

UNIVERZITET U BEOGRADU FAKULTET ORGANIZACIONIH NAUKA

Nastavno-naučnom veću

Predmet: Podobnost teme i kandidata Dragoljuba Simonovića za izradu doktorske disertacije.

Odlukom 05-01 6p. 3/80-11 od 01. 06. 2022. godine, imenovani smo za članove Komisije za ocenu podobnosti teme i kandidata Dragoljuba Simonovića za izradu doktorske disertacije i naučne zasnovanosti teme „**UNAPREĐENJE PROCESA DIREKTNE PRODAJE PRIMENOM MODELA I METODA OPERACIONIH ISTRAŽIVANJA**“

Na osnovu materijala priloženog uz Zahtev kandidata, Komisija podnosi sledeći

R E F E R A T

1. PODACI O KANDIDATU

1.1. Biografski podaci

Dragoljub Simonović je rođen 28.12.1951. godine u Beogradu. Osnovnu školu „Jovan Jovanović Zmaj” je završio u Beogradu sa odličnim uspehom, kao i Prvu beogradsku gimnaziju. Višu školu za organizaciju rada završio je 1975. godine u Novom Sadu. Fakultet za poslovne studije Megatrend Univerziteta završio je 2001. godine u Beogradu. Master akademske studije je završio 2010. godine (studijski program Menadžment, studijska grupa Menadžment ljudskih resursa) na Fakultetu organizacionih nauka sa prosečnom ocenom 8,71.

Na doktorske studije Fakulteta organizacionih nauka (studijski program Informacioni sistemi i menadžment, studijska grupa Kvantitativni menadžment) upisao se 2012 godine. Položio je sve ispite sa prosečnom ocenom 10,00. Proveo je godinu dana na usavršavanju na Moskovskom državnom univerzitetu Lomonosov. Takođe, usavršavao se na raznim specijalističkim kursovima u zemlji i inostranstvu. Držao je gostujuća predavanja iz oblasti finansijske forenzike na Visokoj školi strukovnih studija u Arandelovcu i iz oblasti menadžmenta porodičnih preduzeća na Beogradskoj strukovnoj školi – Visokoj školi strukovnih studija. Ima veliko iskustvo u domaćoj i međunarodnoj trgovini. Realizovao je veći broj projekata u oblasti građevinarstva i distribucije robe široke potrošnje. Pridruženi je član Udruženja sertifikovanih istražitelja prevara (Association of Certified Fraud Examiners – ACFA). Govori engleski, ruski, bugarski i makedonski jezik.

Dragoljub Simonović je radno iskustvo počeo da stiče 1974. godine u „Kartonažnoj tovarni Tuba” u Ljubljani 1974. godine, kao predstavnik Srbije na poslovima spoljne i unutrašnje trgovine. Od 1975. godine radi u „Fabriki lekova Zdravlje” u predstavništvu Beograd. U periodu od 1976-1989 godine radio je u preduzeću “Yugoslavia Commerce”, Beograd, kao direktor sektora “Industry Trade”. U septembru 1985. godine od Privredne komore Srbije stekao je uverenje o položenom stručnom ispitu za rad na spoljnotrgovinskim poslovima. Od 1990. godine vlasnik je privatne kompanije “AFSI International Business Group” sa rezidentnim ispostavama na Balkanu, Bliskom istoku, Rusiji i Americi. U Srbiji su

aktivna četiri preduzeća iz oblasti trgovine, proizvodnje i građevinarstva. Rukovodio je realizacijom više poslovnih projekata od kojih se izdvajaju „Projektovanje i implementacija proizvodnih pogona za proizvodnju praškastih i tečnih deterdženata i proizvodnju čvrstih kvalitetnih sapuna” i „Razvoj sopstvenih brendova i organizovanje proizvodnje malih kućnih aparata u N.R. Kini za tržište Evrope” u okviru poslovne grupe “AFSI Interanational Business Group” od 2002. godine.

1.2. Stečeno naučnoistraživačko iskustvo

U nastavku će biti predstavljene naučnoistraživačke aktivnosti kandidata. One se odnose na prikaz položenih ispita i objavljene radove u časopisima i na konferencijama.

