

Estonian Business School

Department of Marketing and Communication

**CUSTOMER APPROACHING TECHNIQUES IN
APRANGA AND PÕLDMA KAUBANDUSE RETAIL
STORES IN ESTONIA**

Bachelor's Thesis

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I herewith declare that I have written the Bachelor Thesis independently. References have been indicated for all of the publications, claims, opinions, and different sources by other authors.

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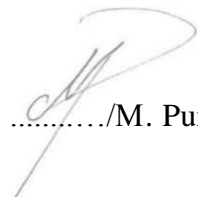
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INTRODUCTION

Every clothes store needs a sales process and a strategy which are selected and created taking into account customer's perceptions to offer quality customer service and fulfill sales objectives. Customer journey starts when a visitor enters a clothes store and is followed up with the consultant greeting and approaching a visitor. In majority of clothes shops a consultant uses one common sentence for approaching a customer: "How could I help you?". The author of the research has had experience in retail shop customer service area and one was taught to approach each customer by using the same question. The author of the research noticed that the vision given from management board is neither convenient to customers nor employees.

The aim of the thesis is to research which approaching techniques are the most comfortable for Estonian customers in local APRANGA GROUP AS (Apranga in following chapters) and Põldma Kaubanduse AS (Põldma in following chapters) clothes shops. In addition, are the best ways of approaching already being used or could the customer experience be improved and made more convenient by using a different technique.

In the thesis the following key words are defined as: customer – person who buys or has previously purchased something from the store; approaching a customer – greeting and starting the sales talk with a visitor.

In order to identify the most comfortable approaching technique for Estonian customers in local Apranga and Põldma clothes shops, the following hypotheses were formulated based on the literature review and the personal experience of the author of the research:

- H1: Customers do not like to be approached with the sentence "How can I help you?".
- H2: People prefer to approach sales consultants themselves.

- H3: Sales consultants need support from managers/organizations to improve approaching skills.

In order to achieve the goal of the thesis and test the hypotheses, quantitative survey among visitors and employees of Apranga and Põldma clothes shops was conducted. Data collection was formulated using Google Forms and the hyperlink of the surveys was spread on social media platform Facebook and sent directly to relevant people (regarding employee survey). The analysis of data included collected data from Google Forms surveys and using data analysis program SPSS.

The following thesis consists of three main parts: literature review; research materials and methods; research results, discussion and recommendations. Literature review explains the difference of personal and universal customer approach techniques. In addition, the chapter explains the importance of verbal and non-verbal communication in customer approach and the perspective of sales consultant in the approaching process. Research materials and methods includes selection and description of the research topic; selection and introduction of case companies; principles for compiling the questionnaire and sample; methods of research, data analysis and collection. Research results, discussion and recommendations provides an overview of the results and discusses the effects of the research. This part also offers opportunities and recommendations for future research. As a conclusion, the outcomes of the thesis are presented and results of the hypotheses tests are imparted.

1. LITERATURE REVIEW ON “HOW COULD I HELP YOU?”

The following chapter contains information about personal and universal customer approach techniques. In addition, the chapter explains the importance of verbal and non-verbal communication in customer approach and the perspective of sales consultant in the approaching process.

1.1. Verbal and nonverbal communication

In customer service area the focus seems to be on verbal communication. Tamm (2015) supports the idea of significance of verbal communication in approaching and states that the most important part of customer approaching is the formulation of approaching question. However, Gatehouse (2014) stresses on nonverbal communication and claims that sales consultants should not forget their physical appearance.

Customer approaching is a physical activity where people exert words for communication. Therefore, both communication styles will always be exhibited. However, it is sales consultant's decision how to implement, control or develop verbal and nonverbal communication. Leathers and Eaves (2018) have stated that when there is no verbal communication the probability that nonverbal communication occurs is minimal. Left and right hemispheres of the brain must cooperate through the connecting link for effective communication. Neuropsychological researchers have proved that the right hemisphere of the brain (for right-handed persons) is concerned with nonverbal functions of communication, whereas the left hemisphere of the brain focuses on verbal functions of communication (Leathers & Eaves, 2018). Therefore, sales consultant's both hemispheres of brain are constantly working when approaching a customer to analyze one's self behavior and also examine the customer's actions and draw conclusions based on received information. It is crucial to dissect customer's behavior to approach. For instance, Cardone (2012) advises to

guess for which purpose has the customer entered the store and analyze visitor's physical appearance to have smoother communication and to provide higher level customer satisfaction.

In order to offer higher quality customer service it is essential that customer receives the same message the consultant is trying to deliver. Verbal communication is more efficient than nonverbal communication since people perceive it better and it is also easier to comprehend. Leathers & Eaves (2008) explain that most people are concerned that they are misinterpreted and want to express themselves as clearly as possible to decrease the risk of misinterpretation. Therefore, most people put a lot of emphasis on verbal communication and leave nonverbal as a second priority.

Not only sales consultants analyse the other party's physical and mental appearance. Moreover, customers can evaluate customer service by actions or language style to determine the intentions of a sales consultant. Therefore, it is possible for a visitor to adjust answers according to customer service comportment. Gatehouse (2014) discloses that there are customers who use reverse psychology. The more polite and pleasant the sales consultant is, the more inappropriate and impolite the visitor gets. In an unpleasant situation it is essential for a sales consultant to keep calm and try to approach the customer by using mirroring and further implement it in verbal perspective. During difficult situations Cialdini (2001) recommends being tranquilized and listen to the client and then start influencing them by providing relevant facts and statements about the brand and products.

Importance of nonverbal communication is also becoming more relevant in customer service. Nonverbal communication is defined as "the set of behaviors other than words that create shared meaning between people who are interacting with one another" (Leathers & Eaves, 2018).

Nonverbal communication has great functional significance – it helps to achieve communicative purpose more efficiently (Eaves and Leathers, 2008). Birdwhistell (1970, p 158) claimed that not more than 30 to 35 percent of social interaction is carried by the word. Therefore, one can conclude that 65 to 70 per cent of social meaning of conversation is nonverbal. Mehrabian (1968) and Gatehouse (2012) expanded the 65 to 70 percent and claimed that 93 percent of the impact of a message

is by nonverbal factors. However, Mehrabian's (1968) prediction is not supported among other researchers since the estimate seems too ambitious. In contrast to Mehrabian (1968) other researchers acknowledge Birdwhistell's (1970) finding. Recent findings suggest that nonverbal communication should represent two-thirds of communication (Brook & Servatka, 2016). Gatehouse (2014) also agrees with Hale (2003) and associates nonverbal communication as an important factor in approaching customers. Gatehouse (2014) clarifies an aspect of nonverbal communication – mirroring.

Mirroring

Mirroring by definition means to act according to the conversation partner's appearance and body language. According to Gatehouse (2014) there are four personality types which expand to four subgroups of personality types and an experienced sales consultant has the knowledge to approach every type by using a suitable and pleasant technique. Gatehouse (2014) claims that the most difficult personality type as a customer is the INTJ type. Feig (2005) agrees that this personality type represents people who are dominant and respect autonomy. Baron (1998) agrees with Feig since INTJ stands for Introverting, Intuiting, Thinking and Judging.

I: focuses on one's own thoughts which are not spoken out

N: sees possible solutions

T: makes decision based on logic and rationality

J: For sales consultants it is difficult to have a dialogue with a person who has a strong opinion and prefers to have a monologue (Baron, 1998).

Kotchubei (2016), Cardone (2012) and Tamm (2015) also mentioned that it is essential to find common ground with the customer. Being empathic is an advantage in the retail businesses. However, even experienced and empathic sales consultants may face difficult challenges in everyday work-life.

Mirroring is mostly about physical appearance. Gatehouse (2014) says that sales consultant should mainly focus on physical appearance, but keep in mind the verbal communication since words and tone of voice have power. For instance, a client enters the store and sales consultant greets the possible customer with "Hello" and a

generous smile. This is the greeting approach which most customers expect when entering a retail shop. However, Cardone (2012) says when a customer comes to the store and sales consultant greets the customer with “Hello”, smile, head nod and stops everything that he or she is doing at the present moment, then this way of greeting makes more positive and warm impact on the customer. Therefore, it is more convenient for a sales consultant to approach a visitor of a store when he or she seems to need help.

1.2. Universal vs personalized customer approach

Customer approaching techniques can be divided into two parts: universal – one approaching technique is used with every visitor; and personalized approach – each visitor of the store is being approached taking into account their verbal and nonverbal appearance.

Kotchubei (2016) has his own vision of universal and personalized approaching and defines universal as classical market of customer approach and personalized approach as new market customer approach. Kotchubei (2016) explains that classical market is product- or service-centered. Regarding to this approach the most important task for a sales person is to sell. Classical market approach to customers is largely used among many companies. For instance, in Estonia there is one well-known company who uses classical market customer approach - Sellit OÜ. The CEO of the organization is Tarmo Tamm (Sellit, 2019). Tamm (2015) reveals the strategy of Sellit OÜ - for every customer who has requested Sellit OÜ service (banks, telecommunication companies etc) the priority is to create an efficient standardized sales text to sell the product or service to a client's target group. After creating the manual of selling, it is essential to test it and then teach it to the employees. Crucial cornerstone for employees of Sellit OÜ is to follow the sales text since it is previously researched and tested, therefore, increase in sales is guaranteed. Tamm (2015) states that the key to success is to follow the manual and not try to improvise. However, Kotchubei (2016) does not approve the classical version and sees the threat in the technique. Since the main aim for sales consultants is to sell they have more aggressive attitude towards clients and try to close the deal, regardless of client's needs. Furthermore, this approach makes customers feel that they are rushed and pushed toward making rapid and imprudent decisions.

In order to keep customers from making irrational decisions Cardone (2012) advises to be transparent and act straightforward. Lack of transparency is the reason why sales persons are not trusted. About 25 years ago sales strategy was different and relied on lying and scamming. However, nowadays it is all about showing the customer the logic of the business and explain why it is beneficial for them. In addition, Cialdini (2001) says that besides transparency and honesty sales consultant has to be likeable. At first, sales consultants use approaching techniques to make themselves sympathetic and then market products.

Classical market customer approach raises a barrier between the sales consultant and a customer. Kotchubei (2016) explains that the barrier is elevated since visitors of the store are apprehensive towards sales pitch and begin to reject sales consultants. Classical approach to sales technique is encouraged by organizations since they see this approach as a competitive advantage. If customer has entered the shop then they must leave with a purchase. However, this approach is neither client oriented nor benefiting visitors from customers service part. Gatehouse (2014) agrees with Kotchubei (2016) and also perceives the pain point of classical approach, furthermore, he states that companies have to hire the people with specific talent or skill since not all professions can be obtained by learning and training. Sales pitching talent is advantageous in the business of customer service since sales consultant's approach and communication with customer has natural impact and it is arduous for customer to end the conversation. Gatehouse (2014) expands the idea of talent and emphasizes that natural sales talent has to be matched with different types of sales. However, there is no right or wrong technique, but it is important for every sales person to find the best technique for themselves (Gatehouse, 2014). In order to discover the most convenient sales technique most companies have processes. However, the more there are processes, the more techniques deviate from humane relationships.

