

COMPETITIVE RESEARCH AND DEVELOPMENT KEY FACTORS FOR SUCCESSFUL EUROPEAN KNOW-HOW TRANSFER: CONTINUOUS COMMUNICATION AND LEARNING

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Abstract:

Follow-up process is an instrument that demonstrates the fact that trainings are never an ending story, but an ongoing process of learning new things and achieve new abilities, behavioral improvement.

Nowadays, the organizations are confronted with more than obvious technical realities: the accessible information stocks are growing exponentially, in direct relation with a market of adequate demands; today's computers process enormous data quantities and the data tele-transmission is performed at amazing speed. Within an organization there are pre-eminently social spaces where the human and the spiritual coexist. It is here that the members of the organization permanently cooperate in the fulfilling of several joint tasks. And it is still here that the information which circulates continuously tends to be competently capitalized.

The investments in human capital also influence both employment and unemployment. The firms pay much better the employees with specialized qualification than the ones with general professional training. Although at first sight it might seem that things are just the opposite, taking into account the higher competition on the labor market for those with general training.

However, the firms are more interested in keeping the workers with specialized training because they bear the training costs, while those with general training, the workers usually bear these costs. And the resignation of those with specialized training prevents the firms from recovering the expenses for their training.

Keywords: *communication, learning, human factors, specialized training, follow-up process*

1. Introduction

In order to tackle correctly the issue of the human and collective dimensions of the concept of economic intelligence, we consider that it is necessary to take into account the impact generated by the development of the contextual phenomena that form the coordinates of globalization and permanent development.

Such an approach requires the emphasis of two aspects: the conceptual elements of economic intelligence, on the one hand, and the coordinates of globalization on the other hand. Thanks to the interactive methods that are being used in trainings, participants can open themselves and tell their problems to the other because it is the right place to be listened and to receive support. Lifelong education can be held and

also developed in a formal environment not only in the non-formal one, the important thing being to maintain the purpose of personal development.

The human factor should remain a priority for every community that is looking for social and economic development. The investments done in the educational system and human resources are among the most profitable placements. Even more, being under an integration process, the possibility to appeal to the competitive advantages given from high skilled and trained individuals, will prove to be essential under economic competition. The dark side of this story would be the lack of adequate investments, and the result would be a low use for human resource.

2. Keeping the workers with specialized training interest growth

A higher priority should be given to research and innovation in the circumstances of public funds allocation at all levels. Moreover, a better use of the support mechanisms panoply is necessary for the stimulation of the private investments: grants, equity instruments, guarantee schemes and other risk-sharing mechanisms.

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The valuable experience is recorded (stored) in electronic form (documents, databases, web pages, knowledge-based systems). In this way, we can prevent the repetition of mistakes and we can reuse it, reducing costs and, in the same time, improving consistency. This can also help to train new staff and to preserve the company's expertise. The stored knowledge could be disseminated, through knowledge transfer or knowledge sharing.

Among the EU Member States the highest propensity to innovate in 2008 (see Figure 1) was recorded in Germany (79.9 % of all enterprises), followed by Luxembourg (64.7 %) – these were the only Member States where more than 60 % of enterprises were innovative – the EU-27 average (excluding Greece) was 51.6 %. The lowest propensities to innovate were recorded in Latvia (24.3 %), Poland (27.9 %) and Hungary (28.9 %) – the only Member States where the proportion of innovative enterprises was below 30 %.

Estonia, Cyprus and the Czech Republic were the only Member States that joined the EU in 2004 to report a propensity to innovate above the EU average. Note that large enterprises tend to innovate more than small and medium-sized enterprises (SMEs) and as such these figures for the Member States may, at least to some degree, reflect the enterprise structure of each domestic economy.

New or significantly improved products contributed a relatively small proportion of total turnover among innovative enterprises in 2008, with 15 of the 25 Member States for which data are available reporting single-digit shares (see Figure 2). These products did

however account for a higher proportion of sales in Malta (24.7 %), Bulgaria (17.0%), Hungary (16.6 %), the Czech Republic (16.1 %) and Slovakia (14.9 %).

Large enterprises (with 250 or more employees) were more likely to have brought product innovations to market in 2008 than either medium-sized enterprises (50 to 249 employees) or small enterprises (10 to 49 employees); this pattern held for all of the Member States for which data are available – as shown in Table 1. Lithuania was the only Member State where the proportion of small enterprises with product innovations was above the overall proportion for all enterprises.

