

HOW TO RECRUIT EMPLOYEES: APPLICATION OF SELECTED PERSONNEL MARKETING TOOLS IN REGIONS OF THE CZECH REPUBLIC AND GERMANY

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Abstract: It is important for today's organisations to attract and retain talented employees. Especially in case of the low unemployment, there is a big fight for talents among companies. It is therefore advantageous if the company knows and uses tools of personnel marketing. The perceived importance of selected factors related to personnel marketing was identified within the quantitative research among companies in the Liberec region in 2016. These factors were further used to compare selected indicators obtained by the SHARPEN project survey in 2018 in small and medium-sized enterprises (SMEs) in the Liberec and West Saxony region. The aim of the paper is to answer the question whether there are differences in the application of personnel marketing tools in the Liberec region and in West Saxony, further to map and compare the application of personnel marketing with a focus on recruitment tools. The findings also present challenges which SMEs in these regions face today and evaluate how external personnel marketing is applied to the addressed businesses. The outputs of both realized surveys, in which the authors participated, are used to formulate recommendations in the area of human resources management with a focus on recruitment.

Keywords: employer branding, quantitative research, personnel marketing, SMEs, recruitment

JEL Classification: M31, M51

INTRODUCTION

Human capital is spoken of in professional publications as a unique resource in enterprises capable of reacting to changes in its surroundings and which is difficult to copy. This is probably one of the reasons human resources professionals and managers are focusing more intensely on human capital and its effective management inside companies (Szarková, et al., 2014; Ungerman, Dědková, 2018).

Another reason why human capital comes to the forefront is the changing environmental conditions and the phenomenon of the so-called new economy, which changes the factors for increasing company performance (Novotný, 2015). The current situation on the labour market, and especially low unemployment and the related workforce shortage, has forced human resources professionals to implement innovative approaches within their activities. Personnel marketing is one such approach and deals with both existing employees and potential job candidates as an enterprise's customers.

Professor Werner Beba (1993) describes personnel marketing as a market-focused approach to the management of human resources focused on needs and wants of existing and potential employees and their satisfaction.

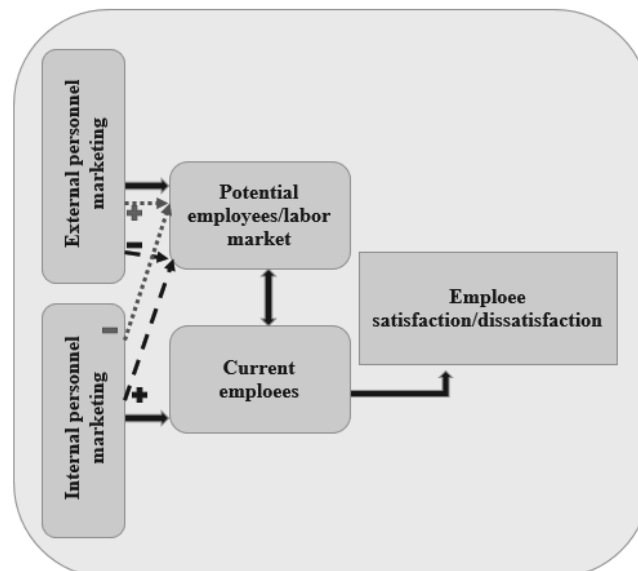
Dvořáková (2012) expanded upon the concept of personnel marketing from her German colleague. Personnel marketing is characterised as a tool for recruiting new employees from the external labour market by crafting a positive image as an employer on the given labour market (this is classified as external personnel marketing). It is also characterised as a tool that may be deployed to improve the stabilisation of existing employees (which is classified as internal personnel marketing).

It may be said that the application of active external and internal personnel marketing may bring a host of benefits to an organisation. This is reflected in efforts by employers to build up a strong brand on the labour market, to reduce recruitment costs, and to shorten the time required to fill vacant positions. Furthermore, the use of personnel marketing improves internal communication and increases the level of engagement among employees. Finally, companies gain a long-term competitive advantage through quality and stable management of their human resources (Brůha et al., 2018).