In addition to processes of finding the right selling technique for the employee, companies also build sales processes on perceptions of the management board. Cardone (2012) reminds that management board is not the client and the priority of sales process should be to satisfy customers' needs. One mistake that companies often make is that they have plethora of steps in the sales process. Cardone (2012) adds that the priority of sales process should be client satisfaction, the second priority sales persons' gratification and the third priority is management board. By following this

ranking of priorities companies set the needs of customers above their “personal” needs and this technique helps to reach the target group more efficiently.

Ideal sales process should include exceeding customer needs, matching sales consultant’s vision of sales process and also fulfill the expectations of the management board. Kotchubei (2016) recommends sales consultants to analyze if their selling strategy is in compliance with organization’s sales expectations. When the styles and techniques are different the service quality is poor and leads to decrease in sales. Kotchubei (2016, p 49) brings an example from experiment when sales consultants were asked to describe the word “sales”. Majority of the consultants named “stress” and “resistance”. If the sales consultant feels negative emotions then the attitude of pressure is also reflected onto customers.

Universal customer approach has rather negative views from the researchers, however, personalized customer approach has more benefits to offer. The main benefit of new market sales process is that it is oriented toward clients and visitors (Kotchubei, 2016). The focus lies on client’s needs, creating trustworthy relationships and turning a regular client to a loyal customer. Cardone (2012, p 93) supports Kotchubei’s (2016) new market sales process and justifies his idea with a quote “You are in the business of people, not products”. Therefore, according to Cardone (2012) a business will not be successful if they try to sell the product to customers, but they have to sell a customer the product.

Almost every client-oriented sales consultant knows that customer’s needs are priority. What if the customer has no needs? Kotchubei (2016) provides two options to answer the question. If the client does not have a specific need then there will be no sale. Second possibility is to make the customer feel that they have a need. However, the customer does not have to feel that the purchase was forced on them – instead the sales consultant helped to actualize their needs.

Formulation of approaching question

How could I help you? – this is the question which is familiar to every person who has ever had customer experience (Palm, 2017). The main reason for using “How could I help you” as an approaching question is that a sales consultant has to make a deeper contact with a potential client. According to Tamm (2015) an approaching question is

dependent on the situation, product, client and the client's needs. When a person enters a store a consultant notices the client and greets him or her. After welcoming it is important to implement deeper connection and make a potential client aware that sales consultants are here to help.

In Estonian there are two ways of asking the question, either as a closed question or open question. Can I help you (*Kas saan Teid aidata?*)– is a closed question which gives a possible client an opportunity to answer yes or no and it does not generate chance for dialogue. How could I help you (*Kuidas saaksin Teile abiks olla?*) – is an open question since this gives a chance for interaction with the customer and helps sales consultant to understand which are customer's perceptions and if he or she needs help at all.

Dohrenwend (1965) explains that there are two rules of choosing whether to ask an open question or a closed question. First rule is to choose an open question when an outcome is expected to reflect the emotions of a respondent. Furthermore, the second rule is to ask closed question when an outcome is predictable. Therefore, for sales consultant it is more efficient to use an open question since the aim of the query is to understand the visitor's needs and wants. Tamm (2015) claims that the formulation of the question and attitude of a sales consultant are essential since it might define possible sales volumes. Palm (2017) adds that if a consultant asks the question at appropriate moment and manner it makes the customer feel that professional customer service is provided. Likewise, Tamm (2015) Palm (2017) and Gatehouse (2014) also state that in customer service it is vital to focus on customer satisfaction and one possible method to keep the visitor happy is to convince them and the art of convincing has to start from the first contact.

In addition to the fact that wording of the question is significant it is also vital to focus on the content of the question. Palm (2017) explains that the sentence "How could I help you" represents and emphasizes a wish to offer help. However, could sales consultants offer help to a person who has just entered the store? Moreover, a small per cent of visitors do not have a specific plan to focus on a product when coming to the shop and enter the store to get acquainted with the product range. Therefore, does the possible client need help? In most of the situations the client does not need help at the very moment when he or she enters a store. Kotchubei (2016) and Cardone (2012)

advise to think before approaching a client: why is the person here? If a visitor has come to the store and walks up to a certain item then it is clear that he or she has intentions regarding this product. Moreover, he or she might have some specific questions about the item. For example, about material or washing requirements. However, if a person is looking around the store without focusing on one item then he or she might look for something or has come to get acquainted with product range of a store. Visitors need help only if they are not finding anything, need consulting or expert's advice. When a person has just entered a store then they do not need help, but they need proper customer service. Palm (2017) says that the aim of the first interaction is not to make a customer feel that she or he needs help, but to make the visitor aware that the consultant is here if she or he needs advice.

Furthermore, by asking the question "How could I help you?" sales consultant makes a visitor feel that he or she is in need for help. According to Palm (2017) with this formulation of question there is an opportunity for visitors to answer rudely or with sarcasm. For instance, a visitor answers: "Yes, you can help me. I need a new car". Sarcastic and impolite answers generate uncomfortable situations. Unpleasant moments are not efficient grounds for selling possibilities. In order to avoid uncomfortable situations Kotchubei (2016) recommends to rapidly identify the mood of a customer and then adjust the approaching technique according to customer's physical appearance.

1.3. Awareness of customer needs

Pleasant and rapid start in client communication is essential for selling possibilities and positive prejudice. For sales consultants it is important to be efficient since in most clothes shops the consultants have possibilities to earn extra remuneration for sales. Cardone (2012) discusses the most efficient selling process by defining current situation in the market. Cardone (2012) and Cialdini (2001) find that the general understanding is that people want substantially easier and rapid experience in every field and shopping is not an exception. In addition, the process should be enjoyable and efficient for the consultant. The information which is provided by consultant to visitor has to be clear and make the possible client feel that he or she is appreciated and that reliable information is given. Cialdini (2001) adds that since information is becoming more and more available every day then people are also capable to process

information faster. Therefore, people tend to make more rapid decisions and expect rather fast and relevant communication.

Since modern technology allows to obtain almost all the necessary information available it is logical that customers are aware of or they have an option to be informed about the product range of a particular store. Cardone (2012) and Kotchubei (2016) stress that sales process should be rapid and benefit both parties. Therefore, it is crucial for each store to find the proper approaching technique and adjust it according to the client's knowledge.

Cardone (2012) recommends for sales consultants to get acquainted with the visitor but not forget that customers are the source of their income. The following things which the consultant should know about their possible client is:

- who is the customer;
- which are his or her interests;
- why he or she needs it;
- which things the consultant can offer to the possible client to satisfy his or her needs;
- how to offer it to the customer.

Cardone (2012) claims that when a consultant gets answers to each question then it helps to finish sales in a way that both parties benefit from it. It is important to keep in mind that spending too much time on one customer decreases the possibilities of generating additional sales with other customers. Tamm (2015) also supports Cardone's (2012) idea to get to know the customer's needs before advising to keep customers away from making purchases which they later regret.

In addition, the sales consultant has to find out in which mood the client is and behave according to client's mood. Kotchubei says that there are three types of clients:

- entertainment clients;
- action clients;
- unsatisfied clients.

Kotchubei (2016), Cardone (2012), Gatehouse (2014) and Tamm (2015) argue that for every segment a consultant has to find a way to approach the customer to match with his or her mood. This way empathy between two parties is better and it also increases sales results. Kotchubei (2016) brings an example, an entertainment client expects the consultant to correspond to his or her positive feelings with the same attitude. An action client has a clear purpose why he or she is visiting the store. It is hard to approach and start sales pitch to this client segment since in most cases these types of clients have entered the store with a specific target. Empathy is the key word in communication with an unsatisfied client. Possible clients in this segment require delicate approach and careful listening to understand which problem is behind visitor's dissatisfaction.

Furthermore, if all sales consultants implement the same sentence: "How can I help you?" it starts to repeat in customer's head. Repetition is considered good when it has positive influence. In this case the influence is negative and the more customer hears the question the more annoyed he or she is. Therefore, it is crucial for every retail store to find unique approaching method to their target customer and adjust it according to customer segment, situation, product or service.

Defining customer's needs

Defining customer's need is one part of approaching to customer since this is usually second step after greeting the person. Tamm (2015) argues about customer's needs in depth. Tamm (2015) compares the sales process to visiting a doctor. Doctors and sales consultants have one common goal – to find out which are their client's needs to provide them with proper cure or satisfy their need with a product or service. If the research and questioning is done according to the process then it is easier to start the sales pitch with a potential customer.

However, some consultants avoid the definition step or rush through it. Cardone (2012), Kotchubei (2016) and Tamm (2015) argue that it is common for a sales consultant not to investigate the needs of potential customer in depth. Sales consultants often gather minimal information to be quicker and make initial offer or to push the customers to buy the most expensive product.

Another reason why consultants might not want to hear about customer's needs or perceptions is that they do not have enough knowledge or experience in the field and are afraid that customers might ask about something which they are not aware of. This fact leads to another fear of consultants – the fear of losing control. Tamm (2015) claims that sales persons are used to have control and they fear that if a customer has more knowledge than them then the control is lost and it is difficult to take over the leader position to finish the sales process.

Majority of sales psychologists and experts claim that sales consultants have to listen to their clients in detail in order to fulfil their needs. However, Parvinen (2013) states that it is good to listen to a customer, but more efficient is to implement co-creative interaction. The technique is based on influencing and engaging customers. Co-creative strategy is used by asking questions and giving the possible client guidelines how to answer. This technique hides the sales proposal and makes the dialogue natural. Parvinen (2013) also argues that it is easier for sales consultant to implement the technique when customers are not aware of the brand and product line or visitors have just come to visit the store without an intention to buy any products. However, using co-creative process might lead to emotional buying and client might regret the made expenses in the future.

1.4. Approaching techniques and recommendations

According to Tamm (2015) every store has a different selling and approaching technique. Approaching technique is developed either from customer behaviour or the decision of the management board. In order for an organization to realize and define if the approaching technique is pleasant or unpleasant to customers, there are three questions.

The three questions are:

1. Is the sales profit smaller from the average sales profit?
2. Does closing the sale take too much time and is it the cause for clients' complaints?
3. Do clients have negative attitude towards the process?

When the questions have been asked and answers gathered then it is time to make conclusions based on research.

As all the main authors of the literature review emphasize and draw out strategies of customer approach in the customer service sector, it is better to present results as a table. In the following table are marked authors' main characteristics for approaching.

Table 1. Characteristics of approaching. Source Composed by the author based on Kotchubei (2016), Cialdini (2001), Tamm (2015), Cardone (2012), Parvinen (2013), Gatehouse (2014).

	AUTHORS	Kotchubei (2016)	Cialdini (2001)	Tamm (2015)	Cardone (2012)	Parvinen (2013)	Gatehouse (2014)
CHARACTERISTICS OF APPROACHING							
Smile		X	X	X	X	X	X
Greeting		X	X	X	X	X	X
Open body language			X	X			
Deciding on customer's type by physical and/or emotional appearance		X	X	X	X	X	X
Use of unique approaching sentence according to the customer type and current mood		X		X	X	X	X
Identifying customer's needs and wants		X	X	X	X	X	X
Mirroring		X		X	X		
Rapid communication		X	X		X		X
Client satisfaction		X	X	X	X		X

As seen from the table the authors are similarly minded in terms of customer approach. Kotchubei (2016), Cialdini (2001), Tamm (2015), Cardone (2012), Parvinen (2013) and Gatehouse (2014) all advise sales consultants to smile, greet, define the customer type and identify customer needs and wants during approaching process.

