University of Bucharest

Manager

No. 31 ~ 2020

Faculty of Business and Administration

- new series -

Manager Journal is indexed in **EBSCO-CEEAS**, **CEEOL, RePEc, DOAJ, INDEX COPERNICUS, PROQUEST, ULRICH, DRJI and Google Scholar** international databases.

Issues twice a year

The next issue topic:
Manager no. 32 *- Challenges of entrepreneurship in the 21st century*

Faculty of Business and Administration
MANAGER JOURNAL
May 2020
© Manager
http://manager.faa.ro
manager@faa.ro

TABLE OF CONTENTS

~ Creativity and innovation in current management

Companies and future challenges.

The new wave of companies proving themselves on the innovative goods market will mark a new era: the era of creativity. The fight for supremacy will not be held, firstly, on the efficiency level, but at the innovationnlevel and the ability to satisfy the needs of consumers. It is ovvious that companies are living if they are effiecient and peformant. Beyond traditional needs, there is a fundamental need for human beings: the need for novelty. The tranformation of an idea into a product doesn't need anyomore tens of years but, on the contrary, maybe just a fee weeks or months. Novelty is becoming the catalyst of the global economy. Originality leads towards an evolutional process that can mean optimized versions of the same product. In fact, there is a shift from mass production towards an individualized production, a personalized one. Creativity is a non-linear product that imposes a new learning curve. Thus, a strong pressure will be put on the depreciation of existing production line and that is why defining a culture based on creativity an innovation will impose a new value chain and a new way of thinking connected to production flows. In the future we can talk about a diffetent management of creativity and innovagion that is beyond technical elements. In fact, future companies must define a new type of organizational culture in which some essential ingredients for the development of organizations will be considered: recruitment quality, performance evaluation system's cosistency and the components of the reward management system.

Prof. Ph.D. Paul Marinescu

Innovations and Discoveries in Medicine During the Covid 19 Pandemic

~ *Ph. D. Ec.* **Aurora Cosma** *(Academy of Economic Studies, Bucharest, Romania)*
E-mail: preda_auro@yahoo.com

~ *Ph. D. Ec.* **Marius Savin** *(Academy of Economic Studies, Bucharest, Romania)*
E-mail: ionmariussavin@yahoo.ro

Abstract: *The appearance of the COVID-19 pandemic disrupted all the current activities of our life, from the daily activities, work, the activities we carry out for recreation, as well as those of care, medical. The aim of the paper is to review the discoveries and innovations that have occurred in the time since the pandemic of COVID19. The authors have followed those innovations that have appeared in the medical system and can help the patient in his fight against the disease as well as those innovations that significantly help prevent the spread of this dangerous, uncontrollable and treatment-resistant virus. In the literature review, the authors approached a number of thirteen works published in the literature starting with March of this year. In the future, they would like to continue this article by reviewing the literature in half a year so that we can make a comparison and draw relevant conclusions that will help us to take fair and effective measures to combat COVID-19.*

The result is a selection of innovations that have appeared in the world during this period.

Keywords: COVID-19, innovation, discovery, pandemic.

JEL Classification: I12, I15, I18

Introduction

The COVID-19 pandemic is one of the most difficult collective challenges facing humanity since the last world war. Research institutes, pharmaceutical companies and national health authorities are looking for ways to find therapies to save people's lives and reduce economic and social decline. "There are no more ways to get rid of the apparent choice between protecting public health and protecting the economy," says economist Pierre Azoulay. "There is only one, and that is innovation." Thus, to fight a new pathogen, we need: a new vaccine, new drugs, new tests, new clinical knowledge and new data for a new epidemiological model. (Dizikes, 2020). In this context, the name of frugal innovation appeared (Harris et al., 2020). Creativity involves the generation of new ideas, and innovation means using ideas to create new products / services and competitive business models (Özmen et al., 2017; Tohanean and Toma, 2018). Thus, creativity creates mutations within us and innovation creates mutations within our existence (Marinescu and Toma, 2017). The aim of the paper is to review the discoveries and innovations that have occurred in medicine in the time since the emergence of COVID19 pandemic.

Literature review

The innovation during this period was diverse:

- India and Pakistan rebuilt the train rolling stock to turn them into COVID-19 hospitals
- China built a 1,000-bed hospital in 10 days.
- Distilleries have produced millions of bottles of sanitary alcohol.
- The United Kingdom transferred the management of private hospitals to the National Health Service, thus increasing the capacity of hospitals by 8,000 beds.

All these measures have led to an increase in the capacity of healthcare in the context of the COVID-19 crisis (Woolliscroft, 2020). In this respect, it analyzes four aspects present in academic medical centers, news that appeared during the COVID-19 pandemic, these are:

-Virtual care, represented by the development of telemedicine, this method has certain advantages for patients: convenience, without risk of exposure, and for the doctor increases the ability to care for acute and chronic patients resulting in minimization of care. Another advantage is the maximization of clinical resources, probably the relaxation of payments.

- Home hospital, it requires the presence of sensors to monitor the vital functions of patients remotely. Treating patients remotely leads to the development of new communication skills and adaptation to new roles.

- Web education in medicine, transforming medical students' courses into virtual courses, using simulation methods and simulated patients.

Future society will require decisions making (often in real time), and therefore software packages must be created in relation to the requirements of those who use them, and user education must enable the possibility to use such products (Marinescu et al., 2017).

One of the innovative initiatives to combat COVID-19 is the establishment of international disease-fighting coalitions, such as the Coalition for Epidemic Preparedness Innovation (CEPI), an international non-governmental organization funded by Wellcome Trust, the Bill and Melinda Foundation. Gates, the European Commission, and eight countries (Australia, Belgium, Canada, Ethiopia, Germany, Japan, Norway and the United Kingdom) aim to develop vaccines against five epidemic pathogens identified by the WHO (Lurie et al., 2020).

Countries tried to stop the COVID-19 pandemic and one of the strategies was early surveillance, testing, contact tracking and strict quarantine, these things can be done by coordinating data, integrating digital technology into health policies. Thus, states have adopted technologies for planning, surveillance, testing, contact tracking, quarantine, pandemic and health care.

Technologies can be classified into:

-Planning and tracking, where migration maps were used as a tool, using the mobile phone as a tool or mobile payment applications. Real-time reporting platforms have been created to provide data on the volume of patients, the amount of protective equipment, the number of staff, the rate of use of ventilators, for health care workers.

-Screening, high performance infrared thermal chambers are used

-Tracking contacts, using images from Security cameras

Quarantine and isolation. Cameras with drones and portable digital recorders monitor and restrict the gathering of people in public. China has introduced a code system (QR), in which people mustcomplete a symptom survey and record their temperature, this allows authorities to monitor their health and control their movement. The QR code serves as a certificate and travel permit, with color codes representing low, medium and high risk; individuals with green codes are allowed to travel without restrictions, while individuals with red codes must self-isolate for 14 days. The changes brought about by this new era of digitalization, happen very quickly and demonstrate a wide reach both within companies and in the daily life of every citizen. (Veith and Costea, 2019).

Clinical management uses a cloud-based assisted CT service to detect cases of pneumonia, with worldwide video conferencing and digital monitoring.

Risks: Possible risks may include misdiagnosis, equipment failure, breaches of confidentiality and costs for healthcare, lack of technology in the low-income population or in regions where they do not have access to broadband signals (Whitelaw et al., 2020).

Another area where health-enhancing technology was introduced during the pandemic was in intensive care where breathing equipment was insufficient due to the increase in the number of respiratory-assisted patients during this period, so positive continuous airway pressure devices were built. These devices were created by Mercedes Formula 1 who built with engineers and doctors at University College London a CPAP respirator that pushes oxygen to the lungs without the need for a ventilator. This device uses 70% less oxygen than previous devices. These devices are built by cars that would normally produce pistons and turbochargers for cars.

Thus, the entire capacity of the company in Brixworth, Great Britain, was modified to produce the CPAP respirator, the project was made open-source, so that any company could access and build it as needed.

Another problem in this pandemic is the spread of the disease. In order to be able to have a good control of the contacts of the patients infected with COVID 19, thus there were initiatives to follow the telephone contacts in different countries such as China and Ghana. Apple and Google have started a joint project by using a phone's short-range Bluetooth network to track the spread of the disease.

Ava, a Swiss medical technology company, has launched a series of biometric bracelets that collect medical data such as: temperature, number of breaths, heart rate. These are then sent for analysis to a laboratory in Switzerland. This monitoring aims to monitor the population, and also to develop algorithms, then based on these algorithms it is hoped to identify possible cases of covit19 before the symptoms are visible. (Krogh et al., 2020)

The pharmaceutical industry must thus be able to innovate quickly and succeed in using existing drugs on the market using them to cure other conditions that lead to time savings by bypassing safety studies that are costly and time consuming.