1. PROBLEM FORMULATION

Scientific publications speak about external personnel marketing in connection with the recruitment of employees (Kmošek, 2017; Poláková and Häuser, 2003; Šlapák and Štefko, 2015). Internal personnel marketing is defined in publications as a means for retaining qualified and sufficiently-stimulated employees (Strutz, 1992). Published sources also speak of the fact that internal and external personnel marketing are significantly interlinked. Within this context, Thom (2008) states that properly applied internal personnel marketing and the resulting satisfaction of internal employees may be a good calling card on the external job market. He says that if external personnel marketing is not supported by internal personnel marketing, then it basically is meaningless for the company over the long-term and greater effort is then required to recruit quality and qualified employees (Fig. 1).

Fig. 1: Relationship between internal and external personnel marketing



Source: Myslívová, 2019 per Thom, 2008

The dashed arrow with the plus sign (Fig. 1) indicates the fact that if internal personnel marketing inside a company is properly applied, there is no need to expend as much energy and resources on external personnel marketing to recruit new employees (the dashed arrow with the minus sign) and vice versa, if internal personnel marketing is lacking inside the company (dotted arrow with the minus sign), additional energy and resources must be expended upon within external personnel marketing to recruit new employees dotted arrow with the plus sign).

Information on the importance of the individual tools of external personnel marketing was not identified in the theoretical knowledge base as to if all marketing tools are equally important or if some are more important than others in gaining employees. The available sources that were examined did not provide any information in terms of the size of an enterprise and the role this played in determining the importance of the individual tools of external personnel marketing.

These circumstances led to the implementation of the primary research activity, the goal of which was to identify the perceived importance of the personnel marketing tools (with focus on external personnel marketing) by enterprise size among employers in the Liberec Region.

These tools were then compared to selected external personnel marketing means as obtained within the investigation of the SHARPEN project among small and medium enterprises in the Liberec Region and in West Saxony. The SHARPEN project was focused on identifying the challenges that small and medium enterprises are currently facing.

The identified outputs from the completed primary research led to the formulation of recommendations for the management of human resources focused on recruitment.

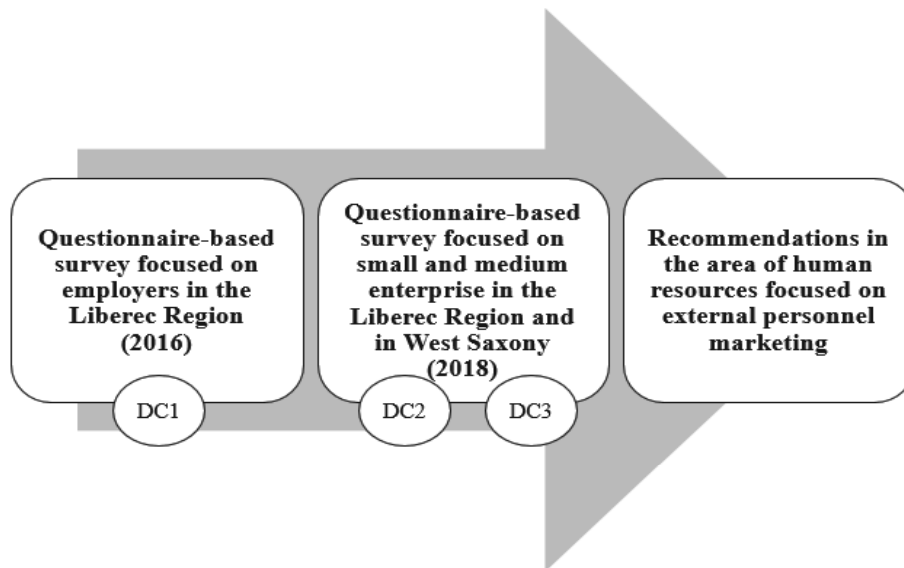
2. CONCEPT OF THIS PAPER

This primary objective of this paper is to formulate recommendations for the management of human resources focused on recruitment and external personnel marketing.

Two primary research activities are presented in the paper in connection with accomplishing the primary objective (see Fig. 2). Research conducted within the SGS project in 2016 was focused on enterprises of all sizes in the Liberec Region. The basic data set was composed of all enterprises in the Liberec Region. The purpose of this research was to identify the level of importance of personnel marketing tools with focus on external personnel marketing.