A similar size class breakdown for process innovations that are developed within the enterprise also showed that large innovative enterprises were generally more likely to introduce such innovations: the main exception to this was Cyprus where process innovations were much less likely to have been introduced in large enterprises than in small or medium-sized enterprises, while this was also true to a lesser extent in Bulgaria and Lithuania; in Romania, Poland, Portugal and Finland small enterprises were more likely than large enterprises to have introduced process innovations, while in Italy and Slovenia medium-sized enterprises were the most likely to have introduced process innovations.

Professional competence as well as proficiency in public management is sine qua non conditions for achieving effectiveness in public administration overall for it allows leadership to make predictions about further developments: organizing activities, resource management, creating incentives for employees and so on. Having a large capacity of storing, maintaining and saving information, the computer used in the human resources department can become the informational centre for the tourism organizations. In the decision making process, the computer saves the most important information - human resources.

The relative progress or the technical, human, economic and social sciences matches the development of the mentioned sciences provided various knowledge regarding the study of human activity during the labor process. It was first necessary that these sciences develop in order to contribute to the apparition of other science that is ergonomics. The theoretical and practical understanding of these essential aspects created communication paths between sciences and gave a new impulse to the ergonomics researches development process.

3. Transnational results in process and product innovation footprint

The process of teaching – learning – examination acquires new dimensions and characteristics by using the e-learning technologies. The educational system in our country is directly and decisively involved in the substantiation and construction of the information society.

In limited sense, e-learning represents a type of distance education, as a planned teaching – learning experience organized by an institution which provides by mediation materials in a sequential and logical order to be assimilated by students in their own way. The mediation is performed by means of new information and communication technologies – especially via Internet.

Table 1¹

| COUNTRY | Process Innovations: Developed by the enterprise or group | | | | Product Innovations: New to market | | | |
|------------|--|-----------------------|------------------------|-------------------|---------------------------------------|-----------------------|------------------------|-------------------|
| | Total | 10 to 49 employees | 50 to 249 employees | >250 employees | Total | 10 to 49 employees | 50 to 249 employees | >250 employees |
| BELGIUM | 42,2 | 42,7 | 39,3 | 47,5 | 47,5 | 47,1 | 45,5 | 59,3 |
| BULGARIA | 41,3 | 40,7 | 43,8 | 38,1 | 25,9 | 23,3 | 30,8 | 30,8 |
| GERMANY | 30,1 | 27,1 | 35,6 | 42,0 | 26,0 | 23,2 | 29,5 | 43,7 |
| ESTONIA | 40,5 | 37,9 | 44,3 | 56,0 | 25,8 | 24,2 | 28,0 | 36,1 |
| SPAIN | 50,7 | 50,6 | 49,4 | 57,4 | 21,5 | 18,0 | 28,1 | 43,6 |
| FRANCE | 50,8 | 50,8 | 49,1 | 55,0 | 43,2 | 39,9 | 46,3 | 60,0 |
| ITALY | 44,9 | 44,0 | 48,7 | 47,9 | 47,7 | 45,5 | 55,5 | 61,4 |
| CYPRUS | 50,9 | 53,5 | 47,3 | 22,7 | 26,8 | 24,0 | 33,6 | 40,9 |
| LUXEMBOURG | 51,7 | 48,0 | 53,2 | 69,7 | 40,6 | 35,3 | 47,6 | 55,8 |
| HUNGARY | 24,8 | 25,0 | 21,0 | 32,6 | 33,1 | 33,2 | 32,0 | 45,2 |
| AUSTRIA | 37,6 | 34,9 | 41,7 | 45,8 | 49,5 | 46,3 | 52,1 | 66,4 |
| POLAND | 43,7 | 55,8 | 40,7 | 42,7 | 41,5 | 40,1 | 41,6 | 47,5 |
| PORTUGAL | 52,0 | 52,4 | 50,7 | 52,2 | 35,6 | 33,1 | 41,7 | 53,7 |
| ROMANIA | 66,0 | 67,0 | 64,4 | 63,7 | 24,8 | 23,0 | 26,8 | 31,4 |
| SLOVENIA | 37,2 | 36,2 | 38,8 | 38,7 | 51,3 | 51,3 | 48,1 | 59,5 |
| SLOVAKIA | 34,2 | 34,6 | 31,3 | 39,7 | 35,7 | 34,2 | 33,4 | 48,0 |
| FINLAND | 39,2 | 40,4 | 35,1 | 40,0 | 37,3 | 35,5 | 35,9 | 57,7 |
| SWEDEN | 33,5 | 33,1 | 33,0 | 39,5 | 50,4 | 48,3 | 53,6 | 62,8 |
| CROATIA | 37,4 | 36,9 | 39,3 | 36,0 | 37,4 | 36,7 | 38,5 | 39,1 |

Big transnational companies have their own universities that “educate” the employees in the line of the new economic realities: multi-culture, advanced cultural intelligence, thoughtfulness focused on gaining rapid and easy profits, conquest of apparently inaccessible markets, information searching, preserving and processing, best decision-making skills etc.