WHO has launched studies involving four existing drugs that promise:

- Remdesivir (a broad-spectrum investigative antiviral),
- Chloroquine or hydroxychloroquine (used to prevent and treat malaria),
- Combination of lopinavir and ritonavir (an HIV Therapy) and
- The combination of lopinavir-ritonavir with interferon beta-1a

Rum and whiskey distillers began to produce hand sanitizers and disinfectants. Similarly, cosmetics manufacturers such as Nivea, L'Oréal and LMVH have also started producing hand sanitizer to meet growing global demand. Dyson, a manufacturer of household appliances, develops fans using its air compression technology. Both Jeff Bezos and Elon Musk have rebuilt the production capacity and expertise of their missile companies, Blue Origin and SpaceX, for 3D-printed face shields for healthcare workers. The specific logic behind these ultra-fast innovation initiatives can be summarized in five principles: capturing the issue of innovation, map resources, the use of emerging technologies, encouraging collaboration and integrating end-users (Crosina and Schinoff, 2020).

The information provided by patients about the symptoms of the disease, which they can freely share in the form of YouTube videos and Google searches, is an extremely valuable source of knowledge about the disease and its evolution, thus being critical for achieving rapid innovation. Also, medical employees are at the forefront of medical device innovation in the current pandemic. For example, engineers at Vanderbilt University have developed a prototype ventilator in collaboration with doctors at the university's medical center. Without the input of these doctors, some essential features, such as pressure sensors and alarms, could have been overlooked. in the design process.

Perspective in the midst of the current coronavirus pandemic, there is considerable uncertainty about whether and when we will have an effective vaccine and treatments. However, there are good reasons to be trustworthy. After specifying the key principles of recovery, the pharmaceutical industry and its partners already have ongoing tests. Now that managers in remote healthcare sectors are worsening with the significant and probably long-term social and economic consequences of the pandemic, the lessons of the ultra-fast innovation industry based on recovery can help us quickly develop new solutions to our current and future challenges find out ahead. (Krogh et al., 2020)

Cortellis Drug Discovery Intelligence reports 589 drugs targeting coronavirus proteins, of which 72 are specific for the treatment of COVID-19. Of these 72 drugs, 24 are drugs launched or registered for other indications that are now being investigated for the treatment of COVID-19. Twenty are vaccines to prevent COVID-19, three of which are already in Phase 1 or Phase 1/2 studies (Jaffar, 2020).

One of the innovations in this period of crisis was telemedicine, which led to the explosion of tele-health visits.

• Remote hospital consultations and family visits • Online planning and automation of patient triage

• Artificial information for resource allocation and clinical decision making

• Supporting distance work and communication for team members

• Mobilizing teams to create PPE

• Ensuring connectivity to COVID-19 test sites and expansion capacity (Dyrda, 2020)

Coronavirus Innovation Map - an initiative of UNAIDS and the Moscow Innovation Agency to capitalize on the potential of innovation to improve health. It provides information for five categories: prevention, diagnosis, treatment, information and adaptation to life and business. More than 500 innovations have already been received that will be redirected to partners around the world to strengthen the power of reagents in the fight against COVID-19. (UNAIDS, 2020)

Patient care, remote-controlled robots, help medical staff perform critical procedures to feed patients and monitor daily medical activity. The Esmerald device monitors the patient's condition, temperature, breathing rhythm, movements. (News, 2020)

New gadgets that are intended to be used in the COVID pandemic:

• door opener without handle

• several varieties of door hooks

• "simple and robust" basic fans

• disinfectant sprays mounted on the wrist

• wrist band that always rings when you are about to touch your face

• the virustatic shield has antiviral coverage

• the machine cleans the viral particle chamber and provides the patient with purified air

• elbow extension for lifting buttons

• buttons with foot handle (Sostman, 2020)

Analyzing these works, I completed the table below the following data: column 1-innovation, column 2- the place where it appeared or by whom it was developed, column 3- the purpose of the innovation.

Tabel 1- Innovations and discoveries in medicine during the COVID 19 pandemic

	Innovations	The place where it appeared	The purpose of the innovation
1	Restoration of train rolling stocks in hospitals	India and Pakistan	Increasing the number of beds
2	Built a hospital in 10 days	China	Increasing the number of beds
4	Transferred the management of private hospitals to the National Health Service	UK	Increasing the number of beds
5	Virtual care		Providing medical care
6	Home hospital		Providing medical care
7	Web courses for medical students		Providing medical care
8	Establishment of international coalitions	CEPI - an international non-governmental organization funded by the Wellcome Trust, the Bill and Melinda Gates Foundation, the European Commission, and eight countries (Australia, Belgium, Canada, Ethiopia, Germany, Japan, Norway and the United Kingdom	Providing medical care
9	Migration maps – mobile phone and mobile payment applications	Real-time report platforms	Population migration control
10	Screening	High performance infrared thermal cameras	Detection of infected people
11	Drones with camera	Isolation control	Population migration control
12	QR - code system	China	Population migration control
13	Cloud-assisted CT service	Clinical management	Providing medical care
14	Continuous positive airway pressure devices - CPAP	Mercedes Formula 1	Providing medical care
15	Track phone constacts via Bluetooth network	Apple and Google in China and Ghana	Population migration control

16	Biometric bracelet	AVA Company	Prevention; Detection of infected people
17	Medical disinfectant	Nivea, L'Oreal LMVH	Prevention
18	Fans	Dyson	Providing medical care
19	Orotective materials	Jeff Bezos; Elon Musk; Blue Origin; Space X	Prevention
20	Information	You Tube; Google	Education
21	Fan	Vanderbilt University	Providing medical care
22	589 drugs targeting coronavirus proteins	Pharma Industry	Providing medical care
23	Tele-health		Providing medical care
24	Coronavirus innovation map	UNAIDS and the Moscow Innovation Agency	Providing medical care; Prevention; Education ; Population migration control
25	Care robots		Providing medical care
26	Door opener without handle		Prevention
27	Some varieties of door hooks		Prevention
28	Basic fans "simple and robust"		Providing medical care
29	Disinfectant sprays mounted on the wrist		Prevention
30	Wrist band that always rings when you are about to touch your face		Prevention
31	The virustatic shield has antiviral coverage		Prevention
32	The machine that cleans the viral particle chamber and provides the patient with purified air		Prevention

33	Elbow extension for lift buttons		Prevention
34	Buttons with foot handle		Prevention

Source: Authors' own research

Research methodology

The present article includes an analysis of the documentation found in various publications and scientific articles in order to illustrate the potential advantages of our country. Therefore, the authors used a comprehensive search into numerous sources of secondary data, such as articles, reports and books from the domains of "innovations and discoveries during the pandemic COVID19".

For the research, the authors used also electronic databases, such us Pubmed, Academia. EDU, BRILL and Wiley Online Library. Other sources were the archives of different journals, such us the journal "Manager". The method used is a descriptive and quantitative one, given the fact that the subject is very widely discussed.

Results and discussions

This is why there is a close relationship in cause-effect relationship between creativity, invention and innovation, as the triggering factor of a relationship between the aforementioned can be any of them. (Marinescu, P., Toma, S., G., 2017).In the case of the discoveries researched in this article, the triggering cause is the covid pandemic19, the result of which is the stopping of the spread of this flag.

We are aware of the evolution of these discoveries and we really want all these, adapted and created by researchers to combat this virus to multiply and their appearance to have an ascending dynamic. Our evolution as a species depends on the work of these researchers and matters a lot in stopping this pandemic that is affecting our lives so brutally.

Conclusions

Analyzing these works published in the literature since March 2020 the authors found 34 innovations in only the 15 articles they researched. They would like to continue this study by resuming the research of the literature in the first half of the year to make a comparison and draw relevant conclusions to assist us in taking fair and effective measures to combat COVID-19.

