

This bachelor thesis has been focused on sales representatives recruitment selection and their following adaptation. There are clear determined and linked activities which precede recruitment and adaptation process. Without these activities it is not possible to carry out complex recruitment process. Attention is paid to a job analysis process, which is followed by a job description forming. The chapter, which is aimed to the theory of competencies and competency model, is an important part of this thesis. If recruitment selection is well realized and the selected candidate accepts job offer and joins the position, adaptation process of a new employee will follow. Adaptation is an important period when manager of the new employee plays very significant role. Adaptation of the new employee, which is implemented in a high quality, can start his professional development and further career growth. Special care is paid to sales representatives recruitment selection and adaptation process in Coca-Cola HBC. Sales representatives enter into very close relationship with customers and their success affects company's performance on the market. Competencies and competency model penetrate the whole personnel policy of the company. There are the sales representative job description and the specific competency model. The competency model is also used for other activities, which are connected with employees in the company (e.g. compensation and benefits, evaluation process, development, career path planning). Sales representatives have to be well informed about their duties and rules of their work. Then there is big focus on their adaptation period. There are clear parts and steps which are determined for the adaptation period. When sales representative completes successfully small certification, it tells us that realized recruitment selection was successful. Results from big certification can suggest potential for further sales representative development.