

DEVELOPMENT OF A THEORETICAL FRAMEWORK ON THE TREND TOWARDS HEALTHY EATING AND SALES MANAGEMENT FOR FUTURE SCIENTIFIC RESEARCH

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Received: 14 March 2020 Revised and Accepted: 8 July 2020

ABSTRACT: There is no doubt that there is a trend towards healthy eating, which must be recognized by every company, and specifically by its sales administration area, in order to plan, organize, direct and control activities that allow it to take full advantage of this trend and be able to lead the market, especially those that carry out activities in eco-fairs. This research sought to develop a fair theoretical framework that would allow the future creation of instruments to measure the recognition of the trend towards healthy eating and sales administration in ecoferias. The variables, their dimensions and indicators were detailed, and finally, a matrix for the operationalization of variables was created.

KEYWORDS: Trends, Healthy eating, Sales management, Theoretical framework.

I. INTRODUCTION

Thanks to recent research, organic agriculture has proven to be beneficial for the development of regional markets at the global level (Research Institute of Organic Agriculture FiBL, 2018). Latin America is able to assume a leading role as a supplier of organic products worldwide, however, most of the countries that make up the region have little production of this type of food to cover the local market (Andrade and Flores, 2008).

It is important to note that a recent study has reported that the shortage of availability and supply, lack of confidence and lack of knowledge about the product and pricing policies are the main constraints to growth in the organic market (Stolz, Solze, Hamm and Janssen, 2011).

In addition, there is scientific evidence that in recent years, consumers have become more health conscious, which in turn has increased their preference for organic products (Goetzke, Nitzko & Spiller, 2014).

It is in this scenario, and due to the lack of confidence and experience where the eco-fairs arise, meeting points between organic food producers and customers with demand for these goods make commercial transactions.

On the other hand, sales management is the process of planning, organizing, directing and controlling the sales process of every company, being this the main (and sometimes only) source of monetary income for any company; in that sense, this process should be designed in such a way that it can generate the maximum profit for the company, and in that way achieve the organizational objectives set by the company.

The problematic reality that exists in this context is that due to the lack of national and international research published on this topic, it has not been possible to determine whether or not there is a relationship between the recognition of the current trend towards healthy eating and the sales management of companies participating in eco-fair, specifically in the district of Magdalena del Mar, Lima; motivating salespeople not to make strategic plans that take into consideration both variables, which would help maximize their profits.

The general objective of this study is to detail a literature review on “recognition of the trend towards healthy eating” and “sales administration”, in order to advance in the investigation of these subjects and elaborate an instrument to measure both phenomena in the future, and determine if there is a correlation between them.

II. THEORETICAL FRAMEWORK

The theoretical bases are an aspect that constitutes all scientific research, these have as main function to serve as a foundation in any scientific research (Bernal, 2010), in this sense below will present the elements that constitute the philosophical basis to the research.

II.1. Recognition of the trend towards healthy eating.

There is, undoubtedly, a tendency of a certain proportion of consumers towards healthy eating. It is necessary to define the word "trend", and to differentiate it from the word "fashion", which are generally confused.

According to the Real Academia Española (2014), a trend is a "propensity or inclination in people and things towards certain ends", therefore, we can define the trend towards healthy eating as the inclination of a certain group of people towards the end of eating healthily.

A trend is not usually transient, usually tends to be a kind of stroke followed by various people over many years (Galante, 2011), therefore, its temporal space is extremely wide and become part of the culture of people who adopt it.

On the other hand, the Real Academia Española (2014), defines fashion as the "use, mode or custom that is in vogue for some time, or in a certain country", which can be inferred as a collective taste and at the same time changing in terms of tastes and that enjoys certain acceptance for a short and limited time.

For Galante (2011), fashion can be described as current, today's, and its main feature is that it will not last over time; it is usually of interest at a certain time as many seek to imitate it to become part of a group and demonstrate their membership; fashions tend to appear and disappear; many of them even resurface after many years.

To be fashionable is to do what most people do in a certain location, to dress similarly to one's co-workers, to watch a very popular movie, to go to a busy restaurant, to consume a novel product due to the great acceptance of the general public, are some examples of fashion.