REFERENCES:

1. Crosina, E. and Schinoff, B., 2020. Technology in the Pandemic: Recreate the Office or Repurpose It?. [Online] Available at: https://sloanreview.mit.edu/article/technology-in-the-pandemic-recreate-the-office-or-repurpose-it/ [Accessed 17 07 2020].
2. Dizikes, P., 2020. An innovation plan to beat Covid-19. [Online] Available at: http://news.mit.edu/2020/innovation-beat-covid-19-azoulay-0508[Accessed 17 07 2020].
3. Dyrda, L., 2020. The legacy of COVID-19: How key innovations will outlive the pandemic. [Online] Available at: https://www.beckershospitalreview.com/digital-transformation/the-legacy-of-covid-19-how-key-innovations-will-outlive-the-pandemic.html [Accessed 17 07 2020].
4. Harris, M., Bhatti,Y., Buckley, J. and Sharma,D.,, 2020. Fast and frugal innovations in response to the COVID-19 pandemic. Nature Medicine, 26, pp. 814-817.
5. Jaffar, S., 2020. COVID-19: Scientific innovation will help us beat this virus. [Online] Available at: https://clarivate.com/article/covid-19-scientific-innovation-will-help-us-beat-this-virus/ [Accessed 17 07 2020].
6. Krogh, G., Kucukkeles, B. and Ben-Menahem, M., S., 2020. Lessons in Rapid Innovation From the COVID-19 Pandemic. [Online] Available at: https://sloanreview.mit.edu/article/lessons-in-rapid-innovation-from-the-covid-19-pandemic/ [Accessed 17 07 2020].
7. Lurie, N., Saville, M., Hatchett, R. and Halton, J., 2020. Developing Covid-19 Vaccines at Pandemic Speed. The New England Journl of Medicine, 382, pp. 1970-1972.
8. Marinescu, P. and Toma, S.- G., 2017. Creativity and innovations in management. Manager, 25, pp. 147-154.
9. Marinescu, P., Toma, S.-G., Miulescu, G. F. and Gradinaru, C., 2017. Entrepreneurship: from education to innovation. Manager, 26, pp. 146-156.
10. News, I., 2020. Artificial Intelligence | Emerging Trends | IoT | Multimedia, Content & Apps. [Online] Available at: https://news.itu.int/3-ways-innovative-tech-is-helping-during-the-covid-19-pandemic/ [Accessed 17 07 2020].
11. Özmen, Ö., Sârbu, R., Săseanu, A. S. and Toader, C., 2017. The European Foundation for Quality Management (EFQM) Excellence Model in a Low Voltage Switchgear Company. Amfiteatru Economic, 19(Special No. 11), pp. 1064-1076.
12. Sostman, H. D., 2020. Research andinnoion as an essentil function amid the COVID-19 PANDEMIC. [Online] Available at: https://www.houstonmethodist.org/newsroom/research-and-innovation-as-an-essential-function-amid-the-covid-19-pandemic/[Accessed 17 07 2020].
13. Tohanean, D. and Toma, S.-G., 2018. Innovation, a key element of business models in the Fourth Industrial Revolution. Network Intelligence Studies, 6(12), pp.121-130.
14. UNAIDS, 2020. FEATURE STORY. [Online] Available at: https://www.unaids.org/en/resources/presscentre/featurestories/2020/april/20200408_covid-19-innovations [Accessed 17 07 2020].
15. Veith, C. and Costea, D., 2019. Industry 4.0 - A challenge or a risk for the involvement of women in management and business. Manager, 29, pp. 91-99.
16. Whitelaw, S., Mamas, A. A., Topol, E. and Van Spall H., 2020. Applications of digital technology in COVID-19 pandemic. The Lancet.
17. Woolliscroft, J. O., 2020. Innovation in Response to the COVID-19. Academic Medicine, XX, p. 3.

The reflection of retail marketing strategies in advertising catalogues

~ *Ph. D.* **Ștefan Catană** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: catana.stefan90@yahoo.com

~ *Ph. D. Professor* **Sorin-George Toma** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: tomagsorin62@yahoo.com

~ *Ph. D. Lecturer* **Cătălin Grădinaru** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: catalin.gradinaru@faa.unibuc.ro

~ *Ph. D. Student* **Adrian Iordache** *(Academy of Economic Studies, Bucharest, Romania)*

E-mail: iordacheadrian18@stud.ase.ro

Abstract: *In consumer relations, the retail companies carry out specific external marketing activities using appropriate tools: catalogues, online marketing actions, external advertising etc. The aim of this paper is to analyze the advertising catalogues from the following types of stores: proximity shops, discounters, supermarkets and hypermarkets and to identify and describe retail marketing strategies as they turned out from them. The research methodology was based on a quantitative research method. In this sense, the authors present the external marketing strategies and the company's general strategies. Also, in retail marketing strategies, product and price strategies are essentially dependent on vendor strategies, while the business firm has more control over promotion and distribution. Following the analysis carried out, the authors conclude that in composing the mix, the trading company has total control over the combination of brands and products and low control over the product lines within the brands. The paper contributes to a better understanding of the retail marketing strategies.*

Key words: *retail, company, marketing strategy, advertising catalogue, external marketing strategies, general strategies*

JEL: L20, M31

1. Introduction

The multichannel marketing environment is becoming increasingly prevalent in recent years (Chang and Zhang, 2016). Thus, multichannel marketing has become an important tool in order to motivate customers to shop frequently through increased interaction and build lasting customer relationships (Rangaswamy and Van Bruggen, 2005; Hansotia and Ruskstales, 2002).

In consumer relations, retail firms carry out specific external marketing activities using appropriate tools: catalogues, online marketing, outdoor advertising, etc. Many firms are abandoning the print advertising and this serves to reduce competition for the firms still producing these forms of advertising (Safdar, 2016). In fact, in retailing this form of promotion remains one of the favorites of the traders

From the theoretical point of view, the advertising catalogue is a printed promotional support, with a prestigious connotation (contains several tens of color pages), detailed and, as a rule, exhaustive of a company's commercial offer. The articles presented are accompanied by artistic photographs, sales prices and detailed product information. The catalogue is the main tool used in the distance sales system - specialized promotion and information support. The print ad and the catalogue are advertising formats that do not compete for space with consumers' other digital distractions (Mark et al., 2019).

The goals of the paper are to analyze the advertising catalogues from the following types of stores: proximity shops, discounters, supermarkets and hypermarkets, and to identify and describe retail marketing strategies as they turned out from the analysis of the catalogues. The research is based on a quantitative method. The paper contains four other sections as follows: literature review, research methodology, results and discussions, and conclusions and recommendations.

2. Literature review

The content and structure of the advertising catalogues reflect both market and mix strategies, on the one hand, and general company strategies, on the other (Toma and Marinescu, 2015).

As part of the planning process, the structural components specific to the catalogue are placed within the last phase of the promotion program (Catana, 2015). Consequently, they reflect a precursory process, that of strategic marketing planning. The deductive method can be applied by going through the process, inversely, i.e.: mix-positioning-segmentation (market strategies). Marketing strategies are second-tier strategies in relation to the general business strategies, the latter can be deduced through the analysis of marketing ones.

Using the advertising catalogues is wider in terms of products and more limited to services. Product policy is reflected by product placement within catalogues, diversity and degree of dimensional stability, variety of products (Miulescu, Marinescu and Toma, 2019).

By placing itself in the field of external marketing, distribution is part of the marketing mix (Gradinaru et al., 2016b) and can be understood in a broad sense, on the one hand, as including the "distribution" of the catalogue (the "promised offer") by developing direct marketing strategies and, on the other hand, (free shipping) of buyers at points of sale ("distribution") (Catana, 2019; Gradinaru et al., 2016a).

Advertising catalogues also reflect the promotional and communication strategies used by retailers. Thus, at the level of the objectives pursued by the promotional activity, the commercial enterprise can choose to promote its global image in the external environment or to promote the products in the offer.

3. Research methodology

In order to reach the aims of the paper, the authors employed a quantitative research method. The information was obtained through field research.

First of all, the authors collect the advertising catalogues from 8 stores from Bucharest during a three months period (November 2019 – February 2020). Secondly, the information was synthetized, highlighting the aspects regarding the retail marketing strategies. Finally, the authors concluded the paper and emphasized the conclusions following the analysis performed.

For each of the four types of commercial stores analyzed - proximity shop, discounter, supermarket and hypermarket – were selected two commercial units. The selection of these units was made according to the market share, using the non-probability sampling, considering that the research is exploratory in nature. For all these units were analyzed a total number of 85 leaflets and commercial catalogues.

The authors used primarily the deductive method which is based on understanding the place and role of the strategy in the management of marketing processes. Basically, the marketing strategy is the basis for designing the marketing activities and programs, in this case, in the way of drawing up and disseminating the commercial catalogs. By observing and analyzing the way of drawing up and disseminating, through deduction, it is possible to identify the strategic instruments that were the basis of their elaboration.

Secondly, the authors had resorted to the comparative method based on which retail strategic alternatives can be derived from the catalogues. Basically, the comparisons were made between the activities carried out within each type of store included in the analysis and, by extension, between the types of retail companies.

The following three main objectives were set to be achieved following the analysis of the trade catalogues:

O1: The degree of using the advertising catalogues in different types of commercial stores

O2: Identification of external marketing strategies reflected in the structure of advertising catalogues

O3: Identifying the company's general strategies reflected in the structure of the advertising catalogues

The purpose of this marketing research is to identify and describe certain marketing strategies based on the analysis of the advertising catalogues edited by proximity stores, discounters, as well as those published by supermarkets and hypermarkets present in Bucharest.

4. Results and discussions

The use of the secondary data analysis method took into account, on the one hand, the possibility of identifying certain marketing strategies used in the retail sector in Romania, and, on the other hand, the intention to substantiate the purpose and objectives of the concluding researches (Catoiu et al., 2002). Also, using this method, the authors wanted to highlight the different strategic approaches according to the typology of the analyzed stores.

In the following, the authors analyze the advertising catalogues in order to present retail market strategies (segmentation), specific positioning strategies, and last but not least, mix strategies, specific to external marketing. These issues can also be investigated in the sphere of the goods traded and in services rendered for their sale.