Sledi prikaz položenih predmeta na doktorskim studijama sa ocenama i ESPB bodovima:

<i>Naziv predmeta</i>	<i>Ocena</i>	<i>Broj EPSB</i>
Vremenska serija i fraktali – odabrana poglavlja	10	10
Marketing informacioni sistemi	10	10
Metodologija naučno-istraživačkog rada	10	10
Nauka o menadžmentu	10	10
Novi trendovi u operacionim istraživanjima	10	10
Odlučivanje – odabrana poglavlja	10	10
Organizacione mreže i alijanse	10	10
Sistem menadžmenta životnom sredinom	10	10
Statistika u menadžmentu	10	10

Dragoljub Simonović je 15. jula 2022. godine odbranio pristupni rad pod nazivom: „UNAPREĐENJE PROCESA DIREKTNE PRODAJE PRIMENOM MODELA I METODA OPERACIONIH ISTRAŽIVANJA“.

1.3. Spisak radova

Tokom studija, Dragoljub Simonović je objavio više radova u zemlji i inostranstvu i učestvovao na više međunarodnih i domaćih skupova i konferencija.

Radovi u međunarodnim časopisima (M20)

Matejić, T., Knežević, S., Arsić, Bogojević, B., Obradović, T., Milojević, S., Adamović, M., Mitrović, A., Milašinović, M., Simonović, D., Milošević, G., Špiller, M. (2022). Assessing the Impact of the COVID-19 Crisis on Hotel Industry Bankruptcy Risk through Novel Forecasting Models. *Sustainability*, 14, 4680. <https://doi.org/10.3390/su14084680> (M22)

Radovi u zbornicima međunarodnih skupova štampanih u celini (M33)

Simonović, D. (2019), Business decisions and the relationship with family business performance, Education and Social Sciences Conference Business and Economics Conference Rome, Italy 17 September 2019, IAI Academic Conference Proceedings, ISSN 2671-3179, pp. 21–29.

Spasić, B. & Simonović, D. (2019), Using the DEA Method in Determining the Efficiency of Meat Processing Companies in Serbia, 9th International Conference “Economics and Management – Based on

New Technologies” EMoNT-2019, Vrnjačka Banja, Serbia 23–26 June 2019, Proceedings, ISBN-13 978-86-6075-067-1. 241-249. SaTCIP (Scientific and Technical Center for Intellectual Property Ltd.).

Simonović, D., Knežević, S. & Popović, M. (2019), Improvement of direct sales by application of operational research methods. XLVI International Symposium on Operational Research, SYM-OP-IS 2019, Kladovo, 15–18. September, 2019, Conference Proceedings, Editori: Vidović, M., Vukadinović, K., Popović, D., ISBN: 978-86-7680-363-7, pp. 471–476. Fakultet organizacionih nauka.

Milenković, D., Jovanović Milenković, M., Simonović, D. (2016), Reshpanig the Future of Business Process Manaagement Through Sustainable Content Management System XV International Simposium of Organizational Sciences – SymOrg 2016, Zlatibor, 10-13 juna, Fakultet organizacionih nauka, ISBN: 978-86-7680-326-2, pp. 279-284.

Milenković, D., Jovanović Milenković, M., Simonović, D. (2016), Sinergija upravljanja dokumentima u upravljanju poslovnim procesima, SYM-OP-IS 2016, ISBN: 978-86-335-0535-2.

Dunčević, I., Simonović, D., Jovanović Milenković, M. (2015). Primena SERVQUAL metode u elektronskom zdravstvu, XLII Internacionalni simpozijum o operacionim istraivanjima, SYM-OP-IS 2015, Srebrno jezero, str. 395-398, elektronsko izdanje.

Milenković, D., Simonović, D., Jovanović Milenković M. (2015), Sistemi za upravljanje dokumentacijom u velikim poslovnim organizacijama, XLII Internacionalni simpozijum o operacioni istraživanjima, SYM-OP-IS 2015, Srebrno jezero, pp. 182-185, elektronsko izdanje.