Research conducted within the SHARPEN project in 2018 was focused on small and medium enterprises in the Liberec Region and in West Saxony. The basic data set was composed of small and medium enterprises in these regions. The objective was to map out personnel processes in the Liberec Region and in West Saxony on the sample of SMEs that participated in the research activity. Questions were focused on recruitment and mapped tools that SMEs employ within recruitment (some of these tools were identified in a previous research activity for companies that use personnel marketing).

Fig. 2: Concept of this paper



Source: own processing

The following partial goals (DC) were defined within an effort to formulate recommendations in the area of human resources management focused on recruitment:

DC1: Identify the perceived importance of personnel marketing tools (with focus on external personnel marketing) for all sizes of enterprises in the Liberec Region. Determine if the size of an enterprise has an influence on perceived importance.

DC2: Identify important external personnel marketing tools among small and medium enterprises in the Liberec Region and in West Saxony.

DC3: Define the issue within the context of challenges faced by small and medium enterprises in the Liberec Region and in West Saxony.

3. METHODOLOGY

Two research activities were completed, and three partial goals were outlined for the purposes of formulating recommendations for the management of human resources and with focus on external personnel marketing. Steps in the process and methods in data collection are specified in the following table (Tab. 1).

Tab. 1: Steps in the process and research method used for the analysis of personnel marketing

Steps in the process	SGS research activity	SHARPEN project research activity
Methodology-based approach	positivistic approach	positivistic approach
Research methods	quantitative	quantitative
Data collection methods	CAWI – Computer Assisted Web Interviewing (Survio)	CAWI – Computer Assisted Web Interviewing (SurveyMonkey); PAPI – paper Assisted Personal Interviewing; CATI – Computer Assisted Telephone Interviewing (Germany only)
Methods for selecting respondents	MagnusWeb database	MagnusWeb database; Business (chambers of commerce) database; the university's personal contacts
Data evaluation methods	descriptive statistics; Kruskal-Wallis non-parametric test	descriptive statistics

Source: own processing

A positivistic approach was taken for both research activities. Molnár et al. (2012) characterise this approach as observation of reality and subsequent derivation of laws. The quantitative research activity fulfilled an exploratory and descriptive purpose with respect to the goal of the work itself (Saunders et al., 2002).

3.1 Research methodology to accomplish DC1

An electronic interview method was used to collect data. The basic data set was composed of enterprises of all sizes in the Liberec Region. A research method using data collection via online electronic interviews was employed to ensure proper targeting and due to the low financial and time demands (Kozel et al., 2011). Information from respondents was obtained via a link in an e-mail, which directed respondents to a questionnaire located on the Survio website. A structured questionnaire was used as a tool for collecting primary data.

The respondents were human resources professionals from enterprises that met the pre-defined selection criteria. Businesses had to be economically active, another requirement was to have employees and to be in contact with them. According to the MagnusWeb database of companies that was used, there are 10,000 enterprises in the Liberec Region in 2016. A total of 1605 enterprises were ultimately contacted. Descriptive statistics was employed to evaluate the data that was obtained and the Kruskal-Wallis non-parametric test was used to test the statistical hypotheses. It tests whether the distribution functions (distribution of values) are the same for each sub-selection, compares the distribution functions (distribution) of responses for micro, small, medium and large enterprises (H0: size of the enterprise does not influence the evaluation - distribution functions are the same; HA: size of the enterprise influences the evaluation - at least one distribution function is different from the others).

3.2 Research methodology to accomplish DC2 and DC3

Potential respondents (SMEs) were selected from the MagnusWeb database in the Liberec Region for data collection purposes. Companies without employees, in bankruptcy, etc. were eliminated

from the basic data set. A total of 1,400 companies were contacted via email and then later in person during activities focused on SMEs in the period from January to February 2018. A total of 98 valid responses were obtained in total using the SurveyMonkey platform and printed versions of the questionnaire. The total number of companies that could have completed the questionnaire in the region of West Saxony was 4,178. A link to complete the questionnaire was posted on the websites of the chambers of commerce in this region. Companies in contact with the university in Zwickau were also selected for direct communications and personal contact, while contacts from business networks were also used. A total of 83 valid responses were received (Maršíková, et al., 2019). For the purposes of this paper, only selected questions and partial factors in both regions in connection with personnel marketing were assessed further.