Kotchubei (2016), Cardone (2012) and Gatehouse (2014) stress that the first contact is the most important since at that moment the possible client forms a first impression of

the brand and the sales consultant. Customer has to feel free and not pressured. Greeting should be short and friendly. Sales consultant has to give a possible client the information why the consultant is here. Welcoming process should not be long and involve discussions on other topics as sales. Small talk is suggested, however, talking about customer's need is a crucial step. Therefore, sales consultant should not postpone the topic.

Cardone (2012, p 178-179) provides the best examples of greeting a potential customer:

1. Welcome. Thank you for coming. Which information would be necessary for you?
2. Welcome. Thank you for being able to come today. Please let me know which information you already know, so I do not waste any of your time on information you already know.
3. I am extremely glad to see you and thank you for your time. Which information I can give you to use your time efficiently?

Cardone (2012) explains that these questions lead the way to sales consultant's understanding which are the customer's needs and which products or services he or she has to offer for the potential customer. After greeting the customer, sales consultant has to identify customer's needs and then start to sell the product. Tamm (2015) stresses that it is vital to be likeable to the customer and set him or her into the right mood and generate interest regarding store's product range. When Cardone (2012) emphasizes the wording of the approaching questions then Kotchubei (2016) explains how to make contact with people by using "openers":

1. Smile – a positive facial expression which often is a key factor in terms of good customer service. Smiling shows that the person is ready to interact, be helpful and friendly.
2. Eye-contact – an expression by which a client consultant gives information to other person that he or she has courage and is open to communicate.
3. Open and ready-to-communicate facial expression - this "opener" is a combination of first two openers: smile and eye-contact. Having kind facial

expression gives visitors information that sales consultant is ready to communicate with them also after greeting.

4. Ready-to-communicate body position - the position should be opened to visitor and not be closed. For instance, crossed arms or legs or standing with their back towards the client. Having a ready-to-communicate body position shows that the person is ready to communicate (Kotchubei, 2016).

Likeability of sales consultant

People are more eager to communicate and connect with people who they like. Beauty lies in the eyes of the beholder. However, in general people have common idea of beautiful people. Physical appearance is the key for likeability. Cialdini (2001) states that when people meet with a physically attractive person then the “halo effect” appears. “Halo effect” by definition means that one positive personality characteristic defines the likeability. It has been proven that people tend to think that when a person looks beautiful then he or she has also other positive characteristics, for instance, being talented and intelligent (Eagly, Ashmore, Makhiaini, Longo, 1991).

However, people do not want to admit that they differentiate people by physical appearance. We choose people every day and sometimes decisions have significant impact. For example, in elections or recruiting. It has been found that when two people with same qualifications apply for a job then the physically attractive person is hired (Mack, Rainey, 1990). This approach is logical from the perspective of the employer since every company wants to have good-looking employees. Moreover, if it is a retail company the management board members are aware of the psychological trick that people prefer to talk with attractive consultants (Cialdini, 2001).

Tamm (2015), Cialdini (2001) and Gatehouse (2014) have similar views to general customer communication process. The main message of the three authors is that sales consultant has to be likeable to the customer. Gatehouse (2014) even claims that people often decide to choose stores or the possible purchase on the basis of communication with the sales consultant (Gatehouse, 2014).

1.5. Approaching from sales consultant perspective

Parvinen (2013) discusses the approaching process from the sales consultants' perspective. Every consultant in any field adjusts the process of their work according to level of education, personality, current mood and experience. However, when inside organization there is an order from the management board for every consultant to approach every customer the same way - "Hello, how could I help you?" then it does not sound natural for either customer or sales consultant.

Selling styles and relationships between sales consultant and potential customer are different case by case. Therefore, Parvinen (2013) recommends that companies should not implement only one approaching technique but tell the sales consultant to investigate the situation and the customer and then rapidly adjust the approaching technique. The result of this implementation are natural selling processes which are not forced for both parties. However, it is essential to agree inside the organizations upon general guidelines in customer approach and customer communication to provide the clients maximal customer satisfaction.

Mindset of sales consultant

According to Kotchubei (2016) the key of approaching a possible client is to have an attitude of "I have something valuable to offer this person". If a sales person approaches the customer with the mindset of "this person is never going to buy anything" then the approaching technique is not correct. The same logic is also approved by Tamm (2015). It is important for sellers to act confident and focus on giving the customer something he or she needs instead of focusing on selling results. Tamm (2015) also claims that when the priority is fulfilling customer's needs and meeting his or her requirements then sales consultant is not so anxious to approach the visitor since their aim is to help not to sell.

"People like to buy, but they do not like when something is sold to them" – Tamm (2015, p. 84). This quotation is crucial to remember when approaching a customer who has entered the store without a specific purpose. The most common question which is used in retail business to approach a potential customer is "Hello, how can I help you?". This question immediately gives the visitor a signal that the consultant's

aim is to sell something to them. Similarly, the visitors have a common answer to the question: “Thank you, I am just looking”. When a customer gives this answer then there are two options: to leave the customer alone and be there if they need help or the sales consultant may say to the visitor “Alright, I am here if you need me”. Cialdini (2001) states an interesting theory about the customer’s rapid response to the consultant. Cialdini (2001) believes that the quick response to sales consultant after the approaching question is related to nowadays people’s ability to process information dependent on responsiveness, persistence and social interpretation. Therefore, visitors rapidly process the information of the environment and then respond to the question. Tamm (2015) claimed that negative response to the question “How could I help you?” is in relationship with people’s attitude towards selling.

As Kotchubei (2016), Tamm (2015) also claims that approaching a client and selling products highly depends on customer’s needs, their moods, products or services and the specific situation.

Another interesting fact which is pointed out by Tamm (2015) is that it is possible to approach every visitor who comes to the store. It is important to use the right attitude, be kind and positive. When the sales consultant is physically open-looking and friendly it sends the possible client a signal that client’s satisfaction and not the sales results is the priority in this store. The main message about approaching a customer is to have the right mindset and being open to communication. When sales consultant cannot achieve connection with a potential customer it was not because the client was in negative mood, but the sales consultant did not wish to approach (Tamm, 2015).

2. MATERIALS AND METHODS

The following chapter presents the choice of research topic, case companies' introductions, usage of research methods, sample group selection, data collection and analysis.

2.1. Choice of research topic

The reason for the research topic was the author's personal interest in the research question: Which is the best way to approach Estonian customers in Apranga and Põldma retail shops? The term "best way" is meant to describe the most convenient approaching technique so that both sales consultant and customer would feel comfortable. The author of the research has had personal experience as sales consultant in Apranga store Massimo Dutti. One aspect that the author of the research noticed from the past experience in the shop was that every consultant was asked to approach the customer with the same question: "Hello, how could I help you?". It was clear that this approaching strategy is neither convenient to customers nor to sales consultants. Therefore, the author of the research has personal interest to unveil the results of this investigation and find out if the sentence "How could I help you?", which is highly recommended from managers, is the most efficient and convenient way of approaching potential customers.

The ideal outcome of the research would be that both customers and sales consultants find the common ground for approaching from offering and receiving perspectives, and as a result, avoiding uncomfortable situations for both parties. In addition, the research could help managers to find the weak spots of customer approaching in their stores and provide suggestions how to improve their strategy for more convenient customer service.

It is important to know your customer in order to sell them (Cardone, 2012). The research will give information to Apranga and Põldma about customers' perceptions of approaching techniques. In addition, customers can also benefit from the research

and understand the behaviour of sales consultant. The author of the research created several research hypotheses which need to be tested after getting the results from questionnaires and which help to achieve the goal of the research.

In order to find the key variables which would lead to the best approaching technique the author of the research made three hypotheses:

- H1: Customers do not like to be approached with the sentence “How can I help you?”.
- H2: Sales assistant should wait until the customer needs help and then approach.
- H3: People prefer to approach sales consultants themselves.

In order to test the hypotheses quantitative research method was chosen. Berg (2001) says that quantitative research focuses on measurements. Regarding the thesis measurement had significant role in the conducted surveys. There were measurements regarding likeability of the universal and unique approaching system and the behavior of the sales consultant.

2.2. Selection and introduction of case companies

The companies were chosen because of similar customer approaching styles and due to the fact that the author of the research has had personal experience with Apranga. Furthermore, Apranga and Põldma clothes stores are well-known in Estonia. Therefore, it was expected to be convenient to find people to answer to customer and employee questionnaires.

In addition, the author of the research had heard feedback from acquaintances about the stores and their approaching styles. The comments were mainly negative and highlighted the fact that the strategy of approaching is uncomfortable for both visitors and sales consultants.

In the following paragraphs the author of the research will introduce the case companies' history, stores, systems and essence.

2.2.1. Apranga Group AS

Apranga Group AS is one of the leading fashion retailers in the Baltic States. Apranga Group AS has collaborations with the most popular global and European retail brands. Apranga Group AS consists of the main company Apranga APB and 22 subsidiary companies. Apranga APB is also listed on Nasdaq Vilnius Stock Exchange since 1997. From the year 2005 the company was listed on Baltic Equity list (APRANGA 2019). In Estonia Apranga AS has 29 stores (Rahajutud, 2018).

Apranga Group AS history reaches back to 1945 when it was a state-owned company which sold clothing and footwear. In year 1993 Apranga APB was registered and in the same year opened a store under the same name. Furthermore, the company registered as private company and established a retail network in Lithuania. From year 1995 to 1999 Apranga opened several stores in bigger cities and Apranga APB shares were admitted to the Vilnius Stock Exchange Current List. In 2000 Apranga signed the first international franchise agreement with Mango. After Mango other franchise contracts were signed with Hugo Boss and Armani Jeans. The company was ready to expand abroad. Latvia was the first foreign country where Apranga AS opened first five shops. First contact with Estonia was made in 2004 when Apranga signed partnership contract with Inditex to open shops in Estonia, Lithuania and Latvia. In the same year the stores were opened.

Since 2004 franchise contracts were signed and Apranga AS group started to open several shops of casual wear, luxury brands clothes, for youth, for middle-aged women and also home decor shops.

In the Baltic countries Apranga Group AS develops 6 different segments in retail chains or mono brands (Apranga Group, 2019):

Table 2. Apranga Group AS's Brands by Segments. Source: Composed by the author based on Apranga Group, 2019

Segment	Store
Economy	Apranga, Orsay, Promod, S.Oliver, Tom Tailor
Youth	Aprangos Galerija, Bershka, Desigual, Mango, Moskito, Oysho, Pull & Bear, Stradivarius, Zara

Business	Calvin Klein Underwear, City, Coccinelle, Karen Millen, Marella, Massimo Dutti, Max&Co., Pennyblack, Strellson, Tommy Hilfiger, Uterqüe, Zara home
Luxury	Armani Exchange, Burberry, Emporio Armani, Ermenegildo Zegna, Hugo Boss, Linija, Maje, Marina Rinaldi, MaxMara, Nude, Sandro, Weekend MaxMara
Outlets	Apranga, Autlets A, Išparduotuve A, Išparduotuve B
Footwear	Aldo

In addition, Apranga Group AS focuses on hiring young and fashion enthusiasts. It is acceptable and even recommended that the persons who apply for vacancies are studying in high school or university. Apranga emphasizes that they value education and passion for fashion. Furthermore, they encourage people to start from the lower levels and then seek higher opportunities inside the organization. Apranga Group AS has a special programme to give their employees the chance for self-development (Apranga Group, 2019).