It is important to differentiate fashion from trend, Gallardo (2011), gives us a clear example of differentiation between fashion and trend: some opinion leaders and people dedicated to the world of fashion, suggest that men wear skirts regularly, this fashion, which is very difficult to implement in many locations due to their culture, is a trend in the faraway country of Scotland for many years.

According to Samar (2014), until the end of 2000, food was strongly associated with health, and problems caused by the excess or defects of consumers' diets were very widespread. Samar (2014) continues by mentioning that it was commonly thought that the problems of poor countries were usually hunger or malnutrition, while the problems of developed countries were those triggered by over-nutrition.

Jager (2010) states that there are no perpetual patterns of consumption of goods or services, indicating that what at first glance might seem like something to be used in the next generations, could become obsolete, useless or forbidden due to the advance of scientific research.

Jager (2010) states that there are undoubtedly trends and that it is necessary to model and understand them. In a study for the University of Groningen he planted that trends towards consumption are easy to detect: there are deviations in the volumes of purchase and use of goods and/or services, in addition to consumer behavior (or attitude).

For Jager (2010) the variables deviations (or changes) in attitude and consumption are intertwined and correspond to each other in the observed phenomenon (trend towards healthy eating). New needs motivated by attitude towards various concerns (climate change, clean air, biodiversity conservation, for example) motivate an individual to consume new products. Attitude towards a product that may be considered too expensive in relation to the perceived value motivates an individual to avoid consuming it.

Likewise, Del Greco (2010) states that there is a marked trend towards healthy eating, which began in the 21st century and is being recognized by two factors present in the consumer: changes in consumption and changes in attitude.

The authors Vermeir and Verbeke (2006) understand that the trend towards healthy eating is caused by consumer behaviour, characterised by attitudes that are the result of personal values, understanding of information and control of one's own behaviour.

For Vermeir and Verbeke (2006), consumers who are part of the trend towards healthy eating claim to pay attention to organic packaging, the origin of food products or the absence of genetically modified organisms, and regularly buy sustainable organic food products. Vermeir and Verbeke (2006) continue to indicate that this class of consumers perceive sustainable products to be better in terms of taste, quality, safety and freshness, and that they are more beneficial to human health, the environment and regional economies, resulting in their (increasing) consumption.

Vermeir and Verbeke (2006) determined that classic marketing strategies, such as attention to product, price, place and promotion should be designed taking into account consumer behavior in the face of the growing trend towards healthy eating.

For Tanner and Wölfiging (2003) there is a market niche that, concerned with changes in their own and their environment, take positions (or attitudes) of rejection in the face of what they consider to be incorrect: bad

commercial policies, bad food processing processes, devastation of natural resources, etc., and demonstrate this rejection by abstaining from buying (or consuming) food that goes against their beliefs.

Tanner and Wölfing (2003) make it clear that the trend towards healthy (or green) eating is evidenced by changes in consumption, which have their origin in the spread of knowledge, environmental concern, personal attitudes, group norms and values.

After collecting the information proposed by the theorists Jager (2010), Del Greco (2010), Vermeir and Verbeke (2006) and Tanner and Wölfing (2003), Table 1 shows the summary of their positions regarding the dimensions of the trend towards healthy eating.

Kearney (2010) makes an investigation in the consumption of cereals, meats, eggs, milk, fish, vegetables, oils and organic products. As a result, regardless of supply and demand, the consumption of all foods considered "healthy" has increased, especially organic foods, motivated by various stimuli, including the behavior or attitude of each consumer.

After analyzing the variable trend towards healthy eating, the author determined to use develop the dimensions coinciding between the authors, being these "changes in attitude" and "changes in consumption". As for Tanner and Wölfing (2003) and Kearney (2010), although it is true that they do not recognize as a dimension the "changes in attitude", they do mention it as an indicator or main motivator that causes such changes.

The factors that influence the recognition of the trend towards healthy eating are discussed below:

a) Recognition of changes in consumption.

