of constructions on the environment, the effective development strategy is sustainability, aiming at the decrease of energy consumption to reduce carbon emissions, but also the increase of the collection of materials for the purpose of recycling. (Tran, N. Q., Tien, N. H., & Chi, D. T. P., 2022). A study regarding the year 2020, the construction materials market reached 4 billion euros, which brought a 9% increase compared to 2019.

Looking towards the year 2022, a continuous increase in prices is inferred, and the purchasing power will be intensely affected by the increase in the cost of living, thus, no increases of 10-15% annually in terms of constructions are foreseen. This year a minimum evolution of +0.3% is expected with a slight increase until 2025, the problem facing the market being related to the labor force and the price increases of construction materials. Contrary to these things, even if not all projects will be completed in 2022, a considerable number of constructions are announced. (Asghari, M., Afshari, H., Mirzapour Al-e-hashem, S. M. J., Fathollahi-Fard, A. M., & Dulebenets, M. A., 2022).

1.2 International market of construction materials

The international construction market will grow by 70%, approximately 63,000 billion dollars in the next 12 years. Approximately 2 billion inhabitants are expected by the year 2050 in the urban environment, but problems regarding energy, water, and sanitation will slow down development; another 2 thirds of the

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world's constructions will focus on China, India, the U.S.A., a challenge for humanity being urbanization.

Next to the real estate market, there is also the global market for the construction of highways, roads, and bridges, which are growing strongly. This is due to increased government initiatives and economic expansion in developing countries.

The very high increase in the prices of construction materials in Europe have determined that in some countries like Hungary they launch investigation after investigation, and Poland treats these increases with superficiality and finances the projects from public money. This price explosion put the competition council on alert. (Asghari, M., Afshari, H., Mirzapour Al-e-hashem, S. M. J., Fathollahi-Fard, A. M., & Dulebenets, M. A., 2022). Thus, in 2022, an increased number of constructions is expected, but their finality is questioned due to the high prices of material resources, but also the limited availability of labor. At the same time, DIY retailers will be the most profitable due to the increase in the price of construction materials even by 300%, as they are continuously expanding on the local market. (Asghari, M., Afshari, H., Mirzapour Al-e-hashem, S. M. J., Fathollahi-Fard, A. M., & Dulebenets, M. A., 2022).

At the European level, towards the end of 2020, when the raw material stock crisis worsened, the prices of construction materials were felt, the first being iron by 30-50%. Thus, the wood industry, which includes timber and other finishing materials, increased by 30% (Graph 2). Another very important product is sand, without which constructions are impossible, it brought prices up by 10% per ton, metal doubled, while most people who needed to buy brick and paint had to pay 20% more. Real estate developers took advantage of these price increases, which is why prices rose by approximately 20%. Given that most of the materials come from Russia, China, Turkey, the blockage caused by the Covid 19 pandemic has accentuated the massive increases in raw materials. Another cause of price increases is also due to the war in Ukraine, a fact that brought down builders due to high prices, bringing the construction sector to near collapse.

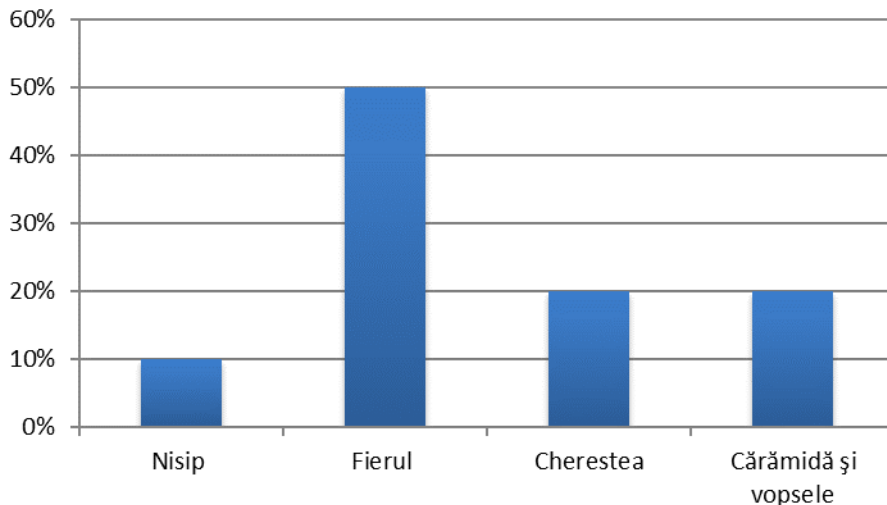


Chart 2. Prices of raw materials.