2.2.2. Pöldma Kaubanduse AS

Similar to Apranga, Pöldma is also an importer of famous Baltic and global trademarks. Pöldma Kaubanduse AS is known for Denim Dream trademark which was established in 2003. Soon Denim Dream had more than 60 stores in Latvia, Lithuania and Estonia. Pöldma is importing the following brands: Guess, Tommy Hilfiger, Calvin Klein, Pepe Jeans, Diesel, Desigual, Kaporal, Mustang, Tom Tailor, Lee Cooper. These brands represent good quality denim clothes which are made for everyday and festive usage (Denim Dream, 2016).

Denim Dream believes that every brand and item is revealing a story and the mindset of the product's designer. The stories create character to clothes and express emotions and soul of designer. Moreover, the characters of the clothes are also essential to their customers and make the customers feel special while wearing Denim Dream's products. The goal of Denim Dream is to offer one of a kind and professional personal service to their customers (Denim Dream, 2016).

Denim Dream has also established a bonus system. There is the main salary, and in addition, Põldma consultants have a possibility to earn additional income from sales. This is the main factor why Põldma consultants are extremely active on selling and approaching (Eerme, 2015).

Leaving aside the bonus system, another great value is passion for selling and this is the characteristic which unites all Põldma employees. The passion and will to sell is the most important while searching for perfect employee, states the CEO of Põldma Kaubanduse AS, Heinar Põldma (Ärileht, 2018). In addition, one employee of Denim Dream trademark, Jane Kesamaa, said in an interview that it is important to enjoy what you are doing and do it with joy and not forget to develop and learn from previous experience to provide even better service to next customers (Kaubandus, 2016).

2.3. Research method

The goal of the research was to understand which is the most customer friendly approaching technique in Estonian Apranga and Põldma stores. The author of the research is interested in learning more about customer perceptions and attitudes related to approaching and therefore finding the best solution to approach customers. In addition, the aim was also to investigate the understanding of sales consultants towards approaching customers in Apranga and Põldma stores. Therefore, in order to better understand customer's perceptions, the research was implemented by using quantitative research method.

Greener (2008) discusses that quantitative research is used when there is some knowledge about the outcome of the research and respondents are influenced by the researcher. Goertzen (2017) elaborates the idea of quantitative research method and states that it is used when the aim of the research is to find answers to questions “what” and/or “how”. The choice of quantitative method was justified since the researcher wanted to discover what are the approaching techniques and how to use them.

2.4. Questionnaire and sample selection

Interviews were conducted in two parts. In the first part the respondents were customers of Apranga and Põldma stores (Appendix 1). In the second part the answers were given by the sales consultants of Apranga and Põldma (Appendix 2).

2.4.1. Questionnaire for customers

The questions of the questionnaire were formed by the author of the research based on personal interest and from literature review. Altogether there are eight questions from which three were open-ended and five multiple-choice questions. According to Foddy (1993), open-ended questions are efficient to use when the needed information has to be unique, derived from respondent's personal perceptions and not influenced by the author of the research. Reja, Manfreda, Hlebec and Vehovar (2003) add that open-ended questions are used to receive specification about one detailed topic.

One of the eight questions contained 19 statements. The statements were driven by Table 1 according to Kotchubei (2016), Cialdini (2001), Tamm (2015), Cardone (2012), Parvinen (2013), Gatehouse (2014). The answers to the 19 statements were provided by using Likert scale. Jamieson (2004) states that Likert scales are implemented into a research when people's perceptions and attitudes are measured. In the Likert scale the usual examples for answering questions are presented as number or in words to evaluate attitude towards question in the scale of strongly disagree and strongly agree. However, according to Jamieson (2004) there is one aspect which most of the researchers tend to omit – the intervals between evaluation levels cannot be measured and taken as equal. Allen and Seaman (2007) believe that the rankings are connected with the content of question and the adequacy of respondents. Therefore, if the sample group is relevant enough then the hypothesis of Jamieson (2004) is not relevant.

At the beginning of the questionnaire the researcher introduced herself and explained the reasons and aims for the research. First of all, the first questions defined the person's age, gender and whether the customer had visited Apranga and Põldma store. The questionnaire was anonymous.

The questionnaire moved on with more detailed statements about greeting and approaching the customer. The questions followed up with personal perceptions of attitudes towards the approaching question “How could I help you?” which were formulated based on Palm (2017) ideas. Last but one question was about the personalities of customer service attendant. The question was initiated by Gatehouse (2014) theory on the likeability of a sales consultant. The questionnaire ended with a question which provided input to the aim of the research - which would be the best technique to approach you?

2.4.2. Questionnaire for sales consultants

In the beginning of the questionnaire the researcher introduced herself and explained the reasons and aims for the research. First of all, the content of the questionnaire defines the person’s age, gender and in which retail chain he or she works. In general, there were 15 questions from which three were open-ended and 12 are multiple-choice questions.

Then the questionnaire moved on with the questions regarding the shop where the employee works and guidelines and habits for greeting and approaching a potential customer which were formulated based on Tamm (2015) theory that guidelines from management are the basis for successful approaching. Furthermore, attitudes towards the question “How could I help you?” were investigated based on Palm (2017) theory on the approaching question “How could I help you?”. In addition, there were questions about the sales psychology, barriers - based on Kotchubei (2016) and influencing customers - based on Cialdini (2001). Furthermore, a question was asked about the personalities of customer service attendant which was formulated based on Gatehouse (2014) theory on the likeability of a sales consultant.

The questionnaire was concluded with questions about personal perceptions towards approaching in retail shops – if the consultants like it and what is in their opinion the ideal way of approaching.

2.4.3. Sample selection

Sample selection is a process where a sample group is chosen from population (Taherdoost, 2016). Before choosing a sample group it is essential to know how and

which technique to use to choose the group. Choosing the right sample for the research is crucial to get relevant and adequate answers to questionnaire. Berg (2001) suggests implementing probability sampling for quantitative research.

However, Frankfort-Nachmias and Nachmias (2008) suggest using non-probability sampling. The sample used in this thesis is non- probability sample and the used technique is purposive sampling. Purposive sampling is implemented when a researcher has selected a sample from population which represents the population in the most subjective manner regarding to related factors (Frankfort-Nachmias and Nachmias, 2008). In this thesis, the criteria for choosing the sample were visitors and employees of Apranga and Pöldma.

The author of the research received 20 answers from the employee and 60 answers from customer survey. The results of customer survey showed that 61,7% of respondents were in age 18-25; 23,3% in the age of 26-35; 6,7% in the age of 36-45 and 8,3% in the age of 46 and above.

48 people from the sample were female and 12 people were male. Results show that 61,7% of respondents visited Apranga stores and 38,3% visited Pöldma clothes stores.

2.5. Data collection and analysis

Data collection was implemented through deductive approach since literature review was combined from theoretical framework sources and the author of the research own experience (Yin, 2003). Data was collected through two surveys: one survey was for customers and the second survey for employees of Apranga and Pöldma. The surveys were conducted by using Google Forms since the tool is easy to use for the researcher and convenient for respondents. For researchers Google Forms provides preliminary statistics for multiple choice questions and is convenient to use (Datascope, 2018).

In order to start analyzing data the author had to go through the survey answers which were collected via Google Forms to see the possible weaknesses of the survey data collection. A weak point was discovered when one person out of total 80 respondents filled in required answer with irrelevant content. In general, the data collection was successful and generated valuable information for hypotheses testing.

For data collection the hyperlinks of the surveys were spread on social media platform Facebook and sent directly to relevant people (regarding employee survey). Data for employee survey was also expected to gather with the help of Apranga and Põldma branch managers. The author of the research sent e-mails to both case companies and called companies' information line to get in contact with the aim of forwarding the survey (Appendix 3). The idea of the data collection through manager was that managers would forward the survey link to their employees. Unfortunately, neither Apranga nor Põldma answered the e-mail or calls of the author of the research.

The analysis of data included collected data from Google Forms surveys and using data analysis program SPSS. In the statistical analysis program SPSS the author of the research analyzed questions where people could answer using Likert scale. For statistical analysis, the data was coded into numerical data. Likert scale characteristic strongly disagreed was replaced with 1 and strongly agreed with number 5. The coding was necessary for the programme to detect the variables (Saunders, 2009).

In order to evaluate the responses collected from the quantitative research and detect measures of tendency and frequency the following statistical analyses were formulated:

- **Descriptive statistic** is used to measure a tendency of data regarding all multiple-choice questions (Salkind, 2016).
- **Frequency analysis** is a statistical method which is used to measure regarding closed questions where multiple choice answers are provided to see how many times one specific answer has been chosen (Bryman and Bell, 2011).

The surveys also contained open-ended questions. The author of the research used content analysis for analyzing a question where respondents had an opportunity to answer using their personal thoughts and wording. Allen (2014) explains that the essence of analysis relies on acknowledging specific characteristics in answers and summarizing them into groups.

3. RESULTS, DISCUSSION AND RECOMMENDATIONS

This chapter includes the results of surveys carried out with consumers and employees of Apranga and Põldma. Questionnaire answers have been analyzed in SPSS and presented in the following chapter. In the first chapter the author of the research introduces the survey results of Apranga and Põldma customers and employees. Next section analyzes the results of surveys and the third part provides recommendations of how to implement the best approach to customers in Estonian Apranga and Põldma retail stores.

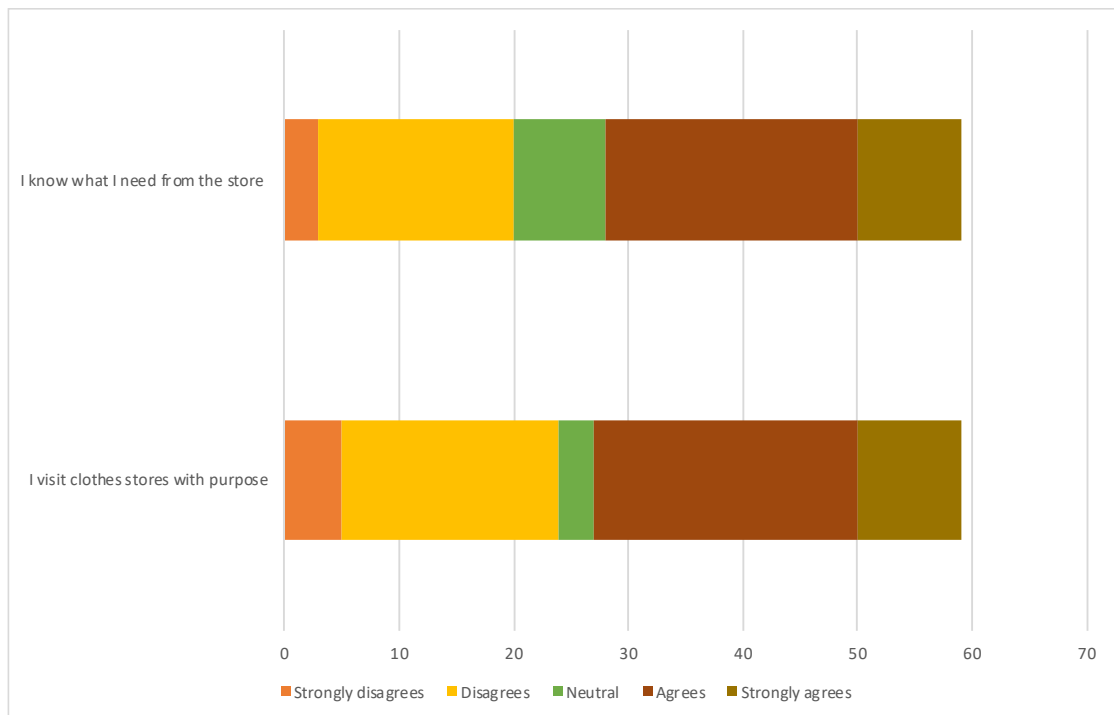
3.1. Results

Results of customers survey

As a result of customers survey the author of the research gathered 60 filled questionnaires which help to find answers to hypotheses testing. In the first three questions the author of the research determined the age and gender of the survey taker and defined whether the respondent visited Apranga's or Põldma's store.