In Table 1 the information required by the first objective of this structured research is highlighted on each of the four types of analyzed stores, and the extent to which commercial catalogues are used. This is a first step in analyzing these types of promotional media in order to obtain as much information as possible regarding retail marketing strategies.

Table 1: The degree of using the catalogues in the analyzed units

Type of store	Existence of catalogues	Average number of catalogues released during the analyzed period	Periodicity
Proximity store	No	0	-
Discounter	Yes	17	Weekly
Supermarket	Yes	15	Weekly / Bi-monthly
Hypermarket	Yes	23	Weekly / Bi-monthly / Monthly / Seasonal

Source: Authors' own research.

As can be seen, the proximity stores analyzed do not use advertising catalogues as a form of promotion. Taking into account the peculiarities of these types of business units, from the point of view of the target segment, they target potential buyers who live or work in their vicinity. Therefore, marketing efforts do not include promotion through catalogues, but rather promotional activities specific to sales promotion (brand, symbol, posters, indicators).

The average number of leaflets and advertising catalogues distributed by traders during the analyzed period reflects the importance they attach to this promotional tool. Also, discounters, supermarkets and hypermarkets do not just edit cascading catalogues (editing a new catalogue when another catalogue has expired), but it also edits several types of catalogues concurrently. The strategic option that can be detached explains the fact that merchants generally publish a general catalogue, in which include a selection of products from each of the groups present in store districts and, in addition, other catalogues only for certain group products. The situation is generated by certain strategic alliances (especially in supermarkets and hypermarkets), developing, in cooperation with certain suppliers. From the point of view of the promotional alliance strategies between producer and distributor, there may be either catalogues that promote only the products of a particular manufacturer or "co-branding" pages for a particular brand.

Analyzing the frequency of leaflets and promotional catalogues, we notice significant differences between the types of traders mentioned: discounters publish a catalogue or leaflet per week, while supermarkets and hypermarkets publish several catalogues or leaflets weekly, depending on number and typology of promoted products.

It is worth mentioning that catalogues or leaflets with a different validity period, some with respect to others, are published in the offer of the same type of trader. This is due to the fact that, as a rule, food offers are planned for a shorter period, while bids for non-food products are maintained for a longer period of time. Discounters mainly sell food products, while in supermarkets and hypermarkets the share of non-food products is much higher.

We also found that flyers and special catalogues (e.g. Black Friday, Christmas, New Year Eve) are being edited for events. In general, the duration of the offer, promoted through these materials, is approximately 7-10 days.

These considerations regarding the ways of publishing and distributing the catalogues indicate a strategic market behavior that can be expressed through a periodic modification of the trading conditions, especially those in the product and price sphere. These are differentiated by product groups, the frequency being higher for food than non-food.

The marketing mix is reflected in the commercial catalogues, mainly through the components produced and the price, on the one hand and through some components of the promotion (the catalogue itself) and the distribution.

In terms of product placement in promotional support, it is found that in general, in general catalogues (food and non-food), the products are grouped and disposed in a relatively standardized order: fresh products (meat, vegetables, fruits), sausages, dairy products, canned food, household and household products, hygiene and cosmetic products, which largely reflect the order in which they are displayed for sale.

Regarding the arrangement of the page, noticeable differences are between the analyzed traders, which is specific to each store, but there is no link with the typology of the shops.

The volume of products in promotional support is variable and varies from one merchant to another. That's why the number of pages in the catalogue is variable. In general, 8-10 products are promoted on a page. It should be mentioned that this variation reflects the typology of the analyzed shop, as well as the typology of the edited commercial catalogue.

As a strategic product alternative, it can be mentioned the strategic alternative of product selection within the groups exposed at the point of sale. In this sense, depending on the size of the commercial space, several or fewer product groups are promoted.

The degree of novelty of the products is adequately reflected in the catalogues, and strategic deductions can't be made. However, it can be noticed that novelties are improperly referred as new products from the perspective of marketing theories, the novelty being attributed to products that have not been promoted in previously published catalogues. The number of such new products is proportional to the size of commercial support. In this regard, supermarket or hypermarket stores promote a larger number of such products compared to discounter stores.

The price of the products included in the catalogues reflects a strategy, correlated with the product, as well as with the positioning, and it is possible to select the products in correlation with the price strategy.

The selection reflects a price strategy that aims to attract and retain customers, placing themselves in the sphere of relational marketing strategies. In this respect, depending on the typology of the shops, the following types of pricing tactics used in retail (Table 2) can be identified:

***Table 2**: Types of pricing tactics used*

Types of pricing tactics	Discounter	Supermarket	Hypermarket
Grouped sales	✓	✓	✓
Differentiated prices according to the geographical location of the store	-	-	✓
The unique price	✓	✓	✓
Differentiated prices according to product group	✓	✓	✓
Prices temporarily reduced	✓	✓	✓
Competition-oriented prices	-	✓	✓
Psychological prices	✓	✓	✓
Special offer prices	✓	✓	✓

Source: Authors' own research.

The information presented above highlights the existence of notable differences between the price approach of discounters, compared to supermarkets and hypermarkets. Also, all types of retail stores are dominated by grouped sales, so customers are encouraged to purchase more units of the same product at a unitary price lower than the one-product purchase. In addition, products with psychological prices are included advertising catalogues regardless of the type of trader. These types of prices have the role of exacerbating the emotional behavioral reactions of clients. Compared to the above, we note that the temporary price reduction and the special offer prices are placed within the strategic alternative of the penetration price on the market.

Distribution strategies used by retailers can't be deduced directly from promotional media, but by analyzing the contact information in the advertising catalogues, it can be found that most traders are placing themselves in the role of specific distribution channels derived from those of goods, the length of channels varying between direct distribution and short channel distribution.

In this sense, discounter stores exclusively use classic (traditional) distribution through commercial units, while supermarkets and hypermarkets also use modern distribution channels: online selling via site and mobile phone applications. From the depth of the distribution channel, in addition to sales made in operating units, supermarkets and hypermarkets make distribution through very deep channels, delivering products directly to customers' homes through courier companies, the channel being medium-length (intermediate) and very deep.

5. Conclusions

The exploratory analysis of how marketing strategies are reflected in promotional media (advertising catalogues) highlights some conclusions that capture specific features relative to goods and services.

First of all, it is noted that the derived a complementary character of external marketing strategies in relation to interactive marketing strategies. Basically, the external marketing mix has as its starting point, the interactive marketing mix being made by selecting products, prices and services to achieve external marketing goals. The complementary character is determined by the selection that leads to a "different" mix than the "interactive" one with a pronounced promotional role.

In a similar (derived) position, there is also a relationship with suppliers that reflects the commercial supply strategies that arise in relation to addiction to interactive marketing strategies. Practically, business firms select suppliers according to interactive marketing strategies that appear in stores (interactively) with their own strategies (product, price, promotions at the point of sale, etc.), reflected in their actions. In this sense, it was noted, secondly, the dependence of the external marketing strategies on the relationship between the trade company and the suppliers. Also, vendor marketing strategies are reflected appropriately in the activities inside and outside stores and, viewed otherwise, commercial marketing strategies appear to have a pronounced collector character. Thirdly, exploratory analysis reveals the essential, strategically and tactical role of marketing mix in retailing, coupled with the higher flexibility of the trade firm.

In marketing strategies, product and price strategies are essentially dependent on vendor strategies, while the business firm has more control over promotion and distribution. In this context, in composing the marketing mix, the trading company has total control over the combination of brands and products and low control over the product lines within the brands.

REFERENCES:

1. Catana, S.A., 2015. Direct marketing strategy for "Coradrive" service, promoted by Cora company. International Conference on Marketing and Business Development , 1(1), pp. 185-191.
2. Catana, S.A., 2019. A new approach to retail marketing - ways of services marketing. SEA - Practical Application of Science, 7(19), pp. 75-77.
3. Catoiu I. et.al., 2002. Cercetari de marketing. Bucharest: Uranus Publishing.
4. Chang C.W. and Zhang, J., 2016. The effects of channel experiences and direct marketing on customer retention in multichannel settings. Journal of Interactive Marketing, 36, pp. 77-90.
5. Gradinaru, C., Marinescu, P. and Toma, S.G., 2016a. The competitive business models in e-commerce. Strategii Manageriale, 4, pp. 143-149. Available at: http://www.strategiimanageriale.ro/images/images_site/articole/article_d8e2a5630108084e83af2b54f1e62ddd.pdf [Accessed 20.08.2020].