Between the months of September-2021 and February 2022, there were increases in construction materials between 60-80%, these being caused by the lack of raw materials. According to statistics, Ukraine was an important supplier of a whole series of profile materials such as concrete, cement, profiles and bitumen, these enormous increases being able to bring to a halt many construction sites both in the country and in Europe.

The European demand for wood was significantly influenced by the very high demand from the USA. Thus, the sales market being larger in the USA, European producers mostly exported to the American market, which led to high prices including in Eastern Europe. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022). Another reason would be to reduce deforestation and log processing in British Columbia. A conclusive example would be Poland, where construction materials have been more expensive for months, and in September 2021 record jumps were recorded. Thus, the price of OSB boards increased by 125%, anti-moisture materials by over 60% and thermal insulation materials by 53%.

Financial analysts say that the prices of construction materials will not decrease until the following year, which is why domestic production is recommended for some countries.

These high prices in Europe and the USA lead to the influence of general inflation and for this reason great efforts of economic regulation are necessary for

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the central banks, the purchasing power of the common man and even the contracts with the state.

1.3 National legislation regarding the market of construction materials. Analysis of the framework

The current law in the field of landscaping and construction needs to be adapted to the current requirements and development possibilities of the population, but also regarding economic growth. In this case, the legislation adopts new concepts and reformulates new principles, as well as develops new processes in a well-designed legislative framework that leads to the quality of the built environment. An extremely important thing is development planning, especially for Romania, which has gone through many fundamental changes from a political point of view. (Pereira, D. F., Oliveira, J. F., & Carravilla, M. A. , 2022). Regarding law no. 50/1991, which includes the authorization of construction works, with subsequent amendments and additions, the issuance of the opinions of the services of the central authorities aimed at the protection of the health of the population, is not necessary for some categories of works except in certain special situations of derogation from the norms in force, for which a human health assessment study is required, namely:

- construction of certain types of housing (single-family)
- the construction of household outbuildings, except for those intended for raising animals
- dismemberment of lands
- construction of fences

The legislation in force aims to regulate existing problems, but also improvements and additions. The weak coordination and correlation of the legislation activates in some situations confusion and holds a source of divergences in the process of constructions, investments, control bodies, it being necessary to approach some innovative solutions that lead to the adaptation of economic, social and environmental challenges. (Singh, N., & Rennstam, J. , 2022)The approval system can involve high deadlines and costs regarding the development of the territory, and some procedures that issue the approvals are conditioned by situations that indicate misunderstandings of the purpose of the approval and reduce the quality and efficiency of these types of documents.

Following the abolition, by the decree-law no. 1 of December 26, 1989, regarding the repeal of some laws, decrees and other normative acts, for the development of the territory and urban planning, work was constantly done on the

modernization of the system of design and execution of constructions in the economic parameters of the market. (Pereira, D. F., Oliveira, J. F., & Carravilla, M. A., 2022). Thus, a correct development presupposes a good coordination of decisions, the exact adoption of the legislation in force, as well as their improvement.

2. Presentation and brief history of the DedeRman SRL company and analysis of the main indicators of the company

2.1 Presentation and brief history of DedeRman SRL

The story of DedeRman SRL began in 1992 in Bacău. It started by running the activity in a few small stores where they sold products of great interest. Gradually the field of interest focused on construction materials and DIY, in 2003 having the big debut, the construction of the first large store in Suceava. If in 1994 DedeRman SRL had only 11 employees, in 2002 the team was already made up of 245 people, and today there are over 11,000 employees.

The Pavăl brothers developed the do-it-yourself store chain of construction materials and interior design stores, especially for customers who want to design both their home and related spaces. They are the most dynamic in this field at the moment; after 8 years since the inauguration of the first DIY store, which has an area of 5000 square meters, they have become leaders on the national market of interior design and construction materials retail with 100% Romanian capital, currently having a number of 57 stores. (Islamgaleyev, A., & Uruzbayeva, N., 2022).