4. RESULTS

The goal of the quantitative research focused on enterprises of all sizes in the Liberec Region was to identify the perceived importance of personnel marketing tools (with focus on external personnel marketing) and to determine if the size of the enterprise has an influence on such perceived importance. The basic data set contained 10,000 statistical units. After systematic work with the basic data set, all companies in bankruptcy were eliminated and the necessary data was identified to make contact with such enterprises (such as the size of the enterprise and contact details), the selected data set had a total of 1605 statistical units. A total of 1605 human resources professionals from companies in the Liberec Region were contacted in the final phase. A total of 156 completed questionnaires were then processed, for an overall rate of return of 9.7%.

A total of 156 respondents participated in the research, 43 as representatives of micro enterprises, 52 respondents from small enterprises, 47 respondents from medium enterprises and 14 respondents from large enterprises.

The respondents evaluated the importance of the provided personnel marketing tools. Importance was evaluated on a scale of 1 to 6, where 1 indicated a maximally important tool and 6 indicated a completely unimportant tool.

Tab. 2 presents the evaluation of the analysis into the importance of personnel marketing tools. A tool with a median value within an interval of <1;2> is evaluated as important, a tool with a median value within an interval of <3;4> is evaluated as neutral and a tool with a median value within an interval of <5;6> is evaluated as unimportant.

Tab. 2: Importance of personnel marketing tools

Tool	1-9 employees	10-49 employees	50-249 employees	Over 250 employees
Career profiles at social networks	not important	not important	not important	neutral
Gamification in the recruitment process	not important	not important	not important	neutral
Recruitment at universities	not important	not important	neutral	important
Targeted recruitment for specific jobs	not important	neutral	neutral	important
Career website	not important	not important	neutral	important
Videos with company culture	not important	not important	not important	neutral
Career websites at mobile phone apps	not important	not important	not important	neutral
Tools for supporting of employee satisfaction	neutral	neutral	important	important
Welcome package for employees	not important	not important	not important	neutral

Reference from current employees	neutral	neutral	important	important
Internet job portals	not important	not important	important	important
Recruitment agency	not important	not important	not important	neutral
Executive searching - headhunting	not important	not important	not important	neutral
Internal recruitment	not important	neutral	important	important
Employer branding plan	not important	neutral	neutral	important
Recruitment strategy analysis of competitors	not important	not important	not important	neutral
Research focused on identification of candidate criteria	not important	not important	neutral	neutral
Employee satisfaction analysis	neutral	neutral	important	important
Plan for the corporate culture	not important	not important	neutral	important
Data analysis and transfer of findings into practice	not important	not important	not important	neutral

Source: own processing

In **measuring importance**, it was determined for all provided **personnel marketing tools** that **company size did influence** the resulting value. Respondents from **micro enterprises** did not evaluate any tool as important, 15% of the tools were evaluated as neutral and 85% of the tools were evaluated as unimportant. Respondents from **small enterprises** did not evaluate any tool as important, 30% of the tools were evaluated as neutral and 70% of the tools were evaluated as unimportant. Respondents from **medium enterprises** evaluated 25% of the tools important, 30% of the tools as neutral and 45% of the tools as unimportant. Respondents from **large enterprises** did not evaluate any tool as unimportant, 50% of the tools were evaluated as neutral and 50% of the tools were evaluated as important.

Tab. 3 presents a summary overview of the conclusions from the test of the significance of the influence of enterprise size on the importance of individual personnel marketing tools.