According to Del Greco (2010), various factors have had an influence over the last few years and these have modified the habits in our daily lives, causing changes and impacts on us in various aspects; these factors are related to current work demands, the global crisis, stress, safety, limitations on available time, among many others.

Tanner and Wölfing (2003) also recognize the changes in consumption, based on the fact that technological renovation, by means of which information is quickly and easily disseminated, makes groups concerned about the environmental crisis manage to communicate their concerns and these are well received by a group that communicates their ideas, and materializes them in the form of rejection and acceptance of certain products offered in the market.

It should be clarified that it is natural for people to seek protection through withdrawal from their homes, which have been adapted by their inhabitants as a kind of highly technical shelter. The home can be seen as a kind of protection capsule that serves as protection from an unpredictable world, where there is a whole range of aggressions (Del Greco, 2010).

Del Greco (2010) goes on to explain that it is in this concept that food plays a predominant role, which causes a kind of trend towards the consumption of foods that have been prepared for consumption inside the home, which differ markedly from foods prepared for consumption outside restaurants.

Within the new recognized consumer demands, the recognition of environmental awareness stands out, which goes hand in hand with the non-use of products with high chemical content, this is demonstrated through the growing consumer interest in products that have been produced organically (Del Greco, 2010).

Del Greco (2010) and Jager (2010) indicate that the changes in consumption have been in the form of rejection of the normal use of chemical products such as unnatural fertilizers, herbicides, pesticides, etc., with the aim of preserving the environment, maintaining or seeking to increase the fertility and therefore the productivity of the soil and providing food products with absolutely all their natural properties. Today consumers are predisposed to consume products in which no unnatural fertilizers, herbicides or pesticides have been applied.

For Kearney (2010), among the types of food with the greatest tendency to increase consumption are those considered healthy. For Vermeir and Verbeke (2006), organic food production places a strong emphasis on environmental protection and animal welfare. Kearney (2010) reaffirms that organic agriculture tends to enhance biodiversity and sustainability in rural communities and has become one of the fastest growing segments of agriculture in many parts of the world, with a growth of 82% between 2006 and 2008.

(b) Recognition of changes in consumer attitudes

During the early 20th century, when mass production was the trend, consumers saw artisanal or unique products as crude or bad. Today the opposite is happening: mass-produced products are considered to be crude and cheap, handmade products are exclusive.

According to Del Greco (2010), the phenomenon called segmentation generates the creation of market niches that are becoming smaller and smaller, so the supplier that can make each consumer feel unique will be the one that has the guaranteed success; ergo, the opportunities are present at any time, making the consumer feel better, perhaps making him/her laugh, enjoy, and in this case, making him/her feel healthy and environmentally conscious.

At the same time, it is understood that the search for an improvement in the quality of life is one of the main influences in changing the consumer's attitude. According to the Real Academia Española (2014), quality of life is "the set of conditions that contribute to making life pleasant, dignified and valuable", this is partly associated with the trend towards healthy eating.

This window to a better life in quality has its roots in the search for the prevention of diseases, the postponement of old age and death itself, which can be achieved through the concern for living a healthy life, consulting experts and doing things properly (Del Greco, 2010).

For Kearney (2010), consumer awareness of health continues to increase, as the growing availability of health information goes hand in hand with aging populations and increased risk of lifestyle-related diseases.

In addition, it has been reported that within the changes in attitude identified, it is noted that pro-ecological behavior leads, in turn, to the selection of certain products over others (Del Greco, 2010). In this sense, an aspect related to pro-ecological behavior called fair trade (fair prices and working conditions for workers) in turn promote a change in consumer attitudes (Abramovitz et al, 2001).

On the other hand, Vermeir and Verbeke (2006) indicate that changes in the consumer's attitude is reinforced by an "intention of behavior", fed by the feelings of searching for quality of life, of living in a healthy or natural way, and of its reinforcement of friendly behaviors with the environment.

Complementing what Del Greco (2010) and Abramovitz et al. (2001) have said, the theorists Jager (2010) and Roberts (1996) suggest that to motivate changes in behaviour, consumers must be convinced that their behaviour has an impact on the environment or will be effective in combating environmental degradation.

II.2. Sales administration.