The company's values represent the foundation on which it was built. They strengthen the path to success:

- S – seriousness
- O – honesty
- P – perseverance
- H – diligence
- A – ambition

In 2018, The Bridge building in Bucharest was purchased by Pavăl Holding, thus the company started the acquisition of real estate, later in 2019 buying The Office real estate project in Cluj Napoca. In 2011, DedeRman SRL became a sponsor of the Romanian Olympic and Sports Committee, later the project was named Team Romania in 2015, thus strengthening the partnership. Therefore, the company DedeRman SRL supported Romanian athletes at the Olympic Games in London (2012), Rio (2016) and Tokyo (2021).

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In 2014, DedeRman SRL decided to become the sponsor of the tennis champion Simona Halep, the company building several tennis courts in the areas of Deva, Târgul Jiu, Oradea and Bucharest.

The company DedeRman SRL has grown at a constant and sustained rate and besides numbers and calculations the most important is the business model DedeRman SRL. At the same time, the company DedeRman SRL means quality services that accompany and complete the customers' purchases. (Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.), 2022).

The range of DedeRman SRL products is quite wide and exceeds 60,000 products in the DedeRman SRL store and 85,000 in the online environment. (Chen, L., Nan, G., Li, M., Feng, B., & Liu, Q., 2022). Among the products sold are those belonging to thermal, electrical, sanitary, gas and sewage installations, construction materials, but also interior fittings, accessories, and tools.

In 2020, DedeRman SRL increased its net profit by 1.45 million lei, over 13% higher than in 2019, and its business by 10%, which exceeded 9 billion lei (Graph. 2). (Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.), 2022).

Procuring the best quality products at the best prices and distributing the products of the most prestigious manufacturers is the main goal of the company. The company's activity aims to ensure fair and profitable benefits for its partners by implementing an efficient organization, oriented towards the continuous reduction of costs.

Over time, the DedeRman SRL company also invested in education, culture, sports, a project known by the phrase: Plans for good.

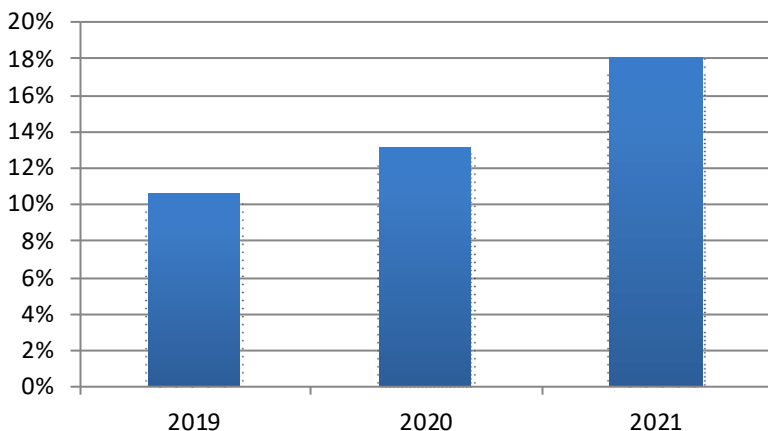


Chart 3. Turnover of DedeRman SRL during 2019-2021.

2.2 The microenvironment of DedeRman SRL Company

The microenvironment of a company or the immediate environment has components of the external environment, with which the company is in permanent relations for the fulfillment of marketing objectives. Marketers have a very important role in evaluating and monitoring expectations, opinions, attitudes regarding customer behavior and improving or maintaining the customer's relationship with the company. (Mehralian, M. M. , 2022). The internal microenvironment is represented by customers, suppliers, competitors involved in the company's logistics. (Islamgaleyev, A., & Uruzbayeva, N., 2022).

On a daily basis, DedeRman SRL company comes into contact with a multitude of customers, these being the most important part of the business, their absence leading to the failure to fulfill the objectives. Each individual client must be treated with all the attention and due help, and the company's experience has made employers meet clients of various personalities.