6. Gradinaru, C., Toma, S.-G. and Marinescu, P., 2016b. Marketing mix in services. Ovidiu University Annals, Series Economic Sciences, 16(1), pp. 311-314. Available at: http://stec.univ-ovidius.ro/html/anale/ENG/2016/2016-I-full/Section-IV/10.GRADINARU_Catalin.pdf [Accessed 22.08.2020].
7. Hansotia, B. J. and Ruskstales, B., 2002. Direct marketing for multichannel retailers: issues, challenges and solutions. Journal of Database Marketing, 9(3), pp. 25-266.
8. Mark, T. et. al., 2019. Catalogue as a tool for reinforcing habits: Empirical evidence from a multichannel retailer. International Journal of Research in Marketing,36, pp. 528-541.
9. Miulescu, G.F, Marinescu, P. and Toma, S.G., 2019. Competitive cooperation - marketing development instrument. Manager, 29, pp. 106-113.
10. Rangaswamy, A. and Van Bruggen, G.H., 2005. Opportunities and challenges in multichannel marketing: an introduction to the special issue. Journal of Interactive Marketing, 19(2), pp. 5-11.
11. Safdar, K., 2016. Wall Street Journal. [Online] Available at: https://www.wsj.com/articles/victorias-secret-turns-its-back-on-the-catalog-1460155651[Accessed 20.03.2020].
12. Toma, S.G. and Marinescu, P., 2015. Strategy and change. Manager, 21, pp. 145-150.

Acknowledgement:

This work was cofinanced from the European Social Fund through Operational Programme Human Capital 2014-2020, project number POCU/380/6/13/125015 "Development of entrepreneurial skills for doctoral students and postdoctoral researchers in the field of economic sciences"

Managing the employer brand to attract talents in the organization

~ Ph. D. Lecturer **Ioana – Julieta Josan** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: ioana.josan@faa.unibuc.ro

***Abstract**: Nowadays, the interest for attracting talented employees represents one of the most significant organizational goal. The talents role in the organization has been highlighted in the last decades as an important asset in creating added value to the company. According to Barney (1997) human capital is" a rare and difficult to imitate resource" through which organizations achieve high level of productivity and organizational performance. To achieve this goal, companies must create strategies to succeed in attracting valuable employees into the organization. Lately, a successful strategy for attracting talents is the creation of an attractive employer brand. Without being an exhaustive approach, this paper aims to explore the relation between employer branding and the attraction of talented employees. Also, this article discusses some factors that organizations can use for developing an attractive employer branding through which they could achieve the recruitment goals. The study is a theoretical research which has some limitations: it was not tested in practice; its development is based on the information from the literature review and the research of the most reputed brands strategy. Second limitation consists in using only three factors (credibility achieved through the public relations strategy, employee value preposition and brand visibility) for developing a model of an attractive employer brand construction. Given these limitations, it is worth continuing and expanding research in this area.*

Key words: human capital, talents, employer brand, competitiveness, recruitment

JEL: M1, M5

1. Introduction

In an increasingly globalized and digitized economy, many of the practices that a decade ago seemed to be just predictions, nowadays they are present in the organizational day-to-day life, invading more and more of its processes. The changes of organizational processes have not been imposed forcefully, but it has been a natural shift in ensuring a hard-to-reach competitiveness without quick adaptation strategies and actions.

In this organizational transformation, human resource management has not escaped untouchable, creating a completely different paradigm of what human resources management meant so far. Today, many companies, especially those with highly changing environments, have created departments that incorporate more than the traditional human resources processes, the new departments have a strategic role, a role in which people have a central place in achieving organizational performance and which are called Human Capital Management departments.

In this context, the search for talented employees, ready to cope with multiple challenges in the business environment, has opened the way for new practices that organizations are increasingly using in their pursuit of success. In the struggle to attract and acquire talented people, companies have endeavored to use in the last decades, one of the most powerful weapons, the creation of an employer brand.

Given the main trends mentioned above, the paper aims to explore the relation between employer branding and the attraction of talented employees. The content of the paper is based on the answer to some key questions:

Q1. Could a stronger employer brand increase the chances of attracting talent to the organization?

O2. Does the employer branding have an external an internal value?

Q3. Does the online medium represent the main channel for employer brand visibility?

The answer to these questions is based on the research of the literature and on the author's observations and interactions with entrepreneurs and specialists in building an employer brand. Also, this article highlighted an organizational strategy for developing an attractive employer branding through which they could achieve the recruitment goals.

2. Literature review

The importance attributed to the attraction of valuable human resources is not a very recent one, the interest in this subject was more common with the development of modern human capital theory. The concept of human capital was attributed to a major interest, especially in the second half of the 20th century, when, with the development of technology, the highly qualified human resource was an important factor of competitiveness for both nations and companies. Thus, the growth and development of the knowledge and skills stock of an organization's employees have a positive effect on organizational performance, especially in a changing economic environment characterized by numerous challenges the business environment needs to overcome them and to win. Gary Becker (1964) argues that economic growth in some countries is explained by the expansion of scientific and technical knowledge that contributes to increasing labor productivity and production.

The basis for productivity and production growth lies in human capital that can be defined, according to the OECD (2001), as the knowledge, skills, competences and attributes of a person and facilitates the creation of personal, social and economic well-being. Moreover, human capital, in addition to ensuring economic well-being, also adds an economic and social value to it. In this respect, Singapore constitutes a successful example (Toma, 2019). Wallace (2010) argued that "human capital represents those skills, abilities, knowledge built into an individual that contribute to the production process by creating economic or social value.

These benefits are ensured by the fact that human capital held by people has some attributions that make it unique compared to other factors of production .According to Stiles and Kulvisaechana (2003) for organizations to achieve competitive advantage it is not dependent, as is traditionally assumed, on such bases as natural resources, technology or economies of scale since these are increasingly easy to imitate. Rather competitive advantage is, according to the resource best view dependent on the valuable, rare and hard to imitate resources that reside within the organization. Human capital in a real sense is an 'invisible asset'.

In line of these, Holland et al. (2007) had highlighted that" products and processes can therefore be more readily replicated by competitors, and intangible assets such as brands, intellectual capital and talent have become critical to organisational success.

Therefore, in this new context dominated by intangible resources, the "companies that want to dominate their industries must be able to attract and retain talented employees. They must also engage people like never if they want to innovate and grow. Only those companies that win the hearts and minds of their top talent will be able to deliver value over both the short and long terms" (Athey, 2004).

Otherwise, Cheese et al. (2008) mentioned that" Talent in the workplace is increasingly identified as a key factor in determining success. If effectively managed it has the potential to be a productive resource capable of adding value and competitive advantage to an organization. Summarizing the views outlined above, the competitive advantage of companies can be given by the talents they manage to attract and maintain in the organization. According with the authors Swanepoel, Erasmus, Schenk, & Tshilongamulenzhe (2014)" Talent attraction is significant for organizational productivity and thus human capital spending entails the attainment, management and maintenance of a talented workforce".

In order to achieve this goal, talent management is needed. Thus, the literature in the field shows this process as being" an organizational capacity to identify the right person for the right job and at the right time" (United Nations Development Program). The variety of processes that talent management encompasses was surprised by Khatri et al. (2010) who mentioned that "talent Management, often referred to as Human Capital Management, is the process of recruiting, managing, assessing, developing and maintaining an organization's most important resource- people."

Berger and Berger's (2003) definition of talent management is based on proactively identifying, selecting and nurturing key performers, the sourcing, development and allocation of replacements for key personnel and the allocation of resources to key talent, contingent on their potential value to the firm. Nevertheless, talent management has a different meaning for each company as it is "applied differently from one organization to another depending on the type and stage of development where they are" (Marinescu et al., 2016). According to Gisele et al (2016)" attracting and retaining the right group of people with the required skills mix is thus a combination of the branding proposition and a range of recruitment, selection and performance management strategies".

Therefore, with the rise of talent competition, the concept of employer branding emerged as a response to the need for companies to attract highly skilled and growth potential individuals.

This concept appears in the literature in the early 1990s, both in research in the field of human resources management, as well as in marketing and public relations. Being an interdisciplinary domain, we propose in the following lines to highlight the main defining elements.

In the first literature approaches, the concept designates according to Ambler and Barrow (1996) "the package of functional, economic and psychological benefits provided by employment and identified with the employee company". Earlier research in the field showed that the employer's brand, brings real benefits to companies. The findings of Ritson (2002) study indicated that companies with strong employer brands can potentially reduce the cost of employee acquisition, improve employee relations, increase employee retention and even offer lower salaries for comparable staff to firms with weaker employer brands.