Saopštenja u zbornicima međunarodnih skupova štampanih u izvodu (M34)

Srebro, B., Simonović, D. (2019), Strategic management in the function of tourism development, Education and Social Sciences Conference “Business and Economics Conference” Corvinus University, Budapest, Hungary, 26 November 2019, IAI Academic Conference Proceedings, IAI ISSN: 2671-3179, p 6.

Simonović, D. (2019), Fraud prevention and internal control in comanies, Education and Social Sciences Conference “Business and Economics Conference”, Budapest, Hungary, 26 November 2019, IAI Academic Conference Proceedings, IAI ISSN: 2671-3179, p. 45.

Knjige

Simonović, D., Joksić, J. i Travica, J. (2019), Menadžment porodičnih preduzeća, Visoka škola strukovnih studija, Aranđelovac.

Simonović, D. (2022), Menadžment performansi porodičnih preduzeća, Akademija strukovnih studija Šumadija, Odsek Aranđelovac.

Simonović, D. (2021). “Uticaj prevarnih radnji na mala porodična preduzeća i interna kontrola”, u: grupa autora, Forenzičko računovodstvo, istražne radnje, ljudski faktor i primenjeni alati, Fakultet organizacionih nauka, str. 160-175.

Grgur, A., Mihajlović, Đ., Simonović, D., Radović, I.M., Petrović, V., Radulović, N. (2022), “Prevare i forenzičko računovodstvo u digitalnom okruženju”, u: Prevareno finansijsko izveštavanje: studije slučaja i istrage, Preduzeće za reviziju, računovodstvene, finansijske i konsalting usluge „Moody's Standards“, Beograd, str. 405-414.

2. OCENA PODOBNOSTI KANDIDATA ZA RAD NA PREDLOŽENOJ TEMI

Na osnovu pokazanih rezultata dosadašnjeg obrazovanja, naučno-istraživačkog rada i profesionalnog iskustva, zaključujemo da je kandidat Dragoljub Simonović kvalifikovan da samostalno radi na predloženoj temi doktorske disertacije i načini doprinose u toj oblasti.

Predložena tema disertacije je izmenjena radi usklađivanja sa problematikom u pristupnom radu koji je uspešno odbranjen. Modifikovani naziv je „**UNAPREĐENJE PROCESA PRIPREME I REALIZACIJE LIČNE PRODAJE PRIMENOM MODELA I METODA OPERACIONIH ISTRAŽIVANJA**“. Tema disertacije odgovara istraživačkom radu koji je kandidat prikazao tokom doktorskih studija.

Konačno, kandidat ima ima eksplicitno iskustvo u oblasti lične prodaje i poznavanju procesa direktne prodaje, te stoga iz praktičnog iskustva može dodatno doprineti istraživačkom radu.

2. PROBLEM, PREDMET I CILJ ISTRAŽIVANJA

Predmet istraživanja ovog rada je da ispita mogućnosti primene Analize obavljanja podataka (*Data Envelopment Analysis* – DEA) za ocenu uspešnosti i rangiranje prodajnog osoblja i za komparativnu analizu, kako **prodajnih centara, tako i grupa proizvođača**, kao i nespecifične primene RFM metode u pripremi realizacije ovog procesa. DEA, kao metoda matematičkog programiranja koja se veoma uspešno može primeniti za procenu relativne efikasnosti i komparativnu analizu entiteta (*Decision Making Units* – DMU) koji posluju na sličan način koristeći iste vrste raznorodnih ulaza za proizvodnju istih vrsta raznorodnih izlaza. Analiza obavljanja podataka se razvija i vrlo uspešno primenjuje na realne sisteme u poslednje tri decenije. Pri merenju efikasnosti pomoću DEA metodologije jedinice u posmatranom skupu se upoređuju međusobno i nije neophodno *a priori* odrediti funkciju koja ulaze pretvara u izlaze, kao kod ekonometrijskih parametarskih metoda. Takođe, moguće je u analizu uključiti više ulaza i više izlaza sa različitim mernim jedinicama, pri čemu nije neophodno odrediti važnost ulaza i izlaza unapred, niti skalirati njihove vrednosti.