Tab. 3: Overview of the Kruskal-Wallis non-parametric test conclusions for the importance of personnel marketing tools

Tool	All enterprises		Small and medium sized enterprises*	
	Q	p-value	Q	p-value
Career profiles at social networks	20.057	0.0002	8.0359	0.0180
Gamification in the recruitment process	22.388	0.0001	5.3024	0.0706
Recruitment at universities	28.512	0.0000	11.0232	0.0040
Targeted recruitment for specific jobs	36.610	0.0000	28.4217	0.0000
Career website	28.319	0.0000	18.0470	0.0001
Videos with company culture	27.930	0.0000	14.0729	0.0009
Career websites at mobile phone apps	18.697	0.0003	11.8349	0.0027
Tools for supporting of employee satisfaction	15.376	0.0015	8.8466	0.0120
Welcome package for employees	15.477	0.0015	6.0697	0.0481
Reference from current employees	13.090	0.0044	9.6787	0.0079
Internet job portals	29.485	0.0000	23.2966	0.0000
Recruitment agency	25.746	0.0000	15.7631	0.0004
Executive searching - headhunting	26.602	0.0000	11.1487	0.0038

Internal recruitment	38.476	0.0000	24.2678	0.0000
Employer branding plan	30.584	0.0000	16.9190	0.0002
Recruitment strategy analysis of competitors	24.597	0.0000	16.0022	0.0003
Research focused on identification of candidate criteria	26.064	0.0000	20.8729	0.0000
Employee satisfaction analysis	14.337	0.0025	6.8321	0.0328
Plan for the corporate culture	25.194	0.0000	15.6523	0.0004
Career profiles at social networks	20.766	0.0001	9.6126	0.0082

The influence of an enterprise's size is not statistically significant for all sizes – such a condition did not occur in the evaluation of the importance of personnel marketing tools.

The influence of an enterprise's size is not statistically significant when the “large enterprise” category is eliminated

** according to a number of employees*

Source: own processing

Given the outcome of the completed analysis, it may be stated that the size of an enterprise has an influence on the perceived importance of personnel marketing tools (Myslivcová, 2019).

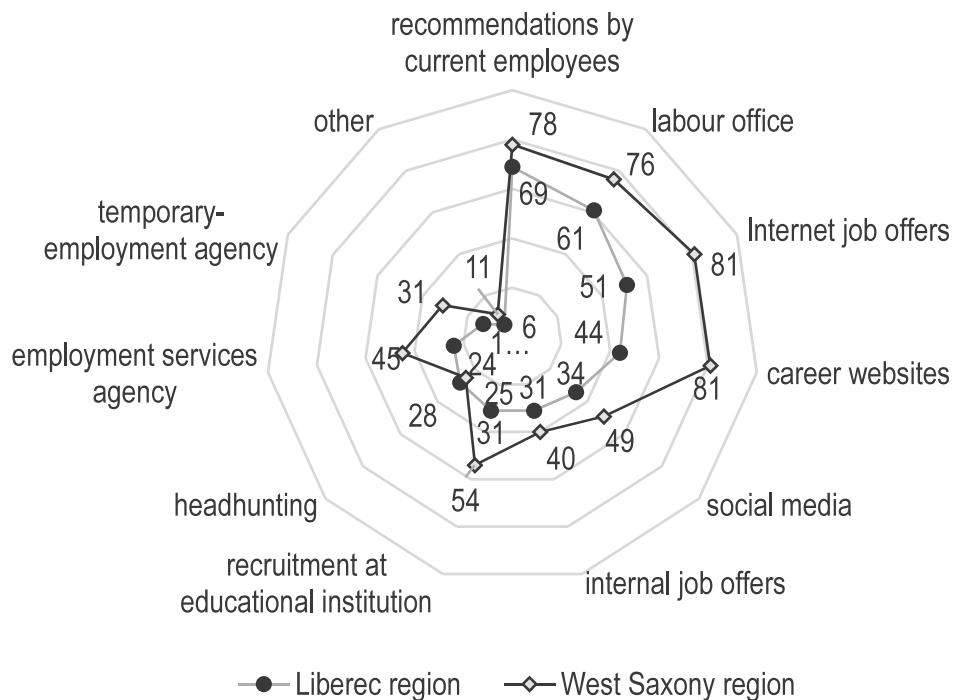
4.1 How personnel marketing tools are used by selected SMEs in the Liberec Region and the region of West Saxony

Personnel marketing tools (with a focus on external personnel monitoring) was the subject of evaluation in the text above in terms of their perceived importance by respondents (enterprises) from the Liberec Region.