More specifically, Backahous, Tikoo (2004) mentioned that the employer brand represents" the firm's capability of differentiation as an employer from competitors". Therefore, this approach captures the origins of the corporate brand, the marketing one, which aims to highlight the unique aspects of the firm's employment placement or environment. The necessity of positioning on the market is explained by Mosley (2007) who asserted that the employer branding was developed due to the growing competition among rival companies which required talent to compete and achieve growth and sustainability. In line of these, Aggerholm et al.(2011) pointed that an "employer branding is a strategic branding process which creates, negotiates and enacts sustainable relationships between an organisation and its potential and existing employees under the influence of the varying corporate contexts with the purpose of co-creating sustainable values for the individual, the organisation and society as a whole. In the approach of Aggerholm et. the concept captures two dimensions. The first dimension covers to the role of internal branding, and the second dimension includes an external value, a social value. But both are based on building sustainable relationships. For most companies, the employer branding represents a priority in the war of talent in a highly competitive labor market. According to the Universum survey, the global employer branding leader, (2018) "Employer branding remains a top priority for companies regardless of size, industry or region. 84% of the World's Most Attractive Employers say employer branding is one of their top priorities, up from 79% in 2017." Considering the increasing importance shown to this concept, companies are trying to find the most persuasive strategies for getting talent. Thus, with the growth of social media popularity, the concept has gained a new dimension. This new dimension focuses on developing a relationship of trust with potential employees through social media. Moreover, social media has become a main channel for recruiting talent.

Social media concept represents" a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content" (Kaplan and Haenlein, 2010). For businesses, Social media platforms can serve as an appropriate cyber-space to promote and connect themselves with the actual and prospect employees (Grzesiuk and Wawer, 2018). Thus, in the digitized economy," Social Media is rapidly emerging as a popular and important tool for Employer Branding as that's where the talent is" (Nanda, N. and Saini, G. (2018) quoted Russell, 2009; Laick & Dean, 2011).

Thus, the employer brand helps to convey the workforce that the organizational culture, benefits, employee's engagement and growth opportunities are superior to those of the competitors. Starting from this conclusion drawn from the literature review, I will highlight some guidelines that companies can use in creating an attractive employer brand. The strategy below is not the only one, many more have been developed over time, but the one presented below contains three elements that cannot be missed and based on which a consistent brand can be built to attract talent into the organization.

3. Research methodology

The article is an exploratory study based on author`s observations and literature investigation which has two objectives:

O1. To analyze the relation between employer branding and the attraction of talented employee,

O2. To develop an organizational strategy for developing a consistent employer brand.

The interest for the employer branding concept has generally dominated the last two decades. Backhaus (2016) noticed that Ambler and Barrow in 1996 "introduced the term "employer branding" into the lexicon of human resource management".

Although it is a new concept, its popularity increased sharply and has become a topic of interest for both academic researchers and practitioners, especially those in the field of human resources. The attention paid by human resources specialists is explained by the fact that initially, the employer brand was developed as a marketing technique in the process of recruiting and retaining employees. In the early stages, the employer branding had seen as an external function which consists in promoting and ensuring the attractiveness of the employer on the labor market (Backhaus,2016).

With the development of researches and the expansion of organizational practices in terms of people management, the employer brand is gaining even more importance. Thus, the employer branding appears as a "qualitative features of the employing company, which are attractive to a target audience" (Kucherov and Zavyalova (2012), also as a technique for increasing employees' motivation and retention. Therefore, the employer branding also acquires an internal value. Backhaus and Tikoo (2004) mentioned that employer branding" feeds perceptions of organization identity and organizational culture, which leads to employee brand loyalty and ultimately employee productivity" (Backhaus & Tikoo, 2004). The internal value was highlighted also by Gozukara and Hatipoglu (2016). They mentioned that the employer brand values impact organizational citizenship behaviors, which may potentially be a link from employer brand to employee productivity and other outcomes. Moreover, with the rise of online communication media, employer branding has gained greater visibility and the opportunity to promote itself among stakeholders. For example, in the studies conducted by Eger, Mičík and Řehoř (2018); Mičík and Mičudová (2018), Eger et al (2019), the impact of the online medium on creating and increasing the attractiveness of the employer brand was analyzed. The results indicate that websites and social media sites are used by companies to communicate and increase their employer branding attractiveness.

Based on the author's findings (literature review and the interaction and observation of the companies practices), the whole argument is built around the hypothesis that a positive employer brand image generates organizational attractiveness (Lievens, 2007), and attractiveness means congruence between the organization's values and goals and those of the prospective employees (Elegbe, 2018).

Given the evolution of the concept and its implications, the paper aims to explore the relation between employer branding and the attraction of talented employees. The content of the paper is based on the answer to some key questions:

Q1. Could a stronger employer brand increase the chances of attracting talent to the organization?

O2. Does the employer branding have an external an internal value?

Q3. Does the online medium represent the main channel for employer brand visibility?

The second stage of the paper presents a strategy based on three factors that companies can use to create and increase the attractiveness of the employer brand.

4. Results and discussions

Attracting and acquisition of talent people involves the existence of an attractive employer branding. To achieve this goal, it is necessary a consistent planned strategy based on defining employee value proposition, building a realistic but persuasive message through Public Relations and Marketing content dissemination and increasing visibility through the most suitable social media channels.

These issues are developed in the following sections. The purpose of this content is to create a strategy that companies can use to get an employer brand to help them attract talent.

1) Credibility achieved through Public Relations strategy

The strategy of creating an employer brand has common elements to the product strategy. Thus, similar with the product brand strategy, there are major differences between using Marketing and Public Relations in creating the employer brand. By using marketing, companies pay (job advertisements) to communicate brand to applicants who are looking for new opportunities, but for public relations, companies must provide credibility to win the goodwill of the public which is harder to achieve without consistent work and solid knowledge of social trends, people management and public relations. In this research, we will focus our attention on Public Relations because the benefits are lasting and much more credible.

First, for creating a brand, the organization must define their unique value, their unicity in the market. For getting this, companies must be creative, transparent and consistent both internally and externally. Therefore, this unique place is influenced by a mix of factors that create the perceived image and reputation of the company as a place to work. That's why companies must define a realistic workforce plan based on a clear vision of the human capital they need. Also, a well-planned organizational environment will reduce future risks, increases employee motivation and promotes a good employer image on the labor market.

Second, companies need to translate the plan into concrete actions and results and then make them visible through attractive public relations content. Visibility and consistency are mandatory conditions for increasing brand awareness because as a result of the growing competition for well-trained, highly qualified workers to handle new technologies, the employer brand has begun to be an important tool for attracting talent to the company. In the new context, people are no longer seeking for a job, they are looking for a place where their needs, values, aspirations intertwine with the organizational ones. In other words, people are looking for the experience that the company sells through stories (messages, experiences, actions, images, opinions, interactions) about it. In this competition of creating a strong employer brand, an important role is played by current employees, they are the sincere voice, they are these credible spokespeople who can most influence the reputation of good employer. Therefore, no matter how he attempts to embellish the company external image, the facts and internal actions are the ones that really matter. Credibility is given by the concrete actions at the internal level that create loyalty, engagement and employee satisfaction. Through communication and public relations actions companies will increase visibility among target audience, create brand awareness and gain positive brand sentiment (Josan, 2010).

In order to increase work satisfaction, there is a need for human capital development opportunities that the company should provide both for increased satisfaction, work productivity and good employer image. A satisfied employee will be able to attract valuable candidates to the company.

2) Employee value proposition

It is necessary to use a single vision by creating a well-defined message that claims the benefits of the company. Of course, it should be in line with the current employee's views on the company. For this, it requires a very good knowledge of the company's values, vision and strategy, it must dispel any confusion, it must define that unique place for the company among valuable employers. A very important role for creating this unique message is the definition of employee value proposition. The employee value proposition provides information about career benefits, organizational spaces (cool, uniqueness etc), challenging or intellectually engaging work, and flexible hours or other time off benefits. For example, Novartis, a global healthcare company based in Switzerland, it announced that a 14 weeks parental leave was offered for all staff. More recently, Volvo Switzerland has upped the ante by saying it will give its employees six months parental leave (source: https://www.thelocal.ch/20190502/volvo-switzerland-to-offer-staff-six-months-parental-leave-family-parenting. This employee's benefit is part of the attracting talent strategy by creating a value proposition that differentiates them on the market and ensure them a good employer reputation. The employer brand is how this message is articulated across all the company stakeholders consistently, how the company organization stands for, and the reasons employees are motivated to work there. Consistency is not easy to achieve if the organization fails to identify those values / benefits that are specific to them or which they want to potentiate as the most important. That's why a first step is to get to know itself, to connect the current and future business strategy to the values of organizational culture, employee profile, and leadership style. The second step is to gain a good understanding of the competition to see where they stand in relation to others in terms of employee value preposition. Without these connected elements, it is very difficult to articulate a consistent strategy.

3) Brand visibility

Thirdly, creating a strong employer brand requires visibility. Thus, knowing and using high-potential communication media to reach mass of audience, and especially the target ones, is another tool that employers need to use. To ensure employer brand visibility, several actions need to be well planned and implemented. Of these, the following may be listed:

- create a specific and more personal career site. This must be a magnifying glass of the internal work environment, therefore, photos of the team, employ quotes and testimonials and a unique and relevant presentation of the company's benefits will help to provide a more valuable profile.