Savremeno turbulentno poslovno okruženje koje karakterišu dinamične konkurentske aktivnosti i promene u potrebama i zahtevima kupaca, unose promene u poslovanje organizacija koje se bave direktnom prodajom. Novi razvoji i trendovi u prodaji i upravljanju prodajom stvaraju zahteve i mogućnosti koje zahtevaju prilagođavanje i nove pristupe kako prodajnih organizacija tako i akademskih istraživača. Kao posledica ovih promena, javlja se potreba za kontinuiranim enjem lične prodaje u cilju poboljšanja tržišne pozicije i ostvarenja dugoročnih odnosa sa kupcima. Adekvatno planirane i implementirane strategije lične prodaje, stoga, postaju pretpostavka postizanja željenih efekata i ostvarenja željenih prodajnih rezultata.

Razvoj adekvatnih veština i znanja zaposlenih koji se bave direktnom prodajom nameće se kao poslovni imperativ, uzевši u obzir da osposobljavanje prodajnog osoblja predstavlja jedan od glavnih elemenata u procesu kreiranja konkurentske prednosti organizacija. Iz tog razloga je došlo do intenziviranja ulaganja u različite programe osposobljavanja prodajnog osoblja, odnosno njihovu edukaciju i obučavanje tokom poslednje decenije. Analiza informacija bi trebalo da se fokusira na identifikaciju prodajnih sposobnosti koje su artikulisane od strane prodavaca i menadžera prodaje, a ključne su za uspeh prodaje.

U svrhu uspostavljanja i održavanja dugoročno profitabilnih odnosa sa ciljnim kupcima, konvencionalni pristup prodaji koji više ne daje željene rezultate je zamenjen savremenim konceptom direktne prodaje. Povećana kompleksnost zahteva kupaca zahteva brzo prilagođavanje prodajnog osoblja i sprovođenje adekvatnih promotivnih aktivnosti kao podrške prodaji. U cilju realizacije boljih prodajnih rezultata u

segmentu prodaje robe široke potrošnje, neophodno je edukovanje i obučavanje prodajnog osoblja u svrhu usvajanja adekvatnih komunikacijskih i prodajnih veština. Prodajno osoblje se u tom smislu mora osposobiti da pruži podršku kupcima da identifikuju potrebe, prikupe sve potrebne informacije i donesu odluku o kupovini proizvoda koji na najbolji način zadovoljavaju njihove potrebe. Prodajno osoblje se tada transformiše od pasivnih učesnika u kupoprodajnim transakcijama do profesionalaca u oblasti direktne prodaje koji poseduju kredibilitet, integritet i pouzdanost u odnosu sa kupcima i postaju izvor konkurentske prednosti organizacija na tržištu. Pored toga, promotivne aktivnosti integrisane sa direktnom prodajom omogućavaju transformaciju konvencionalnog prodajnog pristupa u prodajni pristup orijentisan na kupce koji omogućava realizaciju postavljenih prodajnih ciljeva i ostvarenje dugoročnih odnosa sa kupcima na najefikasniji način.

Razvoj adekvatnih veština i znanja zaposlenih koji se bave direktnom prodajom nameće se kao poslovni imperativ, uzevši u obzir da osposobljavanje prodajnog osoblja predstavlja jedan od glavnih elemenata u procesu kreiranja konkurentske prednosti organizacija. Iz tog razloga ulaganja u različite programe osposobljavanja prodajnog osoblja, odnosno njihovu edukaciju i obučavanje, pojačala su se tokom poslednje decenije.

U svrhu uspostavljanja i održavanja dugoročno profitabilnih odnosa sa ciljnim kupcima, konvencionalni pristup prodaji koji više ne daje željene rezultate zamenjen je savremenim konceptom direktne prodaje. Prodajno osoblje se u tom smislu transformiše od pasivnih učesnika u kupoprodajnim transakcijama do profesionalaca u oblasti direktne prodaje koji poseduju kredibilitet, integritet i pouzdanost u odnosu sa kupcima i postaju izvor konkurentske prednosti organizacija na tržištu.