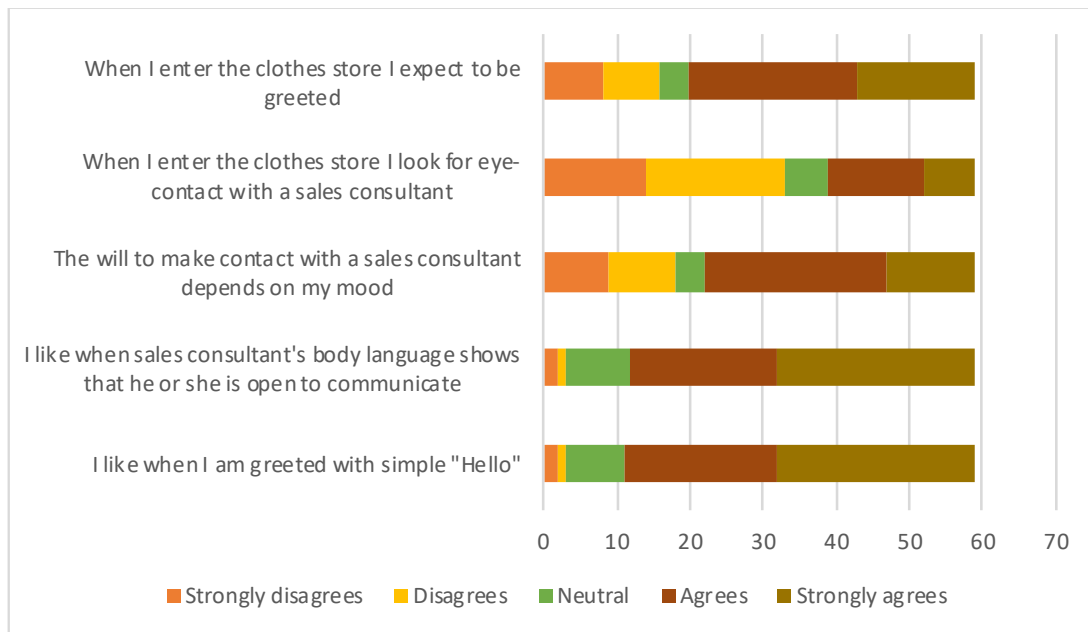
The following 19 questions were answered by using Likert scale. Rankings of the questions' answers were: strongly disagrees, disagrees, neutral, agrees, strongly agrees. First two questions of 19 were about intentions entering the store with a specific purpose. In addition, people were asked if they have an intent to enter a store do they know which item they wish to purchase. Figure 1 shows that 32 people out of 60 have specific purpose to go to the store and 31 people know which specific product to acquire. Five people do not have any purpose when entering the store and prefer to act spontaneously.

Figure 1. Intentions of visiting clothes stores. Source: Composed by the author based on the survey.



Further questions were proposed to receive information about greeting perceptions. 39 people expect to be greeted, 16 people do not expect to be welcomed and four people have neutral opinion of greeting when entering a shop. 20 people say that when they enter a shop they seek eye-contact with a sales consultant. However, 33 people prefer not to make eye-contact. 35 people of 60 claim that the wish to make contact with the sales consultant depends on their amiability. From the research one can conclude that 78,3% of visitors appreciate when sales consultant's nonverbal appearance shows that he or she is open to communicate. Survey takers also appreciate verbal communication and 48 people out of 60 believe it is enough when they are greeted merely with a "Hello!".

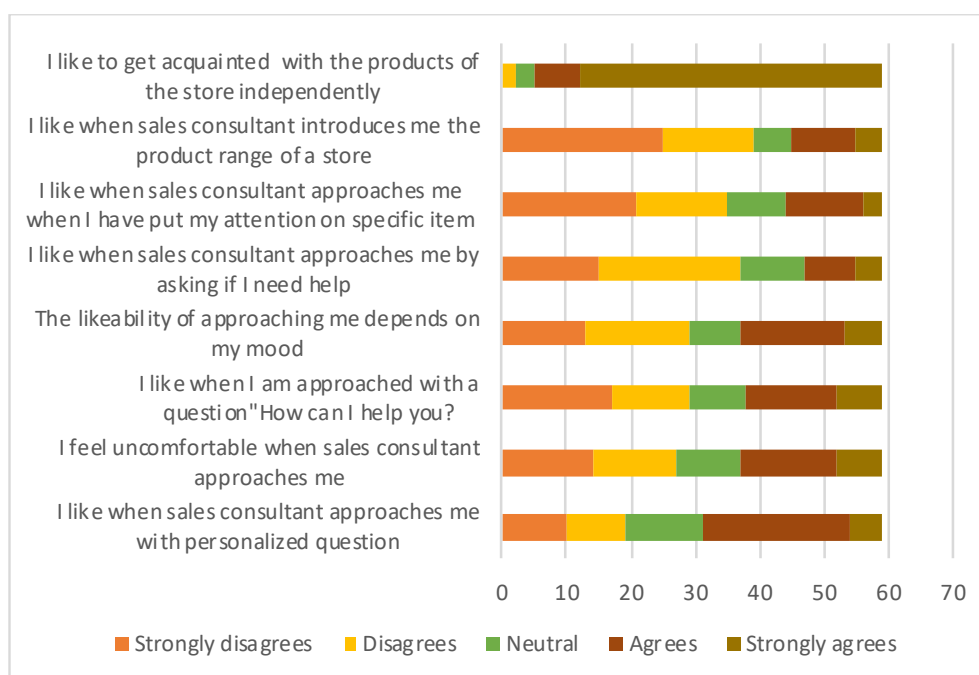
Figure 2. Greeting in clothes shops. Source: Composed by the author based on the survey.



Next part in the survey represents respondents' perceptions of approaching customers in Apranga and Pöldma clothes shops. From the answers we receive information whether customers appreciate when they are offered advising or they prefer to get acquainted with the product range of a store independently. In addition, the information about approaching styles perception is received. Almost all the respondents share common opinion - 90% respondents have answered that they want to discover the product range independently. However, 14 people out of 60 appreciate when sales consultant introduces the selection. In contrast, 65% of respondents disagree with the statement and do not want to be introduced to the product range. 35 people say that they do not prefer that customer service employee approaches them if they have spotted a specific item. In the survey a controversy is spotted: 37 people which is 61% of the respondents claimed that they do not like and 12 people which is 20% of the sample like if they are approached with an intention to offer help. However, when people were asked if they like when they are approached with a question "How could I help you?" then 48% of people disagreed and 35% agreed (17% of people had no opinion). Only 22 people agree that the likeability of approaching is dependent on their mood. One of the research questions enquired if people feel uncomfortable when customer service specialist is approaching them. 45% of respondents said that they do not feel irritated when they are approached and 36,7% claimed that they feel uncomfortable. Nowadays people appreciate when products and

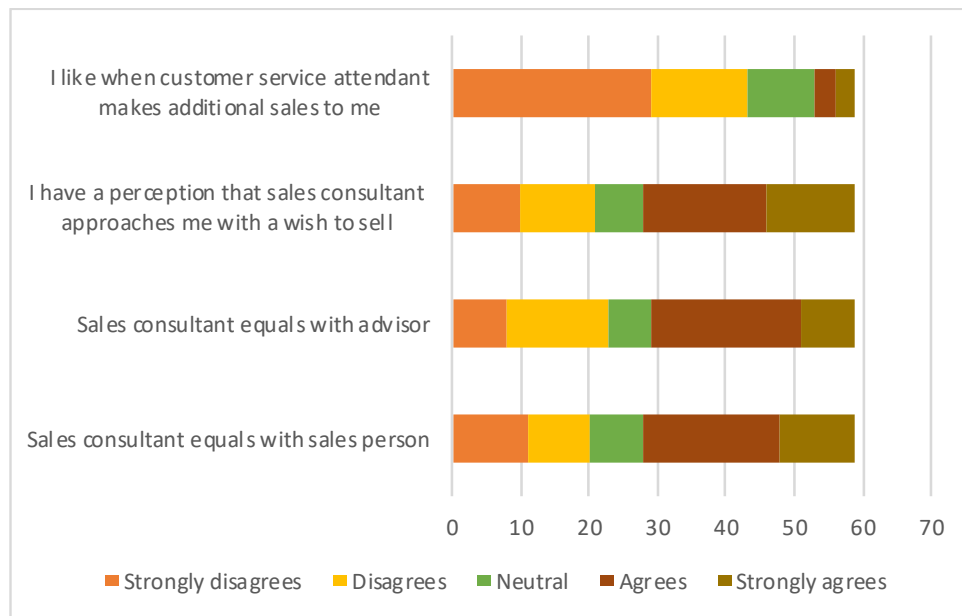
services are adjusted according to their wishes and needs. Therefore, the majority of the respondents – 45% of people appreciate when they are approached with a personalized question.

Figure 3. Perceptions of approaching in Apranga and Pöldma clothes shops. Source: Composed by the author based on the survey.



Last chapter of the survey included questions about the essence of a sales consultant. First question was about additional sales. 71,67% of people said that they do not enjoy when they are offered an item in addition to the existing purchase. However, 10% of people enjoy the process of extra sales. In addition, the author of the research wanted to investigate if customers have the perception that sales consultant approaches them with an aim to sell a product. 51,67% of respondents answered that they have the perception and 35% disagreed with the statement. Furthermore, there was a question about perceptions toward sales consultant's profession, where 50% of customers thought that sales consultant's profession is equal to that of an advisor and 51,67% of people agreed that the profession is more associated with sales person's job.

Figure 4. Essence of sales consultant. Source: Composed by the author based on the survey.