An example of a customer typology is the perfectionist who buys only when he is convinced that the product is very good and always asks the question, "is there something better? ", this type of customer can be easily lost, pleasing the competition. (Islamgaleyev, A., & Uruzbayeva, N., 2022). Another type of customer is the undecided one who uses the arguments of the competition, not knowing the details of the product he is looking for, with many questions, who must be helped by effective communication to decide, offering him alternatives to the type of product he is looking for. Another aspect of the microenvironment is that of customer loyalty through stages, techniques, and training. (Islamgaleyev, A., & Uruzbayeva, N., 2022). The most difficult to approach is the economic customer who is the least interested in the benefits offered and always has the feeling that he is being tricked, his main concern being related to the price of the product. (Asghari, M., Afshari, H., Mirzapour Al-e-hashem, S. M. J., Fathollahi-Fard, A. M., & Dulebenets, M. A., 2022).

The market of a product can be affected by the power of customers who are a force of influence on competitiveness because they can drive down prices and demand increased quality. (Apaolaza, U., Orue, A., Lizarralde, A., & Oyarbide-Zubillaga, A., 2022)

The products of goods and services for businesses and their competitors receive necessary resources from companies or individuals, these being the suppliers. The range of marketed products is extremely generous, exceeding 45,000 landmarks, these coming from national autochthonous producers or from imports - France,

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Italy, Spain, Poland, Germany, China. These suppliers can induce certain influences and pressures on the company. Very important are the reputation and performance of suppliers that can represent sources of competitive advantages.

Some of the main suppliers of DedeRman SRL are:

- Bosch Group for power tools
- Junkers represented for the thermotechnical field
- Cesarom, Sanex as internal suppliers for tiles, faience, and sanitary ware
- Saer and Grundfos for electric pumps
- Kastamonu for the prosecutor's office
- Giant, Ecoeuro for interior doors.

As far as competition is concerned, it represents a great open, fair competition in which sellers and buyers can learn through a continuous system to improve their situation in and through the market. Thus, competition can be considered a way to satisfy the interests of all participants in economic life. The main competitors of DedeRman SRL are composed of other chains such as Hornbach, Bricostore, Baumax, Leroy Merlin, Arabesque.

Thus, the microenvironment of a company brings together all the components of the external environment such as the client, the supplier, the competition, with which the company enters direct relations, relations that are dictated by the need to achieve the objectives.

2.3 The macroenvironment of the DedeRman SRL Company

The macro environment of a company has several uncontrollable factors that enter into long-term indirect relationships, referring to the demographic, economic, natural, political, socio-cultural, political and legal environment. (Singh, N., & Rennstam, J. , 2022) These factors can help the good functioning of the business, and regarding its field of activity, the management of DedeRman SRL took into account the Romanian regulations regarding both fair and unfair competition.

The company's macroenvironment is used to include all the external variables that affect a company's activity. The company functions in the same way as the other structures of the microenvironment, under the action of some environmental factors that operate on a higher stage. All the factors that the company cannot influence, but act against them and the other structures of the microenvironment make up the company's macroenvironment.

Depending on the information found, the PESTLE elements of the DedeRman SRL company where its activity is not influenced by the political situation in the country are highlighted. The opportunities that the company has are the economic

growth trends following the studies done by the company. Currently, the DedeRman SRL company is in partnership with the community support foundation that ran a program called DedeRman SRL for the community in 2006. Among its activities are home care services, sponsorship of children's camps and donation of construction materials. From a technological and technical point of view, a threat is the company's tendency to increase its competitiveness. Thus, regarding the legislative part, the company is prejudiced as a result of the increase in fees and taxes. (Apaolaza, U., Orue, A., Lizarralde, A., & Oyarbide-Zubillaga, A., 2022)

The ecological environmental factors of the company are well established thanks to the correct selection of waste and the frequent maintenance of hygiene and cleanliness. Unexpected changes in the macro environment can often occur, but a better picture helps the company not to be taken by surprise.

2.4. The SWOT Analysis

SWOT analysis is an analysis method used in the business environment that helps to design an overview of the company. (Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.). , 2022).

The strengths of DEDERMAN SRL are the fact that the company is the largest Romanian entrepreneurial company dealing with the sale of construction materials and interior design, with an excellent quality-price ratio. (Asghari, M., Afshari, H., Mirzapour Al-e-hashem, S. M. J., Fathollahi-Fard, A. M., & Dulebenets, M. A., 2022).The company provides free advice to all its customers, having a wide variety of items and providing its customers with a free parking lot. Also, the company provides service after the purchase of the products, receives orders and honors them with its own means, as well as providing the rental of tools. The company has its own promotion systems and provides its customers with free delivery services, within the vicinity. Edwards, J., Miles, M. P., D'Alessandro, S., & Frost, M. (2022).