Sprovođenjem različitih promotivnih aktivnosti, organizacije uspevaju da privuku pažnju i informišu svoje ciljane kupce, motivišu ih da kupe proizvode koje ta organizacija prodaje i kreiraju dugoročne pozitivne odnose. Iz toga sledi da se promotivnim aktivnostima, kao podršci direktnoj prodaji, može postići direktniji i efektivniji uticaj na kupce. Sprovođenjem adekvatnih promotivnih programa, omogućava se efikasnije prihvatanje promotivnih poruka i podsticanje kupaca da reaguju na željeni način. U tom smislu, promotivni programi moraju biti bazirani na poznavanju ciljnih kupaca i njihovih karakteristika, radi utvrđivanja i razumevanja uticaja, odnosno efekata koje različiti promotivni i prodajni programi imaju na pojedinačne ciljne grupe. U tom kontekstu, neophodno je generisanje baze kupaca koja će sadržati sve relevantne podatke i koja će omogućiti proširivanje razumevanja potreba i očekivanja kupaca.

Segmentacijom baze kupaca mogu se izdvojiti ključni segmenti prema kojima će biti usmereni posebni prodajni i promotivni naponi prodajnog osoblja. Naročito je bitno izdvajanje profitabilnih i neprofitabilnih kupaca i usmeravanje napora prema onima koji obezbeđuju organizaciji ostvarenje dugoročnih prodajnih rezultata. Segmentacija baze kupaca se može vršiti putem različitih metoda, od kojih je najpoznatiji RFM metod (*recency, frequency, monetary analysis*) po kome se kupci vrednuju prema tri kriterijuma: skorašnjosti kupovine, učestalosti kupovine i prosečne vrednosti kupovine. Oni koji češće obavljaju kupovine i aktivni su u trenutku analize i čije kupovine imaju višu vrednost profitabilniji su za organizaciju i dostupne resurse bi trebalo uložiti u razvoj dugoročnih odnosa sa njima. Takođe, pored izdvajanja profitabilnih kupaca, za organizacije koje poseduju obiman asortiman proizvoda bitno je da izdvoje proizvode koji su posebno perspektivni za ostvarenje prodajnih rezultata i da definišu aktivnosti unapređenja prodaje koje će sprovoditi u tom cilju.

Ukoliko organizacija ne pristupi pažljivom određivanju ciljnih kupaca i odabiru adekvatnih strategija prodaje i osposobljavanja prodajnog osoblja, rezultati u oblasti prodaje će izostati. Neophodno je da se prevaziđu proste transakcije i ostvari upravljanje kompleksnijim odnosima sa kupcima, a upravo osnovu za njihov razvoj čini razvijen sistem direktne prodaje. Integracija ključnih aktivnosti prodaje i promocije uz njihovo prilagođavanje specifičnim zahtevima kupaca predstavlja bazu za razvijanje dugoročnih odnosa sa kupcima.

Prilikom planiranja prodaje, konvencionalne ili direktne, određivanje asortimana predstavlja ključni segment koji se u praksi često obavlja samo na osnovu iskustva donosioca odluke bez primene ikakvog

optimizacionog pristupa. Za razliku od prakse, akademska literatura obiluje radovima koji se bave optimizacijom ovog problema izdvojeno ili integrisano sa problemom optimizacije zaliha i cena sa problemom alokacije proizvoda na prodajnim mestima itd. Međutim, sva ova istraživanja podrazumevaju konvencionalni pristup prodaji i ne mogu se primeniti u slučaju direktne prodaje jer ne razmatraju specifičnosti ovog pristupa. Poslednjih godina se razvijaju pristupi u kojima se optimizacija asortimana primenjuje u direktnoj prodaji putem interneta. Zajedničko za ove pristupe je da podrazumevaju *make-to-order* proizvodnju što je u suprotnosti sa načinom lične prodaje koji je u središtu pažnje u ovom radu: proizvod već postoji i agent ga nudi u direktnom, ličnom kontaktu sa kupcem.

Merenje uticaja marketinga na performanse preduzeća je složeno pitanje. U najmanju ruku, to bar zahteva pouzdane agregatne tržišne informacije iz eksternih izvora, kao i podatke o stavovima izvučene iz anketa. Pored toga, potrebne su složene statističke analize, kao i pretpostavke o budućnosti da bi se proizvele procene vrednosti kupaca ili profitabilnosti segmenta. Očekuje se da će pretpostavke o budućnosti kako preduzeća mere generisanje vrednosti ili iskoristiti svoj potencijal, postati sastavni, iako nezakonski deo, interne i eksterne analize preduzeća.