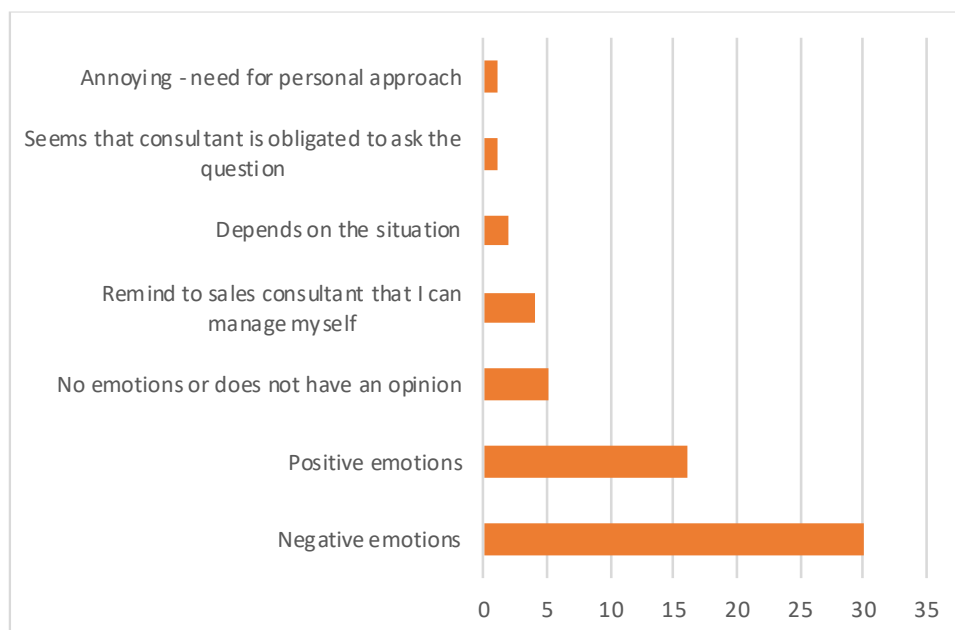


The survey continued with two open-ended questions:

- How does it make you feel when you are approached with a question: “How could I help you?”;
- Which is your usual answer to the question: “How could I help you?”.

Responses to the first question were rather negative. Figure 5 shows that 31 people associate negative emotions with the question “How could I help you?”. 16 people perceive it as a positive approaching technique. 5 people do not have an opinion about the question. Four people feel the need to remind to the sales consultant that they would prefer to look around independently and ask for help or advice when they need it. One person had the opinion that consultants are obligated to ask the question and there is no actual will to help him or her. Furthermore, one person associated the question with strongly negative emotion and pointed out that the question is annoying and justified that he or she hears it in every other store. In order to improve the process of approaching he or she offered the use of personalized questions or sentences.

Figure 5. Respondents' emotions toward question "How could I help you?". Source: Composed by the author based on the survey.



Second open-ended question: which is your usual answer to the question: “How could I help you?” generated multiple versions of declining help. The most popular answer was “No thank you, I am just looking, but I ask for help if I need it”. In general, 52 people said that they usually refuse help and 32 people of 52 also mention that they will ask for help if they have a need. Two persons were positive and said that usually they need the help of sales consultant.

Next question was about the most important characteristics of a sales consultant. The most important characteristic is friendliness and two least important are awareness and likeability. When answering the question people had a chance to offer a characteristic if they did not find suitable from the list and one person added awareness of the product range. The idea of the characteristics was that the customer does not prioritize physical appearance nor likeability of the sales consultant, but the knowledge about the products and ability to answer customer’s questions.

Last question was about ideal approaching techniques. The most popular answer was that people prefer to approach customer service specialist themselves if they need help. Four people out of 20 people expanded their response and stated that they would appreciate if sales consultant would respect client’s wishes. Moreover, the main idea was that if a visitor has once declined help then it is not polite of a consultant to

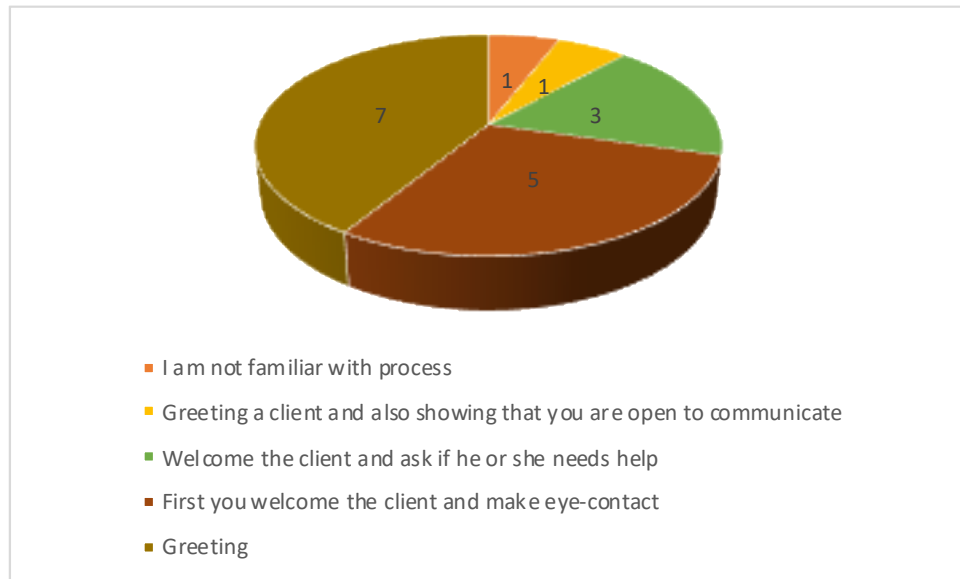
approach again if there is no need. Another popular answer was personal approach. People explained that personal approach could mean a personalized question, compliment or suggestion according to the choice of clothes the customer has picked. Two other prevailing answers were that customers prefer to be approached with a question: “How could I help you?” or “Could I help you?” and second answer represented the opinion that customer service specialist should monitor the customer and use empathy to understand if customer needs help or advice.

Results of employee survey

As a result of employee survey the author of the research gathered 20 answers which help to find answers to hypotheses testing. Employee survey started with a question which defined whether the respondent works or had worked for Apranga or Põldma. 60% of people work or have worked in Apranga and 40% in Põldma clothes stores.

Next question was open-ended question where the respondent had to describe the welcome process of the visitor of a store. The most popular answer was that the process says just to greet the customer with a polite “Hello!” and a smile. The most uncherished answers were that one employee was not familiar with the process and to also put emphasis on physical behavior.

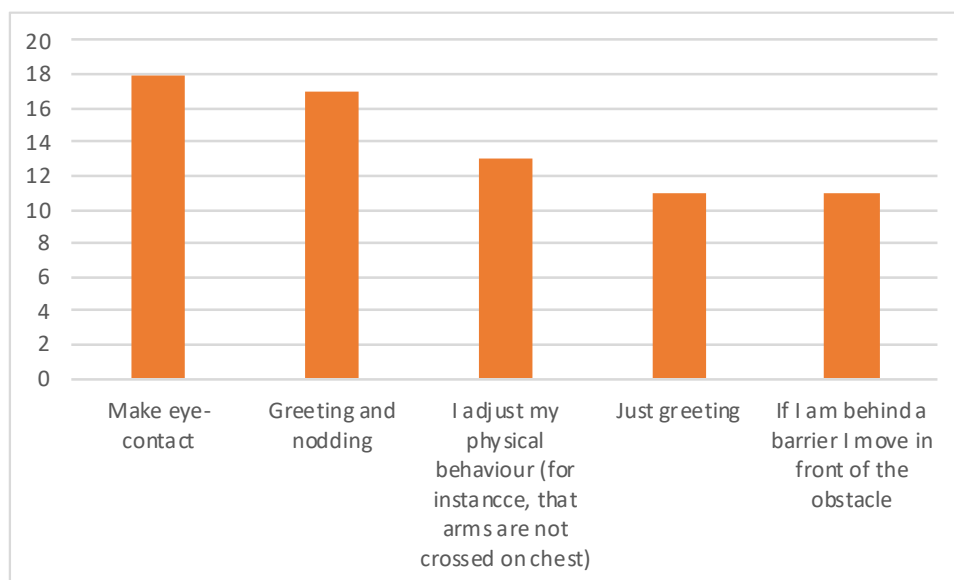
Figure 6. Greeting process in Apranga and Põldma. Source: Composed by the author based on the survey.



Next two questions focused on guidelines and rules provided by the company for customer approaching. 95% of respondents answered that there are either rules or guidelines. The following question defined the need for the rules – 85% found that guidelines are necessary.

The following part of five questions focuses on approaching. First question was about nonverbal communication and how the consultants show that they are open to communicate. As the Figure 7 shows the most popular answer was to maintain eye-contact.

Figure 7. How to show to a customer that you are open to communicate? Source: Composed by the author based on the survey.



Upcoming question was about verbal communication side of approaching. The employees of Apranga and Põldma had to answer which sentence they use to approach customers. 60% which is 12 people stated that they use the universal question “How could I help you?”. Two employees prefer to use “Could I help you?” and remaining six people prefer to use personalized approach.

The survey continued with the question of approaching technique: do employees use personalized or universal style. 30% prefer universal and 25% personalized style. Furthermore, 45% claimed that the selection of style depends on the situation and client. However, if the employee already knows that you cannot use the same sentence for every customer then it gives a motive to think that the 45% also prefer personalized approach.

Next question was about difficulty of customer approach. 13 people said that approaching is not complicated and for seven people it is. The employees said that it is the task of managers to help them to overcome difficulties. Managers of the branches should provide tips and guidelines on the topic of successful customer approach in order to support the employees. 45% of people said that trainings and rules would also help.

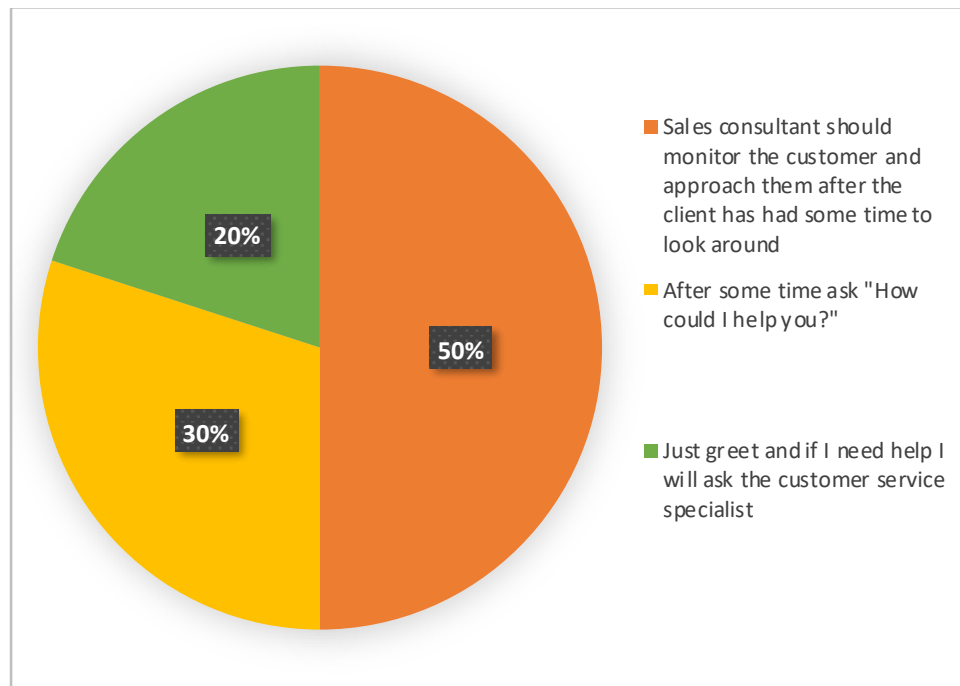
Next part of the survey focused on sales. For 95% of respondents it is important to listen the customer. If a sales consultant has an ability to listen then they are also

competent in influencing. Next question included employees' attitude toward influencing. Employees seemed rather confident of influencing since 40% said that they influence the customers since they know which items fit the customer the best. 20% uses influencing for better sales results and 40% think it is impolite and inconvenient.