There is no doubt that sales are the biggest concern of any for-profit company, this is due to a simple issue: without sales there is no profit, therefore, there will be no dividends for shareholders and no liquidity to cover the company's obligations.

According to Osorio (1995), sales administration is the process of planning, organizing, directing and controlling sales income. The main activity of sales administration is to help or persuade a potential customer to purchase a certain product or service.

Sales, according to Vásquez (2008), refer to the operation in which a subject transfers to another the property he has over a good or right, in a market and according to the conditions of an agreed price. Andersen (1997), on the other hand, defines sales as the act of transferring the ownership of a product to a counterpart in the form of money, service or species.

Every company will need to make sales to survive, having to develop strategies to meet this food initially, and increase them to gain proportion in the market where it is inserted, the theorists Anderson, Hair and Bush (1995), Johnston and Marshall (2009), Jobber and Lancaster (2012) agree that this process be planned, organized, directed and controlled.

a) Sales planning

Planning means establishing organizational objectives and the appropriate procedures for achieving them, through coherent strategies (Salazar and Romero, 2006). The plans serve as a kind of guide for the business entity to generate, obtain and apply the resources to achieve its objectives, ensuring that the members of that organization carry out activities and manage to make decisions consistent with the agreed objectives and procedures (Belotti, Del Rosso, Lima, Lago and Ribeiro, 2017; Scavarda, Hellingrath, Kreuter, Tavares, Seeling, Fischer and Mello, 2017).

It is worth making clear that planning helps to set priorities, while allowing companies to focus on their strengths, take advantage of opportunities, while protecting themselves from threats and minimizing their weaknesses.

Sales planning is in charge of the first stage of the sales process, which is oriented towards planning objectives and designing strategies to achieve them, having a clear analysis of the competitive environment in which the organization operates (Scavarda, Hellingrath, Kreuter, Tavares, Seeling, Fischer and Mello, 2017).

For Anderson, Hair and Bush (1995), a strategy aims to achieve a goal or objective, through a delicate general program of action that involves the careful use of limited resources. That said, below are strategies for increasing sales of for-profit companies, given by the theorists Jobber and Lancaster (2012).

Searching for target markets: According to Jobber and Lancaster (2012), for the trading subject, goal setting is decided during segmentation for the sales department. Jobber and Lancaster (2012) go on to indicate that a target market oriented segmentation strategy can be based on certain elements, such as: value, customer preference and product life stage.

Pricing: Jobber and Lancaster (2012) indicate that pricing is designed strategically, taking into account expected costs and margins, as well as other external market factors.

Customer retention: Jobber and Lancaster (2012) mention that, at present, and due to technological advances, the focus has shifted from product profitability to the profitability of customer relations. Customer profitability is determined by: the cost of acquisition and by the loss of customers or potential customers at various key stages of the relationship.

Sales forecasts: generally based on statistics from past cycles or periods, which are consistent with the projected financial statements and could be prepared using a series of models (Pérez, Mosquera and Bravo, 2012; Valencia, Díaz and Correa, 2016; Wanke and Saliby, 2007)

As we can see, sales planning is directly related to the customer and the way in which he will react to various stimuli launched by the company, in response to which objectives and strategies are developed to ensure their achievement.

b) Sales organization

Undoubtedly, during the start-up of a business, the general manager cannot cope with the sales function, in addition to his other functions, so he usually appoints a person in charge of sales; this sales manager, in turn, must form a team focused on the pursuit of objectives set during the planning stage and manages to form a team of salespeople, whose functions, responsibilities and above all dependencies must be evidenced through an organization chart (Marín, 2012).

Marín (2012) emphasizes that in every sales-oriented organization, there must be a certain structure in its design that can define the functions to be performed per defined job position, in addition to showing how the lines of hierarchical communication are established. For the purposes of sales administration, there are classically two types of structure: horizontal and vertical.

A key element during the sales organization is to carefully select the salespeople who will compose the work teams, who sometimes stand out in their knowledge of certain product lines, or treatments with certain types of clients, during personal sales.

The concept of sales as a simple function of management has become totally outdated, and consequently the idea that the salesperson is merely a promoter of products that he sells has lost its validity.