Kako tržišta u razvoju nastavljaju da rastu, istraživanje o ličnoj prodaji i upravljanju prodajom u ovim okruženjima dolazi do izražaja. Na mnogim tržištima lična prodaja je kritična komponenta marketinškog uspeha. Lična prodaja je direktna komunikacija od osobe do osobe (ili licem u lice ili putem telefona) od prodavca do kupca, radi izvršenja prodaje. Vrlo malo je napisano o ličnoj prodaji iz perspektive orijentisane na kupca, a i na prodajno osoblje, nezavisno od velikih promena koje je karakterišu. Verovatno najdramatičniji uticaj na ličnu prodaju i upravljanje prodajom danas imaju tehnološke inovacije, posebno u telekomunikacijama. Tri glavne tehnološke sile koje utiču direktno na ličnu prodaju i upravljanje prodajom su: automatizacija prodajnih snaga, virtualne prodajne kancelarije i elektronski kanali prodaje.

Za efikasno upravljanje ličnom prodajom su bitne relevantne i ažurne informacije. Ukratko, situacija je uglavnom takva da su samo prilično ograničene informacije rutinski tražene od prodajnog osoblja, i veliki deo ovih informacija se dalje ne saopštavaju unutar organizacija. Prikupljanje informacija se generalno sprovodi prilično neformalno, sa malo podsticaja. Potencijalno korisni izvori informacija nisu posmatrani kao posebno važni, sa efektom da većina preduzeća očigledno propušta značajne prilike da stekne konkurentsku prednost ili poboljša proces strateškog planiranja. Stoga, za unapređenje lične prodaje, potrebno je uložiti dodatne napore u podizanju svesti kod menadžmenta o značaju koji informacije u segmentu lične prodaje mogu imati u unapređenju prodajnih performansi.

Proučavanje dostupne akademske literature je rezultiralo uvidom u brojne radove u kojima je DEA primenjena za ocenu prodajnih jedinica. U ovom radu biće razmatrana lična prodaja organizacije koja prodaje robu široke potrošnje preko svojih agenata na teritoriji jedne države. Organizacija raspolaže sa sopstvenim voznim parkom koji sadrži nekoliko tipova vozila različite nosivosti i različitih karakteristika koja treba da pravovremenu prevezu robu na osnovu zahteva agenata prodaje do različitih prodajnih centara.

Cilj istraživanja predstavlja razvoj modela unapređenja procesa pripreme i realizacije lične prodaje koji bi omogućio razvoj dugoročnih odnosa sa kupcima u segmentu prodaje robe široke potrošnje. Cilj predstavlja i definisanje mogućnosti unapređenja prodajnih rezultata sprovođenjem adekvatnih promotivnih aktivnosti kao podrške prodajnoj komunikaciji osoblja koja se bavi ličnom prodajom. Implementacijom predloženih načina unapređenja prakse lične prodaje i podizanjem istih na viši nivo, posledično će imati kao ishod i poboljšanje rezultata postignutih ličnom prodajom i razvoj dugoročnih odnosa sa kupcima.

Naučni cilj istraživanja je definisanje novog modela za unapređenje procesa pripreme i realizacije lične prodaje primenom raznih modela operacionih istraživanja. Osim toga, u radu će biti predstavljen prikaz i

analizirani postojeći modeli lične prodaje. Akcenat će biti na utvrđivanju ključnih obeležja ovih modela i sagledavanju mogućnosti za njihovo unapređenje. Doprinos ovog rada će se biti vidljiv i u polju definisanja metodološkog koncepta koji će omogućiti unapređenje prodaje. Novi pristup će biti testiran u okviru doktorske disertacije. Kao jedan od naučnih ciljeva, ovaj pristupni rad ima i pružanje teorijske osnove za razvoj modela pripreme i realizacije lične prodaje u funkciji razvoja dugoročnih odnosa sa kupcima, kroz njegovo prilagođavanje zahtevima ciljnih kupaca. Cilj je da postave osnove modela unapređenja pripreme i realizacije procesa lične prodaje baziranog na primeni metoda operacionih istraživanja. Ovaj model će sadržati sve elemente neophodne za unapređenje prodajnih rezultata i ostvarenje dugoročnih odnosa sa kupcima.