The weak points of the company derive from the fact that the staff of the analyzed company is not regularly trained, and the lighting at the workplaces is poor. At the same time, the company does not have means of transport for employees, feeling the pressure of competition here. Also, the company does not provide security in the parking lot, and another weak point is its non-participation in fairs and exhibitions.

The company's opportunities on the market consist in the fact that it holds large contracts for other companies with foreign capital, but also does intense advertising campaigns. Another opportunity for the company is the sharp

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development of the construction materials market and the demand for loans for the purchase of housing and for construction.

The main threats to the company come from - competitor no. 1 which is Leroy Merlin, but also other products from other companies. A threat is also represented by the espionage activities of the competition, as well as by customers who are increasingly selective. At the same time, the fluctuations of the environment, the pressure of competition, the entry of other competitors on the market, the increase in land prices represent all the same threats to the company. (Islamgaleyev, A., & Uruzbayeva, N., 2022).

A beneficial improvement for the company is recommended to be the addition of personnel and the change of the IT system with a new generation one.

In conclusion, the company DedeRman SRL is the leader on the DIY market, succeeding through honesty, diligence, ambition and the promise of the best quality at the best prices. It is expected that in 2022, DedeRman SRL will record an increase in turnover by approximately 10%.

3. Sales management strategies at SC DEDERMAN SRL

Determining, directing and coordinating the processes of expanding the portfolio of sales activities for the organization's services meet sales management. (Helmold, M., 2022). The nature of the industry, the field of products and services, the geographical spread of the business influence the sales management approach. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

Sales management includes the following processes:

- the implementation of sales types and a well-established management, as well as the income obtained from sales
- implementation of sales strategies, specialized training, support
- determination of sales targets.
- management of the sales force through the implementation and development of sales as well as the establishment of sales principles. (Helmold, M., 2022)

Through sales management, the establishment, directing, coordination of the types of development of sales activities for products and services are analyzed. (Helmold, M., 2022)

The sales force, selecting and recruiting salespeople, training employees, motivating and rewarding salespeople, and creating a sales plan are just some of the broad objectives covered by sales management (table 1.).

Objectives	
<i>QUALITATIVE</i>	<i>QUANTITATIVE</i>
Sales execution Full realization of the sale Provision of procedures Support and maintain collaboration with customers Support in the training of the personnel involved Gathering and reporting information on market developments	Achieving and maintaining market share Establishing sales volume in a way that leads to profit Keeping sales staff costs below the specified maximum level

Table 1. Objectives of sales management

Effective communication is the process of transmitting information, opinions, ideas, opinions from one individual to another, each conversation being different from the other. Customer loyalty is the most important part of business, as losing a customer gives you competitive advantage. (Apaolaza, U., Orue, A., Lizarralde, A., & Oyarbide-Zubillaga, A., 2022)

The steps of the sale in the DedeRman SRL company embody kindness, analyzing the customer's needs, presenting the customer with a variety of products through the C.A.B method (characteristics, advantages, benefits) and the gratitude given to the customer to make him return. (Islamgaleyev, A., & Uruzbayeva, N., 2022).

The sales force includes the following aspects:

- the certainty that he needs
- assurance that what is offered has a benefit/plus over others
- the conviction of a better choice with a sense of fulfillment.

The sales force from the point of view of negotiation or persuasion can be paralleled to A. Maslow's pyramid through the spirit of persuasion, the aloneness of the customer that increases the security of the seller's proposition and the assurance of a sense of fulfillment with a good deal. (Islamgaleyev, A., & Uruzbayeva, N., 2022). A solid sales position provides mobility to the business and helps to acquire forecasts of market developments. Sales management will oversee the alignment of sales with marketing and assist the sales force. (Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.), 2022).

In the company DedeRman SRL there are a multitude of types of salesmen, among which are the philanthropic salesman who is the friend of the customers,

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the efficient one with a business spirit and optimistic, the road salesman, classic and capable of progress and the indifferent one who avoids involvement and acts impulsively . (Helmold, M., 2022)

Commercial law is based on the creation of a set of legal forms that regulate commerce, including distribution, production and provision of services.