It has been stated that people communicate with people they like. Therefore, the employees were asked to answer if there is one sales consultant in the branch who has more customer attention than others. Seven people claimed that one person is getting more attention from customers. The answers split into three categories: people are acquainted with the employee; it depends on the situation – most likely the attention focuses on the employee who stands near fitting rooms; or that the sales consultant looks open to communicate.

Furthermore, employees were asked to take on customer's perspective. They were asked if they would like to be approached in clothes stores. 70% said no and 30% enjoy the experience. The last question was also about ideal way of approaching customers. As Figure 8 shows that similarly to customer's survey, the respondents of employees' survey prefer that as a customer they have some time to look around, and if they are in the need for help or advising, the customer service specialist notices it.

Figure 8. Ideal way of approaching a customer. Source: Composed by the author based on the survey.



3.2. Discussion

The aim of the thesis was to research which approaching techniques are the most comfortable for Estonian customers in local Apranga and Põldma clothes shops. In addition, are the best ways of approaching already being used or could the customer experience be improved and made more convenient by using a different technique. This section involves a discussion of the received results of the research. The findings are supported by previously presented theoretical framework.

3.2.1. Verbal and nonverbal communication

The findings show that visitors of Apranga and Põldma stores appreciate verbal and nonverbal communication almost equally. 48 people of 60 respondents of customer survey stated that it is important that sales consultant greets them with just “Hello!”. However, 47 people of 60 stated that they appreciate when customer service specialist expresses the willingness of communication through nonverbal behavior. From the customer survey one could conclude that visitors prefer not to have deep rapport with sales consultant. Moreover, they prefer to make sure that the store staff noticed that he or she has entered to a shop and customer service attendants express the awareness with simple “Hello” and open body language (Figure 2). As Gatehouse (2014) stated

that people also perceive physical appearance and in customer service physical expression with body language have significant impression on visitors. Cardone (2012) supported Gatehouse (2014) and stated that the combination of verbal and nonverbal communication has the most positive impact on customers. However, 20% of respondents do not expect to be greeted at all. This implication gives information to Apranga and Pöldma to emphasize greeting habit among employees that every customer would expect to be welcomed while entering to a store (Figure 2).

3.2.2. Universal vs personalized approach

The main result from the survey part, where the answers were gathered to understand perceptions on approaching customers in Apranga and Pöldma clothes stores, was that people have the most positive attitude towards personalized approach.

In addition, as Palm (2017) said the universal approach where customer service specialist offers his or her help regardless of the client's need has negative influence on customers (Figures 3 & 5). However, when customers were asked specifically if they like to be approached by question "How could I help you?" 29 respondents answered that they have negative attitude towards the question and 21 people had positive opinion (Figure 5). **Therefore, one can conclude that people prefer to be approached with a personalized question or sentence rather than universal question "How could I help you?".** The theory of Tamm (2015) to create standardized approaching text to each organization is not supported by majority of customers. Cardone (2012, p 93) proposed that "You are in the business of people not products", therefore it was expected that people prefer personalized approach. Majority of customers claimed that they have an idea of a certain item to look before entering to a store, therefore, it is easier to approach with personalized question and help the customer purchase the wanted item (Figure 1).

3.2.3. Independency

According to Figure 1 the majority of stores' visitors already have an aim or understanding which item they would prefer to try or purchase which give first sign of customers' willingness to be independent. Since, most customers have an idea of a certain item to get acquainted with then they are not open to communicate in terms of additional sales (Figure 4). In order to establish independency over half of customers

prefer not to make eye-contact on their own initiative with sales consultant and would appreciate to look around the store individually and search for help if necessary.

However, the independency and moods of customers' make sales consultants' work more complicated. One opportunity is to approach by using mirroring which is supported by Gatehouse (2014) who claims that mirroring would help to be empathic with customer and fulfill his or her needs more efficiently.

The author of the research concluded from the customer survey that the store visitors do not have strong opinion about the approaching question itself, however, they have a firm notion about the approaching act (Figure 3). Visitors appreciate to look around in the store individually, but at the same time they expect to be monitored and advised when they give signs that the help or advice of the customer service employee is needed.

3.2.4. Likeability and essence of sales consultant

Tamm (2015), Cialdini (2012) and Gatehouse (2014) stated that customer service employees have to be likeable to customers in order to achieve efficient communication. When customers were asked to point out the most essential characteristics of a sales consultant the most popular answer was friendliness. The implication of the result gives an understanding that customers prefer that sales consultants advise them and not use sales psychology to increase sales. According to Kotchubei (2016) the need to sell is transparent to customers, therefore, it creates a communication barrier. Second most popular attribute was discreteness, which shows that customers want their needs to be taken into account during communication. Parvinen (2013) claimed that customers appreciate when they are listened to and for comfortable interaction empathy should be used. Empathy was also pointed out by customers. Visitors appreciate when sales consultants use empathy. For instance, if customer has stopped to look at one item and is not rising his or her head to get the sales consultant's attention then customers prefer the customer service specialist not to approach them. However, if the consultant approaches nevertheless, the customer finds it intimidating and it creates a barrier between two parties (Kotchubei, 2016). Moreover, approaching at the wrong time drives customers to think of the consultants as sales persons rather than advisors. Currently 30 people of 60 sees the consultant as

an advisor and 31 persons of 60 think that consultants' verbal and nonverbal behavior corresponds to that of sales persons'. The same number of people expanded the idea and claimed that consultants approach them with a wish to sell, not to help. Kotchubei (2016) agrees with respondents of the survey and explains that when a barrier rises then people are afraid of the sales pitch. We can see from Figure 3 that 22 people feel uncomfortable when they are approached by a consultant. The implication on the fact that visitors perceive sales consultants more as sales persons than advisors is a strategical question for Apranga and Pöldma on the topic of which image would they like to have in the eyes of their visitors. If they prefer to look as advisors then this should be a priority and leave sales as second priority. In addition, it reflects from the result that customer service attendants are rather trained as sales persons than advisors. Kotchubei (2016) states that companies with sales centric approaching techniques are setting revenue increasing as a first goal. However, if companies have also promised to offer the best customer service available then the balance between sales and advising of customers should be set as an approaching strategy.

3.2.5. Approaching from sales consultant's perspective

This section focuses on the survey of employees of Apranga and Pöldma. The main question was to research the need of client approaching rules and guidelines for consultants. **85% of the respondents found that guidelines are necessary.** Parvinen (2013) also encourages companies to create guidelines or rules for customer approach to adjust the approaching techniques according to target group, sales consultant's appearance and management board expectations. In addition, seven respondents said that approaching is complicated. In order to conquer the difficulties the employees would like managers to provide tips and guidelines on the topic of successful customer approach to support the employees. As Tamm (2015) claimed that for every client of Sell It OÜ they provide and test the ideal sales talk for sales consultants to present to customers. Therefore, for each store there is also a possibility to generate multiple approaching techniques according to client's appearance.

From Figure 6 one could conclude that there is one person who is not familiar with greeting process inside company. This result gives incentives to think that the input on training and education about approaching to customers from organization towards sales consultants is not enough. Table 1 states that greeting is one of the main

elements which lead to more efficient and comfortable approaching techniques. However, when a sales consultant is not aware of the greeting or approaching process then there is a risk to establish not pleasant customer relationships. In addition, eye-contact was the most popular technique to use to show to customers that sales consultant is open to communicate (Figure 7). The rapport should be initiated by sales consultant to validate that he or she is in the shop to advise and help.

The ideal way to approach to customers from sales consultants' perspective would be to monitor and approach to customer when he or she expresses the need for advice with physical and verbal behavior. The results of the employee survey also prove Cardone (2012) statement of the necessity to investigate visitor's behavior at first from distance and then approach to customer if the sales consultant has got an idea how he or she could benefit the customer.

3.3. Recommendations and limitations for future research

Research sample consisted of 60 customers and 20 employees of Apranga and Põldma clothes shops. In order to generalize the findings to larger public the sample size should be increased. Regarding the time limit, purpose, resources and human network the sample was enough to give an understanding of customers' and employees' perceptions on approaching techniques.

The researches were conducted by using quantitative research method. The survey for customers of Apranga and Põldma consisted of two multiple-choice questions, 19 questions which were answered using Likert scale and three open-ended questions. For future researches the author of the survey recommends using qualitative research method. Qualitative research method is recommended since the author of the research noticed that this topic is relevant to people, and customers of Apranga and Põldma would share more knowledge of their experience to improve the techniques of approaching customers.

In the employee survey triangulation was also implemented. In the questionnaire there were 12 multiple-choice questions and three open-ended questions. For further studies the author of the thesis advises to cooperate with case companies. Then it is possible to receive the most relevant responses from the people who work in the field. Alan (2011) stated that promoting a survey on social media has its threats since the

respondents of the survey might not be relevant enough to provide information for research conclusions.

CONCLUSION

The aim of the thesis was to research which approaching techniques are the most comfortable for Estonian customers in local Apranga and Põldma clothes shops. In addition, are the best ways of approaching already being used or could the customer experience be improved and made more convenient by using a different technique.

In order to have more knowledge of the customer approach techniques the author of the research read customer approach related chapters in following six books: Cialdini, R.B. 2001. *Mõjustamise psühholoogia. Teooria ja praktika*; Gatehouse, D. 2014. *Täiuslik müügi jõud*; Parvinen, P. 2013. *Müügipsühholoogia. Nii meile müüakse*; Tamm, T. 2015. *Must vöö müügis. Mõttele, tööle ja teeni nagu professional*; Kotchubei, A. 2016. *Müügi ja aktiivse teeninduse psühholoogia*; Cardone, G. 2012. *Müü ise või müüakse sulle: Kuidas saavutada enda elus ja äris juhtpositsiooni*. In literature review the focus relies on these six books. All sources are representing different aspects of sales psychology and methodology and contain a lot of relevant information regarding the study.

In order to collect information about customers' and employees' perceptions on customer approaching techniques two surveys were conducted and later analyzed. The most significant results of the study are presented in conclusion of the thesis.

Responses of the customer survey showed that people are not fond of sales consultants approaching them with an intention to help. However, when people were presented a statement that they like when a customer service specialist approaches with a sentence "How could I help you?", then responses show that ten people, who in the previous question stated that they are not fond of sales consultants approaching them by offering help, now agree that approaching with the universal question is acceptable. However, from the customer survey the continuous line was independency of customers. Therefore, **people prefer to look around individually and search for contact with sales consultant when they feel the need.**

Another finding from nonverbal communication perspective standing out from other responses was that **a lot of customers appreciate sales consultants showing with their physical appearance that they are open to communicate**. However, there were people who stated that they do not expect to be greeted when they enter the store. This fact gives an insight of the greeting culture in Apranga and Põldma clothes shops – to have missed to put emphasis on greeting.