According to Rodríguez (2012), the salesperson has become a professional, who must always be prepared to absolve the customer of any questions he may have, who must be prepared to solve his customers' problems, acting as a link between the company he represents and the prospective customers in the market.

It is in this context that personal sales are born, which according to Cámara and Sanz (2001), can be defined as a process of building relationships with clients, in which their needs are identified and the offer is made to cover them, generally with the use of informative/persuasive communication or reminder.

c) Sales management

In this sales process, they execute plans through leadership, while motivating salespeople to follow through; communication and supervision are provided to achieve organizational goals (Anderson, Hair and Bush, 1995; Jobber and Lancaster (2012).

Leadership is the process that seeks to influence the behavior of employees towards the fulfillment of previously established objectives (Vasquez, Bernal and Lieza, 2014). In sales management, leadership is mainly focused on the relationships between those responsible for the sales teams and their representatives.

According to Churchill, Ford, Walker, Jhonston and Tanner (2008), leaders tend to generate good performance in their sales teams when personal reward plans are implemented that are conditioned on the achievement of objectives. In this case, they serve as mentors who, with their advice and constant training, pave the way for obtaining these rewards; at the same time, leaders tend to promote good team performance after the reduction or

elimination of obstacles and problems, as well as increasing opportunities for personal satisfaction (Soto and Raigosa, 2008).

Regarding leadership style, several authors have researched and created through basic research various theories that support the proposed styles. The author Goleman (2000) proposed after an analysis of scientific researches, the following styles of leadership: coercive, authoritarian, associative, democratic, establishing of rhythm, and formative; each one of them with characteristics, fundamental competences, and own specialties.

On the other hand, motivation in the sales force is a great challenge. The confidence and motivation of sales personnel often wears out, partly due to the inevitable rejection of customers during the offer of some product, as part of their daily activities. In certain sectors, such as the sale of accident insurance, or the sale of graves or telephone lines, rejections are far greater than successes, and motivation is often a major problem (Jobber and Lancaster, 2012).

Sometimes, the fact that the sales team and its direct supervisor are geographically distant often worsens the situation of the salesperson, who may feel isolated and even neglected (Canales and Küster, 2008); in these cases, management should pay special attention to motivation strategies that take into account human needs.

d) Sales control

Generally speaking, results-based control systems are relatively easy to implement and understand by those involved, while generating motivation.

According to Küster and Canales (2006), to carry out the sales control function, organizations generally make use of indicators or key figures, such as: control of gross or net sales amounts, control of sales volumes, control of number of orders placed, among others.

Küster and Canales (2006) and Esteves-Pairazaman and Fernández Bedoya (2019) mention that it is in the control stage that the monitoring of the partial progress of sales is carried out, in addition to the review of final results from the previous period.

Among the advantages of the sales control function is that it requires little supervision, which usually facilitates the supervisor's task, since the salespeople are normally in constant movement and in different areas; another advantage is that it allows for an increase in the motivation of the salespeople for economic reasons, since those who do not achieve the objectives do not receive rewards (Küster and Canales, 2006).

Among the disadvantages of the sales control function, sometimes salespeople prioritize close sales in order to obtain short-term benefits, neglecting in many cases those that allow them to create long-term relationships with customers. (Küster and Canales, 2006).

II.3. Ecoferias.

According to the Economic Commission for Latin America (2014), ecofairs are markets in which the consumer's interest in knowing the origin and guarantee of food offered by the seller is highlighted; usually in the form of a fairground.

In Peru, these spaces are called "ecoferias" or "bioferias", while in Cuba they are called "urban fairs", on the other hand in Chile they are called "free fairs" and in both Ecuador and Mexico they are usually called "local ecological markets" (Economic Commission for Latin America, 2014).

Recent research has concluded that the biggest problem for organizations in the area of production and sale of organic products is their marketing (Mendoza, 2015; Jekayinfa, Ola, Afolayan and Ogunwale, 2012; Deherty, Smith and Parker, 2015; Ríos and Núñez, 2016), because they do not manage to get fair contracts between them and the large retail chains, it is in this context that ecoferias or bioferias emerge as a new way of direct sales between the producer and the final client, who are looking for organic products.