Following the marketing analyses, the company is on a higher level. Unexpected changes in the macro environment can often occur, but a better picture helps the company not to be taken by surprise. (Mehralian, M. M. , 2022).

According to the SWOT examination, it is demonstrated that the company DedeRman SRL is in a fairly favorable position considering that it was founded in 1992.

In conclusion, the company DedeRman SRL has an important role on the construction and interior design market, recording record sales in recent years, this position being won through the well-developed management of its values. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

4. Psychological and communication sales management strategies

4.1 Efficient communication strategies

Effective communication in sales represents for DedeRman Company a type of transmission of information, ideas, opinions from one individual to another or from one group to another, from the simple activities of the daily routine that we experience to the complex activities carried out at the level of organizations, societies, which cannot be conceived outside the communication process. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

The purpose for which people of the analyzed company communicate is not to transmit a message, but to receive an answer or to obtain a result, a change in attitude, behavior, a change in the state of behavior, and the receiver manifests beforehand according to what he understood, not according to what he was told. A complete communication consists of transmitter, receiver, message, feedback. If what is said contradicts the non-verbal message conveyed by the speaker, then listeners almost invariably react according to the non-verbal message. There is no universal recipe for communication with clients, and DedeRman Company realized that each client is different, so each conversation must be different, and professionalism towards them must remain constant.

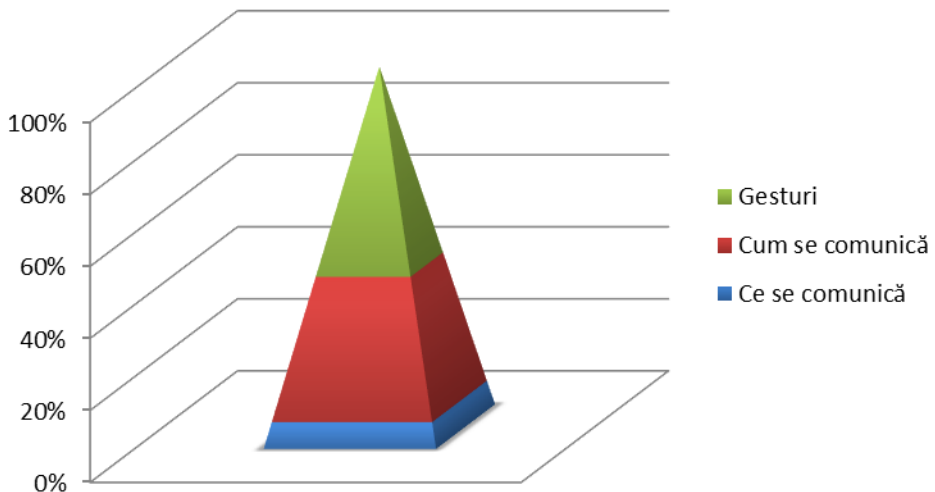


Chart 4. The parameters on which the language depends

With regard to sales performance of DedeRman Company, it reflects the listening part and the speaking part appropriate to the interlocutor adapted to the needs and the setting. Thus, for appropriate reactions and positive responses, listening is very vital, representing the first step towards understanding the message. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

Several listening strategies are highlighted by DedeRman management, thus there are several types of listening that suit different situations. (Wu, B., Monfort, A., Jin, C., & Shen, X., 2022).

The six types of listening, used by our company, are:

- active
- misleading
- combative
- selective
- empathy

Effective communication in DedeRman's sales highlights the part of speaking appropriate to the interlocutors, for the needs and setting, but also the part of listening. To ensure appropriate reactions and adapted responses, listening in DedeRman Company is vital, thus it is the first step towards understanding the message. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

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4.2 Body language role

Being able to read buying messages is just as important as listening. Most of the time customers of Dederman Company provide a strong buying signal provided by their body movements. A negative signal is highlighted by thinned lips, tense lips, clenched teeth, the customer appears nervous, avoids eye contact, treats all details about the product with indifference. But there are also positive examples in DedeRman SRL represented by several aspects such as: smiles, asking specific questions or the customer always looking at the product that interests him. (Islamgaleyev, A., & Uruzbayeva, N., 2022).