4. POČETNA LISTA BIBLIOGRAFSKIH IZVORA KOJA ĆE BITI KORIŠĆENA U IZRADI DOKTORSKE DISERTACIJE

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5. HIPOTEZE I ZADACI U ISTRAŽIVANJU

Opšta hipoteza koja će biti testirana u radu glasi:

H0: Primenom metoda operacionih istraživanja moguće je razviti model unapređenja procesa pripreme i realizacije lične prodaje.

Posebne hipoteze glase:

H1: Unapređenjem prodajnih i komunikacijskih veština osoblja u ličnoj prodaji postižu se dugoročni odnosi sa ciljnim kupcima.

H2: Sprovedenjem promotivnih aktivnosti u vidu podrške ličnoj prodaji mogu se postići bolji prodajni rezultati.

H3: Optimizacijom plana prodajnog asortimana moguće je unaprediti poslovanje zasnovano na pristupu lične prodaje.

H4: Pomoću Analize obavljanja podataka (DEA metoda) moguće je izvršiti uspešno rangiranje i komparativnu analizu efikasnosti kako prodajnog osoblja, tako i prodajnih centara, tako i grupa proizvoda.

6. NAUČNE METODE ISTRAŽIVANJA

Da bi se uspešno realizovala ideja istraživanja i potvrdile postavljene hipoteze, od osnovnih metoda istraživanja, koristiće se:

- Analiza literature iz posmatrane oblasti;
- Komparativna analiza rezultata istraživanja u ovoj oblasti;
- Prikupljanje podataka;
- Metoda analize podataka;
- Metode indukcije i dedukcije;
- Metode analize i sinteze;
- Metode konkretizacije i generalizacije;
- Metoda modelovanja.

Biće primenjena metodologija koja omogućava kombinovanje RFM i DEA metoda. U ovom radu će se vršiti netipična primena RFM analize, radi razvoja višekriterijumskog RFM modela.

Ove metode će biti primenjene kako bi se formulisala teorijska osnova bazirana na rezultatima dosadašnjeg naučno-istraživačkog rada u predmetnoj oblasti.

7. OČEKIVANI DOPRINOSI ISTRAŽIVAČKOG RADA

U **naučnom smislu**, osnovni doprinos ovog rada biće detaljan pregled proučavane oblasti unapređenja procesa pripreme lične prodaje za uspešnije upravljanje ličnom prodajom. Pored toga, u radu će biti analizirani dostupni modeli unapređenja lične prodaje i ukazaće se na mogućnosti da se oni unaprede, kako bi se poboljšale prodajne performanse trgovinskih organizacija u segmentu robe široke potrošnje. Doprinos ovog rada će se ogledati u koncipiranju predloženog metodološkog koncepta koji će omogućiti integrisanu primenu RFM metode za segmentaciju agenata prodaje, a nakon toga integrisanje dobijenih rezultata u primenu DEA metode za unapređenje procesa lične prodaje. Novi pristup će biti testiran u okviru doktorske disertacije.

Očekivani **naučni doprinosi** rezultata planiranog istraživanja biće vidljivi na sledeći način:

- razvijeni model će rezultovati poboljšanjem prodajnih performansi kompanija koje se bave prodajom robe široke potrošnje.
- sistematizacija saznanja do kojih će se doći primenom novog pristupa.

U **stručnom smislu**, ovaj rad će omogućiti trgovinskim kompanijama da sagledaju važnost primene adekvatnih modela u upravljanju prodajom čija će primena dovesti do ostvarivanja konkurentskih prednosti i budu snažna podrška održivom poslovanju.

Društveni cilj ovog istraživanja ogleda se kroz sledeće moguće implikacije kao rezultate planiranog

istraživanja:

- unapređenje prodajnih rezultata u kompanijama koje se bave prodajom robe široke potrošnje;
- ostvarenje dugoročnih odnosa sa kupcima;
- poboljšanje kompanijskih performansi, te pozitivan uticaj na održivo poslovanje;
- optimizacija procesa lične prodaje;
- funkcionalni pristup korisnika modela koji je razvijen.