Expected findings from personalized approach technique side were about personalized approach and independence of customers. **Majority of people prefer personalized approach to universal style**. Several respondents provided longer comments regarding approaching techniques. One respondent pointed out that nowadays people appreciate a personalized approach. They brought an example that ideal approaching technique would include a compliment on the chosen item or existing clothing. Independence of customers is second expected finding. Customer survey results reveal that the most common answer **when sales consultant approaches with the question “How could I help you?” is that they are just looking and prefer to do it independently**.

Furthermore, from employee survey an important finding for case companies was that the **employees were not sure if they have guidelines or rules or both for customer approaching**. Therefore, it gives reasons to believe that Apranga and Põldma are not putting emphasis on discussions and recommendations on approaching customers. However, from the customer survey the results show that verbal and nonverbal behaviour are monitored by customers and **employees also feel the need for guidelines or training**.

From employee survey findings one can conclude that approaching techniques differ by person and organization. In general, there are three types of sales consultants: those who use universal approaching question for every customer, ones who use personalized approaching techniques, and third group is deciding the approaching technique dependent on the situation and the customer. However, the third group could also be joined with the second group since they monitor the customer and choose a suitable technique dependent on the situation and appearance of the client.

The ideal customer approaching technique would be to greet the customer with simple “Hello!” when he or she enters to a store and express the willingness to communicate through body language. At the same time a sales consultant should keep in mind that a potential customer is in the store and monitor him or her. If a visitor gives signs, for instance, looking a sales consultant across the shop then customer service attendant should establish eye-contact and approach to customer. While selecting the approaching sentence or question mirroring should be used to become empathic with customer. The approaching question or sentence should be personalized, for example, giving a client a compliment about the product he or she is looking. If the visitor has received an answer to a question, then additional sales can be done if customer has the willingness to communicate on the topic. However, if the customer service attendant realizes that a visitor has no interest in other items in the store then it is respectful not to influence customer towards additional products.

In conclusion, visitor prefer not to be approached by the sales consultant if they are not in the need for advice or help. Customer expect that the customer service attendant monitors them and understands the willingness of a customer to communicate from distance, therefore, can choose the right time and approach to establish a pleasant customer experience. However, if visitors are approached, they prefer personalized approach over universal approach.

All the hypotheses were proved: customers do not like to be approached with the sentence “How could I help you?”, people prefer to approach sales consultants themselves and sales consultants need support from managers/organizations to improve approaching skills.

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APPENDIXES

Appendix 1. Survey Questionnaire for customers

Online link to survey available in Estonian:
https://docs.google.com/forms/d/1ZjwP3ujyeoPJP_SJJfsyN4z8hAKUsDJoQ7ZDbXTqk9U/edit

Hei! :)

Olen Estonian Business Schooli viimase aasta tudeng. Minu bakalaureusetöö uurib, kas hetkel Eesti APRANGA AS ja Põldmaa kaubanduse AS poodides kasutatakse kliendi jaoks kõige mugavamaid viise talle lähenemiseks ning abi pakkumiseks või leidub mõni parem moodus.

Mida soovin mina Sinult? Palun kirjuta oma hiljutisest kogemusest või leia aega, et külastada APRANGA AS või Põldmaa Kaubanduse AS kauplust. Küsitlusele vastamine võtab aega umbes 10 minutit.

APRANGA AS poed, mida võiksid külastada: ALDO, APRANGA, Bershka, Burberry, Emprorio Armani, HUGO BOSS, MANGO, MARELLA, Massimo Dutti, Orsay, Promod, Pull&Bear, S.Oliver, Stradivarius, Zara, Zara Home.

Põldmaa Kaubandus AS poed, mida võiksid külastada: Denim Dream, GUESS, Mustang, Premier, Calvin Klein, Camel Active, Lemongrass House, Molly Bracken, Tommy Hilfiger.

Pärast küsitluse täitmist palun vajuta "Submit" :) Aitäh, et võtsid aega ning andsid oma panuse!

1. Vanus
 - 18-25
 - 26-35

- 36-45
- 46+

2. Sugu

- Naine
- Mees

3. Millist poodi külastasid?

- Külastasin APRANGA AS poodi (ALDO, APRANGA, Bershka, Burberry, Emporio Armani, HUGO BOSS, MANGO, MARELLA, Massimo Dutti, Orsay, Promod, Pull&Bear, S.Oliver, Stradivarius, Zara, Zara Home)
- Külastasin Põldma Kaubanduse AS poodi (Denim Dream, GUESS, Mustang, Brooks Brothers, Calvin Klein, Camel Active, Lemongrass House, Molly Bracken, Tommy Hilfiger)

4. Kliendi eelistused tervitamisest, lähenemisest, lisa müügist ning müügikonsultandi olemusest.

	Üldse ei nõustu	Pigem ei nõustu	Ei oska öelda	Pigem nõustun	Nõustun täielikult
Külastan riidepoodi ainult kindla eesmärgiga	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Riidepoodi minnes tean, mida osta soovin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Riidepoodi sisenedes ootan, et mind tervitatakse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poodi sisenedes otsin ise klienditeenindajaga silmsidet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minu eelistus klienditeenindajaga kontakti loomises oleneb minu tujust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib, kui klienditeenindaja tervitab mind vaid verbaalse tervitusega "Tere"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib kui klienditeenindaja kehakeel näitab, et ta on avatud suhtlema	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mulle meeldib poes iseseisvalt ringi vaadata	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib kui klienditeenindaja tuleb küsima, kas vajan abi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib, kui klienditeenindaja tuleb mulle tootevalikut soovitama	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib, kui klienditeenindaja läheneb mulle kui olen jäänud toodet kauemaks silmitsema	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minul eelistus klienditeenindaja lähenemisest sõltub minu tujust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib, kui mulle lähenetakse küsimusega, "Kuidas/Kas saan Teid aidata?"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib, kui klienditeenindaja lähenemine mulle on personaalne	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mulle meeldib, kui mulle tehakse poes lisamüüki	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klienditeenindaja võrdub minu jaoks müügiinimesega	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klienditeenindaja võrdub minu jaoks nõuandjaga	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mul on eelarvamus, et klienteendindaja läheneb mulle eesmärgiga toode maha müüa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ma tunnen ebamugavust kui klienditeenindaja läheneb mulle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Milliseid tundeid tekitab Sinus, kui lähenetakse küsimusega "Kuidas saan Teid aidata?"?

6. Milline on sinu tavapärane vastuse küsimusele “Kuidas/Kas saan Teile abiks olla?”?
7. Milline on klienditeenindaja kõige olulisem omadus?
- ☐ Ausus
 - ☐ Meeldivus
 - ☐ Sõbralikkus
 - ☐ Hea väljanägemine
 - ☐ Viisakus
 - ☐ Taktitundelisus
 - ☐ Muu:
8. Milline oleks ideaalne viis Sinule lähenemiseks?

Appendix 2. Survey Questionnaire for employees

Online link to survey available in Estonian:
<https://docs.google.com/forms/d/1vPWt9corJnRQjA-obeT3AC0PZZWalbmJb4XyhHhAYxw/edit>

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Mida soovin mina Sinult? Palun jaga enda nägemust klientidele lähemisest vastavalt poele, kus töötad.

Küsitlusele vastamine võtab aega maksimaalselt 7 minutit.

Pärast küsitluse täitmist palun vajuta "Submit" :) Aitäh, et võtsid aega ning andsid oma panuse!

1. Millise firma kaupluses töötad?
- ☐ Apranga AS

- Põldma Kaubanduse AS
2. Palun kirjelda kliendi tervituse protsessi poes, kus töötad.
 3. Kas poes, kus töötad, kehtivad klientidele lähenemise reeglid või on valmistatud klientide tervitamiseks juhend?
 - Jah, on olemas juhend ja reeglid
 - Jah, on olemas juhend
 - Jah, on olemas reeglid
 - Ei
 4. Kas Sinu arust oleks vajalik klientidele lähenemise juhend või juhataja poolsed nõuanded klientidele lähenemiseks?
 - Jah
 - Ei
 5. Kuidas näitad kliendile, et oled avatud suhtlema?
 - Lihtsalt tervitan
 - Loon silmsideme
 - Kui olen näiteks kassa/voltimisaluse taga, siis väljun sealt
 - Tervitan ja noogutan
 - Jälgin oma kehakeelt (näiteks, et käed poleks risti)
 - Muu:
 6. Kas lähened kliendile alati küsimusega: "Kuidas saan Teid aidata?" Kui ei, siis millist küsimust kasutad?
 - Kasutan "Kuidas saan Teid aidata?"
 - Muu
 7. Kas eelistad igale kliendile läheneda personaalselt või eelistad kasutada universaalset küsimust kõikide klientide puhul?
 - Personaalne lähenemine
 - Universaalne küsimus
 - Oleneb olukorrast ja kliendist

- Oleneb minu tujust
- Muu:

8. Kas Sinu jaoks on keeruline kliendile läheneda?

- Jah
- Ei

9. Mis aitaks Sinu jaoks kliendile läheneda?

- Koolitused
- Reeglid kliendile lähenemiseks
- Kui koosolekutel räägitakse põhinipid üle ja tutvustatakse uusi võtteid
- Muu:

10. Kas Sinu jaoks on oluline klienti kuulata?

- Jah
- Ei

11. Kuidas suhtud klientide mõjutamisesse, kas kasutad ka ise mõjutamise strateegiat?

- Kasutan ning teen seda parema müügitulemuse nimel
- Kasutan, kuna usun, et tean hästi, mis kliendile sobib
- Ei kasuta, kuna see on minu jaoks ebamugav
- Ei kasuta, kuna ei taha kliendile enda arvamust peale suruda
- Muu:

12. Kas oled märganud, poes kus töötad, et ühele klienditeenindajale lähenetakse tunduvalt rohkem kui teisele?

- Jah
- Ei

13. Kui vastasid eelmisele küsimusele jah, siis miks Sinu arvates sellele töötajale kõige _____ rohkem _____ lähenetakse?

14. Kui külastad ise riidepoode, siis kas Sulle meeldib, kui klienditeenindaja läheneb Sulle?

- Jah
- Ei

15. Milline oleks ideaalne viis Sinule lähenemiseks?

Appendix 3. E-mail for Apranga and Põldma

Tere,

Olen Estonian Business Schooli viimase aasta tudeng. Minu bakalaureusetöö uurib, kas hetkel Eesti APRANGA AS ja Põldma kaubanduse AS poodides kasutatakse kliendi jaoks kõige mugavamaid viise talle lähenemiseks ning abi pakkumiseks või leidub mõni parem moodus.

Uurin kliendile lähenemise seisukohti ka klienditeenidaja vaatenurgast ning olen selleks koostanud vastava küsimustiku. Oleksin väga tänulik, kui saaksite seda enda klienditeenidajate seas levitada.

Usun, et küsimustikule vastamine oleks win-win situatsioon, kuna mina saaksin adekvaatseid vastuseid oma lõputöö tarbeks ning Teie minu lõputöö valmimisel vajalikku informatsiooni.

Palun andke oma vastusest teada hiljemalt 15.04, kas olete nõus minu küsimustikku jagama, siis tean, kas vastuseid oodata või mitte.

Küsimustiku leiab siit: <https://docs.google.com/forms/d/1vPWt9corJnRQjA-obeT3AC0PZZWalbmJb4XyhHhAYxw/edit#responses>

Tervitades,

Merilin Punder