- stimulate the employees sharing of the company news and updates on their personal social networking pages (LinkedIn, Facebook, Instagram – photos, Twitter, Vimeo etc.) These can be stimulated by actions designed to create a sense of belonging to the organizational values by treating them as a teammate and by rewarding them through a referral employee program. LinkedIn is generally used for posting advertisements, searching for candidates, and contacting and vetting candidates (Jobvite, 2014). On the other hand, Facebook and Twitter are used more to showcase the employer brand and to generate referrals as well as to post advertisements (Jobvite, 2014).

- create official social media channels. Social media is one of the most powerful tools for becoming visible and credible. To meet this goal, it is necessary to design an accurate strategy and plan because "it is important that the right person hears about it in the right time and that he/she spreads the word to the right people through the right communication channel" (Tălpău, 2014). The official media channels are a medium of communication through which organizations can disseminate messages, images, videos in a manner that is more suited to the target audience. Also, the official media channels are efficient because could facilitates quick interaction between companies and public. The quality and persuasion of the content can generate visibility and credibility to the employer brand. To their official channels, companies could persuade using employees' testimonials, photos with unusual/cool workplace environment, positive relationships, great awards, creative content about employees' benefits, challenging team and organizational projects, interesting company events and targeted recruitment content. These are just a few of the most common content, but their list does not stop here; it is ideal that the social media channel manages to make the most representative employee values and deliver them as efficiently as possible through this medium of communication.

Each element is very important because is a part of an interdependent process, the lack of one of them will affect the achievement of brand effectiveness. This will also affect the organization's strategy in attracting talents and in the long term, the organization's own performance. Therefore, it is necessary to develop an integrated strategy, well targeted, so that it leads to competitive advantages for the organization.

5. Conclusions

From this study we can therefore conclude that development of employer branding implies consistency, credibility and transparency in the relationship between organizations and the target audience (internal and external). First, the internal audience is a key player because their opinions and current satisfaction could influence the brand reputation. A satisfied employee will be able to attract valuable candidates to the company and to increase the organization performance. Second, the external audience needs suited messages and proper communication medium to achieve quality interaction between company and potential employees.

This employee's benefit is part of the attracting talent strategy by creating a value proposition that differentiates them on the market and ensure them a good employer reputation. The employer brand is how this message is articulated across all the company stakeholders consistently, how the company organization stands for, and the reasons employees are motivated to work there. For that reason, consistency is not easy to achieve without a good understanding of the internal and external organization. Good knowledge requires time, vision and a good ability to evaluate and analyze, then to connect all the elements into a unique and attractive employee value preposition. To meet this goal, organizations must properly manage the human capital held, creating innovative and motivating work environments, using attractive practices and facilities for current and future employees to and to define themselves on the labor market. By fulfilling a large part of them, companies can have an employer brand that can attract talent.

Finally, visibility and consistency are mandatory conditions for increasing brand awareness because as a result of the growing competition, these features could be the winning weapon for attracting talent to the organization.

Thus, the study will help the managers to find out on what to focus more in managing their employer brand in order to attract talents in organizations.

There are some limitations of the study. First, it is a theoretical strategy that was not tested in practice, its development is based on the information from the literature review and the research of the most reputed brands strategy. The second limitation is the use of only three factors (credibility achieved through the public relations strategy, employee value preposition and brand visibility). Given these limitations, it is worth continuing and expanding research in this area. The results may be important to many companies in the scope of creating and managing a consistent employer brand strategy.

REFERENCES:

1. Aggerholm,H., Andersen, S., and Thomsen, C., 2011. Conceptualizing employer branding in sustainable organisations. Corporate communications. An International Journal, 16(2), 10–23
2. Alnıaçık, E., and Alnıaçık, Ü., 2012. Identifying dimensions of attractiveness in employer branding: Effects of age, gender, and current employment status. Procedia – Social and Behavioral Sciences, 58 (2012, October), 1336-1343
3. Ambler, T., and Barrow, S., 1996. The employer brand. Journal of Brand Management, 4(3), 185–206, https://doi.org/10.1057/bm.1996.42
4. Athey, R., 2004. Why Acquisition and Retention Strategies Don't Work. Available at: http://www.barrettrose.com/acquisition-retention-strategies-work/
5. Backhaus, K., and Tikoo, S., 2004. Conceptualizing and researching employer branding. Career Development International, 9(5), 501-517. https://doi.org/10.1108/13620430410550754
6. Barney, J. B., 1997. Gaining and Sustaining Competitive Advantage. Addison-Wesley: Reading, MA
7. Berger, L. A. and Berger, D. R., 2003. Creating Organisational Excellence by Identifying, Developing and Promoting your best people. New York, NY: McGrawHill Professional Cheese, P., Thomas, R and Craig, E., 2008. The Talent powered organization. Strategies for Globalization, Talent Management and High Performance, Kogan Page Publishing House, London and Philadelphia)
8. Eger, L., Mičík, M., and Řehoř, P., 2018. Employer branding on social media and recruitment websites: Symbolic traits of an ideal employer. Ekonomie a Management, 21(1), pp. 224-237. https://doi.org/10.15240/tul/001/2018-1-01
9. Elegbe, J. A., 2018. Determinants of success of employer branding in a start-up firm in Nigeria. Thunderbird International Business Review, 60(3), pp265-277. https://doi.org/10.1002/tie.21897
10. Gisele, D., Kule Julius, W., Iravo, M., 2016. The Role of Employer Branding on Employee Attraction. A Survey of Selected Organizations in Rwanda (Mtn,Rdb & Bk), International Journal of Management and Commerce Innovations ISSN 2348-7585 (Online), 4(1), pp. 282-297.
11. Grzesiuk, K. and Wawer, M., 2018. Employer branding through social media: The case of largest Polish Companies, https://www.researchgate.net/publication/327737113_EMPLOYER_BRANDING_THROUGH_SOCIAL_MEDIA_THE_CASE_OF_LARGEST_POLISH_COMPANIES
12. Gözükara, İ., and Hatipoğlu, Z., 2016. The effect of employer branding on employees' organizational citizenship behaviors. International Journal of Business Management & Economic Research, 7, pp. 477-485.
13. Holland, P., Sheehan, C., and De Cieri, H., 2007. Attracting and retaining talent: Exploring human resources development trends in Australia. Human Resource Development International, 10(3), pp. 247-262.
14. Kaplan, A. M., and Haenlein, M., 2011. The early bird catches the news: Nine things you should know about micro-blogging. Business Horizons, 54(2), 105-113
15. Khatri, P., Gupta S., Gulati, K. and Chauhan S., 2010. Talent Management in HR, https://www.researchgate.net/publication/49596608_Talent_Management_in_HR)
16. Kucherov, D. and Zavyalova, E., 2012. HRD practices and talent management in the companies with the employer brand. European Journal of Training and Development, 36(1), pp. 86-104.
17. Josan, I. J., 2010. Strategies and techniques of communication and public relations applied to non-profit sector. Manager, 2010, 11(1), pp. 79-91.

18. Jobvite, 2014. Social recruiting survey results. Jobvite, 1–17. Retrieved April 20, 2017, from https://www.jobvite.com/wp-content/uploads/2014/10/Jobvite_SocialRecruiting_ Survey2014.pdf
19. Levens, F., and Slaughter, J. E., 2016. Employer image and employer branding: What we know and what we need to know. Annual Review of Organizational Psychology and Organizational Behavior, 3, 407-440. https://doi.org/10.1146/annurev-orgpsych-041015-062 501
20. Marinescu, P., Toma, S.G. and Constantin I., 2016. Talent Management in the Age of Globalization. Manager, 24(1), pp. 180-184.
21. Mičík, M., and Mičudová, K., 2018. Employer brand building: using social media and career websites to attract generation Y. Economics & Sociology, 11(3), 171-189. https://doi.org/10.14254/2071-789X.2018/11-3/11
22. Mosley, R., 2007. Customer experience, organizational culture and the employer brand. Journal of Brand Management, 15, pp. 123–134.
23. Nanda, N. and Saini, G., 2018. Employer branding with Social Media - bibliometric analyses. International Research Journal of Management and Commerce, 5(11).
24. OECD, 2001. The Well-being of Nations: The Role of Human and Social Capital. Paris: OECD.
25. Reis, G. and Braga, B. M., 2016. Employer attractiveness from a generation perspective: Implications for employer branding. Revista de Administração, 51(1), pp. 103-116.
26. Ritson, M., 2002. Marketing and HE collaborate to harness employer brand power. Marketing, 24, pp. 24-30.
27. Stiles, P. and Kulvisaechana, S., 2003. Human Capital and Performance: A Literature Review. Judge Institute of Management, University of Cambridge.
28. Swanepoel, B. J., Erasmus, B. J. Schenk, H. W. and Tshilongamulenzhe, T., 2014. South African human resource management: Theory and practice (4th ed.). Cape Town: Juta.
29. Tălpău, A., 2014. Social Media – A new way of communication. Bulletin of the Transilvania University of Brasov Series V: Economic Sciences, 7(56), No. 2.
30. Toma, S.-G., 2019. Learning from a smart Asian state: Singapore. Manager, 30(1), pp.172-180.
31. Universum,2018. Employer branding now/2018. https://www.hrmanagementapp.com/wp-content/uploads/2018/08/Employer_Branding_Now_2018.pdf
32. Wallace, R., 2010. Human Capital in the City: Exploring the relationship between skill and productivity in us Metropolitan areas, University of Massachusetts Amherst)