Rezultati istraživanja koji nastanu u okviru ovog pristupnog rada i doktorskoj disertaciji biće saopšteni na naučnim i stručnim skupovima u zemlji i inostranstvu i objavljeni u časopisima međunarodnog značaja.

8. PLAN ISTRAŽIVANJA I STRUKTURA RADA

Plan istraživanja

Okviran predlog aktivnosti dokorskog istraživanja:

Istraživanje će biti sprovedeno u nekoliko faza:

- Sagledavanje i analiza postojećih rezultata istraživanja (komparativni pristup);
- Razvoj modela;
- Primena modela;
- Izvođenje zaključaka.

Plan istraživanja

Istraživanje će biti sprovedeno u nekoliko faza:

- Faza prikupljanja i pregleda dostupne literature iz oblasti unapređenja procesa pripreme lične prodaje za uspešnije upravljanje ličnom prodajom.
- Faza analize, komparacije i sinteze znanja stečenog na osnovu dostupne literature i kritički osvrt na dosadašnje rezultate u datoj oblasti.
- Odabir metoda za unapređenje procesa pripreme i realizacije lične prodaje.
- Faza primene RFM metoda za unapređenje procesa pripreme prodaje.
- Faza primene DEA metoda za unapređenje procesa relizacije lične prodaje.
- Testiranje i implementacija razvijene metodologije i modela.
- Faza zaključivanja.
- Faza pisanja rada.

Struktura istraživanja

Pregled oblasti koje se predviđaju da budu obuhvaćene istraživanjem i disertacijom:

- Uvod u kojem je dato obrazloženje teme i kratak pregled po ključnim poglavljima rada.
- Pregled literature o direktnoj prodaji u sektoru robe široke potrošnje.
- Pregled literature o promotivnim aktivnostima u prodajnom okruženju.
- Pregled literature o modelima unapređenja lične prodaje u sektoru robe široke potrošnje.
- Pregled literature o konceptima koji se odnose na svrsishodnost primene RFM i DEA metoda u unapređenju procesa pripreme i realizacije lične prodaje.
- Empirijsko istraživanje o modelima unapređenja lične prodaje u sektoru robe široke potrošnje.
- Diskusija rezultata dobijenih pregledom literature i empirijskim istraživanjem iz ugla postavljenih hipoteza.

- Predlog modela unapređenja procesa pripreme i realizacije lične prodaje koji bi omogućio razvoj dugoročnih odnosa sa kupcima u segmentu prodaje robe široke potrošnje.
- Zaključak.
- Pregled korišćene literature.

9. ZAKLJUČAK I PREDLOG

Uvidom u profesionalne, akademske i istraživačke kvalifikacije i kompetencije kandidata Dragoljuba Simonovića, potpisani članovi Komisije su mišljenja da ovaj kandidat ispunjava sve preduslove za rad na predloženoj temi doktorske disertacije. Članovi Komisije su takođe mišljenja da su predloženi ciljevi, hipoteze, metode, plan i struktura dokorskog istraživanja konzistentni s prethodno definisanim predmetom i problemom dokorskog istraživanja, te da potpuno logično slede nalaze pristupnog rada koji je kandidat Dragoljub Simonović odbranio pred ovom Komisijom 15. jula 2022. godine.

Članovi Komisije su saglasni u stavu da se kandidatu Dragoljubu Simonoviću odobri izrada doktorske disertacije pod modifikovanim nazivom „**UNAPREĐENJE PROCESA PRIPREME I REALIZACIJE LIČNE PRODAJE PRIMENOM MODELA I METODA OPERACIONIH ISTRAŽIVANJA**“

Uža naučna oblast teme je: Operaciona istraživanja.

Za mentora se predlaže: prof. dr Milan Martić

Prof. dr Milan Martić ispunjava sve uslove akreditacionih pravila visokoškolskih ustanova i dopunske kriterijume. Radovi koje je mentor objavio u poslednjih deset godina, a koji su u vezi s naučnom oblašću disertacije, priloženi su uz ovaj referat.

U Beogradu, 29.08.2022.

MENTOR

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