According to Cisneros (2012), the category of organic product includes food that has not received the intervention of unnatural fertilizers, herbicides, pesticides or other chemical products in each of the stages of production and in the soils where they are grown. It should be noted that the term organic "denotes a process, not a product" (Vargas, 2007).

Rosas and Sepulveda (2016) note that organic farming consists of a single integrated production system that seeks to recover, maintain and improve the health of soils and ecosystems, while ensuring healthy food for current and future populations, while protecting living beings, soils, water and biodiversity based on cycles adapted to local conditions and ecological processes.

Rosas and Sepulveda (2016) highlight that there are more important reasons that motivate farmers to opt for this technique, which is the fact that organic crops, on average, tend to have high concentrations of antioxidants (69%), while having low concentrations of cadmium (50%).

According to the Ecological Agriculture Network, the consumption of organic products has had a sustained growth of 25% per year in recent years in Peru (Soto, 2015), this is due to the recent concern about the improvement in the diet of the population, against information related to nutritional diseases linked to poor eating habits and the likely negative consequences from the intake of industrial or genetically modified products (Sanchez, Orbegoso and Campos, 2016).

In Peru there is the idea that the trend of healthy food consumption is only applicable to relatively high socioeconomic levels (Jurado, 2009), however this appreciation has changed, and is no longer considered an exclusive category thanks to its popularization in the eco-fairs organized by NGOs and municipalities, in addition, according to Ipsos Apoyo (2008), consumers are increasingly predisposed to information related to nutritional care in the places where they shop.

In summary, eco-fairs are spaces where producers of organic products are usually concentrated, who act as vendors, displaying the products of their harvest to the entire community near the site, who are aware of the benefits of their consumption or use in their health (Jorge, 2013).

III. RELATIONSHIP BETWEEN VARIABLES

According to the theoretical framework developed, two variables have been identified, being these: "recognition of the trend towards healthy eating", and "sales management". It should be clarified that these variables, being a relational level research from now on will be known as variable 1 and variable 2.

There is undoubtedly a link between the variables studied. As it is generally known, any company with ambitions for growth and leadership in the sector must be attentive to the highly changing environment. It is here that it must recognize the trend towards healthy eating, which every day motivates more consumers to request products that are not harmful to their health; an effective sales administration policy will seek to plan, organize, direct and control its management towards satisfying the needs of people who show a tendency towards healthy eating, which is recognizable through changes in consumption and consumer attitude.

The dimensions of variable 1 (recognition of the tendency towards healthy eating), developed in the theoretical framework are two:

- a) Recognition of changes in consumption.
- b) Recognition of changes in consumer attitude.

As for variable 2 (sales administration), according to the literature reviewed, it has four dimensions, these being

- a) Sales planning.
- b) Sales organization.
- c) Sales management.
- d) Sales control.

IV. RESULTS

The matrix of operationalization of the variables

The matrix of operationalization of the variables includes the variables, their dimensions and the indicators of these, which can be seen in Table 1, and are the results of this investigation. They will be used in further investigations in order to design, test, and develop instruments to measure both variables to find a correlation between them.

Variables	Dimensions	Indicators
Variable 1: Recognition of the tendency towards healthy eating	Recognition of changes in consumption of	Recognition of consumer preference for products free of unnatural fertilizers
		Recognition of consumer preference for herbicide-free products
		Recognition of consumer preference for pesticide-free

		products
	Recognition of changes in consumer attitude	Recognition of the search for quality of life
		Recognition of the quest for healthy living
		Recognition of pro-ecological behaviour
Variable 2: Sales administration	Sales planning	Approach to sales-related objectives
		Designing sales strategies
		Analysis of the competitive environment
	Sales organization	Organizational structure design of the sales area
		Delimitation of vendor functions
		Establishing lines of communication in the sales area
	Sales management	Execution of sales plans
		Sales Supervisor Leadership
		Motivating sales staff
	Sales control	Use of sales indicators
		Monitoring of partial results
		Review of final results

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