Selected personnel marketing tools are evaluated in this sub-chapter based on the data obtained in the SHARPEN project in 2018 in the Liberec Region and in West Saxony. Quantitative data collection was conducted within this project involving SMEs, the goal of which was to map processes in the management of human resources. Selected data in this sub-chapter is used for the purpose of identifying important external personnel marketing tools and to define this issue in terms of human resources management based on the challenges these enterprises face (Fig. 3).

Figure 3 shows that certain personnel marketing tools (used in recruitment) and the intensity of their use among SMEs in the Liberec Region and in West Saxony varies. In both cases, SMEs indicated that references from existing employees were a very common way of recruiting new candidates (it was even the most common method in the Liberec Region).

Fig. 3: Tools used by SMEs in recruitment in %



Source: (Maršíková et al., 2019) own processing

Research results show that SMEs in the region of West Saxony used a majority of personnel marketing tools (or external personnel marketing for recruitment purposes) more often than their SME counterparts in the Liberec Region.

The results also showed the fact that SMEs very often use less formal ways of contacting candidates on the labour market within recruitment activities.

It may also be said that contemporary trends for recruiting employees (such as social networks and career pages) are less widely used in the Liberec Region. Data from the quantitative research conducted in the Liberec Region (shown in Tab. 2) confirms this. The completed research activities also indicated the fact that respondents' perceived importance of external personnel marketing tools (such as career-focused websites, recruitment at universities, Internet job portals and referrals from existing employees or internally recruited employees) grows with the size of an enterprise. Small enterprises perceive that a majority of the analysed personnel marketing tools (focused on recruiting employees) as unimportant for their own needs (see Tab. 2).

SMEs were also queried within the research activity with regards to the importance of activities in the area of human resources management. Those activities with an influence or that directly concern the use of personnel marketing tools, including building the employer's brand, are presented in the following Tab. 4.

Tab. 4: Importance of HR activities for using of personnel marketing

Activity	Average importance	
	Liberec region Czech Republic	West Saxony Germany
Recruitment	3.46	3.79
HR strategy	2.43	3.07
Employee well-being	3.20	3.03
Employer branding	3.01	2.79
Career management	2.57	2.59
Employee satisfaction and engagement	3.24	3.48

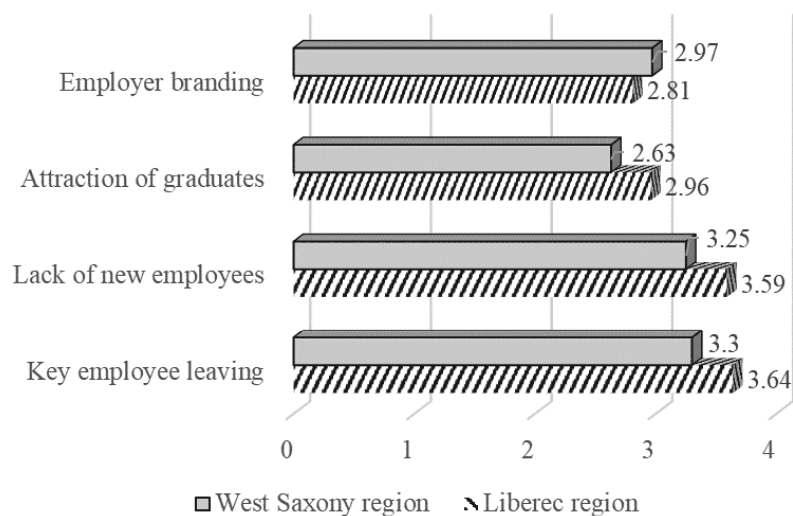
IMPORTANCE	INTERVAL		
Under average	1.00	-	1.99
Average	2.01	-	2.99
Over average	3.00	-	4.00

Source: (Maršíková et al., 2019), own processing

Criteria for assessing importance were selected over the intervals specified above. The colour scale from the darkest to the least dark expresses the perceived importance of selected activities (in the management of human resources) among respondents (SME). Analysis demonstrated the fact that of the selected activities, employee recruitment, employee well-being and employee satisfaction and engagement were the most important for SMEs. All these activities are directly related to personnel marketing and specifically external personnel marketing in the case of recruitment. The results demonstrate the need to apply this innovative field in the management of human resources.