One of the most important desideratum of business marketing ever since its apparition has been to overcome the traditional activities reserved to selling, starting from the premise that the consumers’ satisfaction contains a large variety of aspects which should be taken into account, at the same time, not only the consumers’ necessities and wishes regarding the structure of products and services or the distribution system, but also the presence of other similar offers on the market, their capacities and interests. Such a concept implied, at the time, the development of a communication system in order to decentralize and lead information towards the decision basics.

Moreover, these structures had to track the strategies of enterprises in order to adapt to the form, structure and nature of the market. The role of the human resources is of great importance in the competitiveness increase within the logistical systems used in the circuits of distribution. We take into account the fact that the reorientation

¹ Source for inside data: European Statistics, http://epp.eurostat.ec.europa.eu/statistics_explained/images/6/6b/Proportion_of_innovative_enterprises_which_introduced_products_new_to_the_market_or_own-developed_process_innovations%2C_2008_%28%25_of_enterprises_within_size_class_or_total%29.png.

from the traditional instruments to the decentralized configurations is encountered more and more often in the logistical domain. Such a reorientation, attested by the evolutions in the conceptual approach of marketing, has as a result the apparition of some complementary concepts in relation to marketing – telemarketing, cyber marketing, etc. – which have a major impact on the management of logistical processes.

But, a further analysis of the respective concepts – materializations of the interference of the elements which make up the two basic concepts: marketing and logistics – and of the action models which may be used in order to ensure the enterprises' profitability, emphasizes the necessity of increasing the personnel's volume of knowledge and even of a structural improvement through training in the managerial activity.

Involving the human resources can also be found in the management of functional and organizational structures of logistical activities. In presenting this issue, we start from the premise that a large variety of aspects typical of the distribution process should be taken into account, that the management should make up specific systems of relations which mirror the content of distribution circuits, establish systems in order to manipulate the supply, transportation, depositing, advertising, presenting and selling the products and a financial logistics in order to support the respective processes.

Given the fact that, conceptually, the policy of distribution is regarded as a specialized policy of commercial forms which refer to activities of locating the logistical operations, choosing the intermediary channels, locating the selling points, establishing the prices and the specific advertising activities, they form a process of major importance. Such an approach emphasizes the fact that the respective human resources used in the process of distribution should be involved not only because of the variety and volume of skills and techno-commercial knowledge, but also because of personal qualities.

There is a shared understanding. In a group, members think they are grouped together for administrative purposes, while in a team members recognize their independence, but believe that the personal and the team goals are best accomplished with mutual support. There is a participative decision making process. In a group, members who do not participate in decisions may not affect the group. Win/lose situations are common. On the contrary, in a team, members participate in decisions affecting the team, but understand that their leader must take the final decision. Positive win/win results are the goal at all times.

Until now, formal learning has dominated policy thinking, shaping the ways in which education and training are provided and coloring people's understanding of what counts as learning. The continuum of lifelong learning brings non-formal and informal learning more fully into the picture. Non-formal learning, by definition, stands outside schools, colleges, training centers and universities. It is not usually seen as "real" learning, and nor do its outcomes have much currency value on the labor market. Non-formal learning is therefore typically undervalued.

Conclusions

Knowledge utilization is the essence of management education and development. Management professors, students, and practicing training directors frequently voice concern about the lack of efficiency and speed with which management theory is transferred into management practice.

It is hoped that the basic utilization model presented here will stimulate additional thoughts and suggest some research priorities for the future. A few of the more pressing ones come immediately to mind. Trainings are an ongoing type of education and way of learning because the learning process does not stop at the end of training.

Participants live the experimental place of trainings with new abilities and new goals to develop themselves, and in this purpose trainers have a good follow-up plan in order to help participants to remain on the “good way”. Follow-up process is an instrument that demonstrates the fact that trainings are never an ending story, but an ongoing process of learning new things and achieve new abilities, behavioral improvement.

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