Thus, we agree with what scientists say that more than 90% of the message we send to a person is issued through non-verbal elements. In DedeRman company, employees believe that body language is a way to express themselves, but in order to know how to translate this body language, they must always know the intentions and the psychological state of the interlocutor. Considering the non-verbal language, it was concluded that there is concrete evidence regarding the verbal behavior, and especially the non-verbal language when there must be persuasion in sales. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022). From the point of view of personality, each person is unique, being the product of his experience, training, desires, elements, which separately or together can influence the understanding of messages. The management of DedeRman Company believes that the difference in status makes the position of the element and the receiver in the communication process affect the meaning of the message, and the information is also accepted depending on the person from whom it comes. To the extent that an effort is made to improve non-verbal language, it can be observed that in a short period of time both the ability to communicate and the sales results will improve significantly. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022). Thus, it is the following aspect: if the customers do not trust the company, the seller's ideas will not reach their goal.

Moreover, the level of knowledge can influence communication with someone who has a different educational background. At DedeRman Company, a good salesperson must be a good specialist in verbal and non-verbal communication who can intuit the gestures and signals behind each message, and this fact makes selling an art. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

4.3 Active listening

Most people are not good listeners, that's why when we listen we use about 25% of our listening capacity, so it means that we don't pay attention, forget or

misunderstand 75% of what we hear. Such low listenership rates can be costly for the DedeRman Company and the seller.

Active listening inside DedeRman SRL is a communication technique that has the following characteristics as its objectives:

- truly understanding the message conveyed
- conveying respect to the other person
- understanding the other person's feelings towards the discussed topic
- involvement in listening to the message.

The elements of active listening are represented by communication techniques, which have the following aspects at the company level: look and body language - the client must be looked at and listened to, maintain visual contact and open discussion, reformulate the content - it is necessary to ensure the understanding of the message, the reflection of feelings - through empathy, understanding for the feelings behind the interlocutor.

Of particular importance in sales regarding customer relations is active listening, which leads to building a relationship of understanding and trust followed by several steps: (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

- listening and silence
- providing feedback
- removing all distractions
- empathy
- patience
- avoiding personal judgments
- progressive attention

An important thing for DedeRman SRL is the relationship with the customers, which is crucial, which means that a satisfied customer wants a quality relationship with the seller, generating satisfaction, something that reflects the purchase decision or the extension of the relationship with the company. (Islamgaleyev, A., & Uruzbayeva, N., 2022). Thus, the active listening communication technique developed by the psychologist Carl Rogers focuses on conveying to the interlocutor the feeling of trust following the communication so that he opens up. From another perspective, active communication involves more than the transmission of a message, it consists of transmission, understanding and reaction.

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Conclusion and proposal

This paper aims at the evolution of the DedeRman SRL company, but also at the evolution of construction materials both internally and externally. In this way, the points, opportunities, weaknesses followed by threats are highlighted according to the SWOT analysis. The company enjoys a great success, being always prepared with strategies and taking measures regarding the range of products in continuous development. The company regularly reaps the benefits in terms of customer satisfaction as well as economic improvement in the profile market. (Reguly, I. Z., Csercsik, D., Juhász, J., Tornai, K., Bujtár, Z., Horváth, G., ... & Csikász-Nagy, A., 2022).

Another aspect is the sales process, which is seen as an attempt to adjust the customers' problems, and the managers have a well-defined meaning both practically and theoretically, so the sales activity must always be based on the customers' requirements. An important role they also have sales agents who know how to always find the best solutions to have a balance with distributors and retailers. Another aspect of sales is taking special orders for the permanent satisfaction of the clientele by constantly offering advice. (Badrinarayanan, V., Madhavaram, S., & Manis, K. T. , 2022).

Very important is the success of this company, which can be influenced by the mistakes in the texts it publishes in the product magazines, a fact that erodes the image of this brand on the market, having about 11 mistakes per 1000 words. (Liu, X., Wu, X., Shi, W., Tong, W., & Ye, Q. ,2022).

Currently, the company has transferred part of its business to other fields such as automobiles, agriculture and construction under the umbrella of a holding company, intending in the future to enter other niche markets, but especially on the foreign market targeting construction and DIY materials in countries such as Italy, Hungary, Austria and Germany. (Lilien, G. L., Petersen, A. J., & Wuyts, S. (Eds.), 2022). A beneficial improvement for the company is recommended to be the addition of personnel, as well as the change of the IT system with a new generation one.

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