SMEs also evaluated the seriousness of the challenges they expect to face in terms of managing human resources. The following chart (Fig. 4) presents those challenges that were identified as those directly related to the use of personnel marketing tools. The challenges were evaluated on a scale of 1 to 4, where 1 was an insignificant challenges and 4 was a significant challenge. It is clear that SME in the Liberec Region and in West Saxony see key employees leaving (higher turnover) and a lack of new employees, fundamental challenges and therefore the challenge they face is recruiting graduates and the need to build their brands as employers. It is in these specific areas that SMEs may seek to use the assistance provided by internal and external personnel marketing tools.

Fig. 4: Key challenges for SMEs in connection with personnel marketing tools



Source: Maršíková et al., 2019

The presented results from both surveys confirmed that personnel marketing tools identified by SMEs as neutral or important are in relatively wide use in both regions (see Figure 3). The most common method for recruiting employees in the Liberec Region and in West Saxony is references from existing employees. In terms of the perceived importance of selected activities from the management of human resources and from the perspective of personnel marketing, recruiting employees and building a brand as an employer were perceived as important or rather important tools by human resources professionals from SMEs in the Liberec Region and in West Saxony. With regards to the future, human resources professionals are primarily concerned with the question of recruiting employees from the ranks of new graduates and how to build their brand as an employer.

5. RESEARCH LIMITATIONS

The presented results are limited to the data from the selected regions. This applies to both the research activity intended to identify the perceived importance of personnel marketing tools (with focus on external personnel marketing) and the influence of enterprise size on such perceived importance and the research activity that sought to identify the perceived importance of external personnel marketing tools and challenges in the management of human resources for small and medium enterprises in the Liberec Region and in West Saxony. Therefore, the sample of answers that was obtained cannot be considered representative and the results cannot be generalised.

The data used to compare the approaches taken to personnel marketing tools in connection with the evaluation of selected HR processes in the compared regions (the Liberec Region and West Saxony) was collected using a combination of methods: online interviews (CAWI), printed questionnaires and interviews conducted over the phone. These methods were combined in an effort to increase the rate of return.

Nevertheless, the data collected in both regions and presented in this paper provides a valuable perspective on the issue of the management of human resources and demonstrates the need to apply personnel marketing in practice.

CONCLUSION

Data obtained within the research activity (from 2016) focused on measuring the importance of the defined personnel marketing tools confirmed that the size of an enterprise does influence the resulting value (Myslivcová, 2019). In general, analysis showed that SMEs assign such a low weight to the use of personnel marketing tools that they consider them (with a few exceptions) to be unimportant.

Also, the data obtained within the questionnaire-based survey from small and medium enterprises in 2018 confirmed that the tools that were identified as important within the survey conducted by the authors in 2016 were relatively frequently employed by SMEs in the Liberec Region and in the region of West Saxony. Analysis also showed that the intensity of the use of certain recruitment tools varied among SMEs in these compared regions.

The research activity focused on SMEs in the Liberec Region and West Saxony demonstrates the fact that importance of applying personnel marketing is growing for enterprises. Both regions are faced with the outflow of the young generation, with less interest among graduates and young people working in the SME environment, but on the other hand SMEs have a strong interest in attracting and retaining this generation as employees. (Maršíková, et al., 2019).

The results confirmed that there is still opportunity for greater utilisation of external personnel marketing tools and their expansion through greater collaboration with educational institutions (secondary and tertiary education). Higher intensity in using social networks in the employee recruitment process in the case of SMEs gives space to improve the overall efficiency of use of personnel marketing tools and to support the development of an employer's brand. SMEs are often impeded by limited resources and this is an opportunity to improve recruitment activities in a relatively low-cost way.

The results also confirmed that SMEs in both regions view the building of an employer's brand and attracting and retaining the younger generation as the greatest challenges.

This current topic also creates space for further investigation of the contexts within the utilisation and importance of personnel marketing tools.

Acknowledgement

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