Organizational leadership during the early stage of pandemic

~ *Ph. D. Lecturer* **Ioana – Julieta Josan** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: ioana.josan@faa.unibuc.ro

Abstract: *Under the incidence of COVID-19 pandemic, everything is chanced from behavior to action patterns. Research indicates that lack of flexibility and finding short term solutions to changes can be a myopia of leadership. People, organizations and governments are leading their actions in a context characterized by the unknown, the lack of predictability and hazy horizons, in which the only weapon is the ability to adapt. Adaptive leadership should be a solution for individuals and organizations to adjust to changing environments and effectively respond to recurring problems. The adaptive leadership involves changing behavior in appropriate ways as the situation changes and it requires knowledge and the tools to solve the problem efficiently.*

The article is an exploratory study based on author`s observations and literature investigation on the subject investigated during COVID-19 pandemic. Thus, the paper aims to investigate how companies acted in the first phase of the pandemic (as first actions), but also how organizational leadership can be transformed into current conditions to achieve efficiency. The article provide a perspective of the adaptive leadership theory as a basis for business to change their traditional leadership into a process that is not constrained by hierarchical and one-directional notions of leadership (Scott Du Rue, 2011) because in current context, leadership should develop and adapt in dynamic contexts.

Limitations: the paper is a theoretical approach that is trying to guide the organizations in the process of acting in a business, economic and social environment profoundly changed by the pandemic effects. Another limitation is the period investigated; the author includes only the actions in the early stage of pandemic (the first three months).

Key words: pandemic, leadership, organization, crisis, development, adaptative leadership

JEL: H12, M12, M54

1. Introduction

A crisis is an unexpected event or sequence of events of enormous scale and overwhelming speed, resulting in a high degree of uncertainty that gives rise to disorientation, a feeling of lost control, and strong emotional disturbance (Howitt and Leonard, 2007).

There are many studies about crisis, most of them investigate crisis typology and action plans for managing crisis caused by errors or management mistakes in the organization, or by accidents, terrorist acts or natural disasters.

The present paper tries to investigate the organizational leadership during a crisis caused by a pandemic. According to the World Health Organization (2010) "A pandemic is the worldwide spread of a new disease." Therefore, its effects exist throughout the world, in which everything is changing from normal to extraordinary around the entire world. A pandemic affects the health of the population, the economy with implications on public budgets, companies and the whole society which further complicates the ability to easily manage the crisis. In the case of a "common" crisis, such as those mentioned above, they often do not affect such a vast number of people and geographic areas.

In a pandemic crisis, no matter how prepared the leaders are at the governmental or organizational level by creating well-designed plans for managing it, they cannot encompass the full range of effects caused by the pandemic. Therefore, even if organizations or representatives of public institutions would have different scenarios prepared to deal with a crisis, it certainly could not have predicted the magnitude of the transformations caused by a pandemic, such as that caused by COVID - 19. A key factor in fighting the virus effects could be the leader's "behaviors and mindsets that will prevent them from overreacting to yesterday's developments and help them look ahead" (D'Auria and De Smet, 2020).

A good a leadership can turn uncertainty and obstacles into solutions and to communicate to efficiently all the strategies and actions. Reynolds and Crouse (2008) mention that "an open and empathetic style of communication that engenders the public's trust is the most effective when officials are attempting to galvanize the population to take a positive action or refrain from a harmful act." Therefore, an organizational leader must show trust and credibility, competence and expertise, honesty and openness, and dedication and commitment.

2. Literature review

During the early of the twentieth century, leadership has increasingly become a major subject not only in the management literature and business practice but also in other domains such as sociology and psychology (Toma et al., 2016). While the importance of leadership is generally accepted all over the world, there are as many definitions of it as there are so many organizations (Toma and Marinescu, 2013). The changes in business and technology that have been taking place in recent decades, accelerated even more by the effects of the pandemic, make impossible for inflexible organizations to exist. For that reason, many researchers draw the attentions about the necessity of organizational leadership chances. According to the Johnson-Kanda and Yawson (2018) "The trend toward unpredictable events in a globalized environment requires organizational structures and cultures that are less controlling and determining but instead generating flexibility and creativity to respond to chaotic events." Peter Drucker has highlighted the need for change since the '90s when he stated that complexity theory aims to address the change in leadership to managing an organization as a social enterprise and a way to address the volatility of today's markets (Drucker, 1998). Because of its complexity and transformations, there many leadership theories developed in the last decades. For example, the researcher Levine (2000) after investigating the existing theories, he divided four groups of leadership theories. The groups are:

- The Early Theorists - in this group the leadership has been found as a product of a set of forces. Levine included in this section, the Great Man theories, Trait theories, and Environmental theories.
- The Interactive Theorists - in this group are included Personal-Situational theories, and Interaction-Expectation Theories. The new leadership theories were introduced to examine interactive relationships during leadership studies, in opposed to observing leadership traits as parted characteristics of individual.
- The Organizational Theorists – are included the Humanistic theories, and Task-Relationship theories. They are based on the investigation of the relationship between leaders and organization.
- The Modern Theorists – includes theories that outline leadership behavior in terms of the ways in which it influences follower's behavior. At this stage, leading an organization depends on many factors such as the organizational culture, the behavior of the followers, and the personal traits of the leader. For that reason, leadership should encompass all levels of organizational hierarchy, each level having a corresponding role in the overall strategy of the organization (Josan, 2013). Recurring patterns of leading and following interactions produce emergent leader-follower identities, relationships and social structures, which enables groups to evolve dynamically as Scott De Rue (2011) pointed out the main advantages.

Moreover, Owens and Valesky (2007) highlighted that there is a growing body of literature which addresses the need to find new and better ways to lead under these unstable and unpredictable conditions. In offering a solution to this necessity, Heifetz and Linsky (2004) proffered that an adaptive leadership style would be more efficient (Nelson and Squires, 2017). The adaptive leadership is described by Cojocar (2009) as a contemporary leadership concept, evolving from situational, transformational, and complexity theories, as described by Nastanski (2002), being further refined by leadership theorists such as Heifetz (1994), Yukl (2002), and Bennis (2003), who are pioneering adaptive leadership approaches into the practicality of today's modern day workplace.

There are also authors which argued that Heifetz theory has been limited adoption of the model across different types of large organizations (Northouse, 2016) and there is not enough empirical research on the adaptive leadership model (Dugan, 2017). Even if it is a theory that has been criticized for its, in the pandemic context, this remains an option that can be applied in dynamic environments because the model is more flexible than the traditional leadership.

Therefore, Cojocar (2009) the adaptive leadership is widely accepted by some as a derivative of other leadership theories such as situational, transformational and complexity leadership theories that is a necessary trait or competency for today's leaders.

Today, more than ever, humanity needs to adapt and find effective solutions. The impacts of the COVID-19 pandemic are enormous on health, economies, and even national security in the world. Even if the concept has a long history, the term of "pandemic" is still not been defined by many medical texts. According to the authors Qiu, Rutherford, Mao and Chu (2017), the pandemic are some key features that help us to understand the concept better. This key features include: wide geographic extension, disease movement, novelty, severity, high attack rates and explosiveness, minimal population immunity, infectiousness and contagiousness. Even in the absence of a vast literature on the pandemic definitions, to understand the concept, we could use the definition provided by the Dictionary of Epidemiology which describes it as: "an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people" (Qiu et al, 2017). Thus, in the paper we will refer to the above definition when we use the term pandemic.

3. Research methodology

The article is an exploratory study based on author`s observations and literature investigation which has two objectives: 1. To focus on Covid-19 companies immediate actions; and 2. To offer a new perspective of leadership in a dynamic context characterized by the lack of predictability and hazy horizons.

The analysis of the company's immediate actions includes the early stage of pandemic (March – May 2020) considering the deadline for publishing the article. Therefore, the research will be developed in further articles that will include the evolution of the pandemic and the actions taken by companies after the unforeseen period.

4. Results and discussions

The results are structured in two sections. First, the author highlights the organizational action measures during the early stage of pandemic. Secondly, the paper presents the adaptive leadership process and highlights four foundational principles of effective adaptive leadership.

4.1. Organizational action measures during the early stage of pandemic

In the light of the first months during pandemic, the reactions, as a result of the evolution of the virus and its effects, indicated the existence of some organizational actions that I will present in the lines below. It should be noted that the research is incipient, which is limited to the early stages of the pandemic.

1) Business immediate actions

Immediate actions represent the ability to prevent and respond to changes in the internal and external environment. The immediate actions depend on how the leaders prepared the plans to prevent and manage unpredictable, even critical, situations. The immediate reaction in times of pandemic is crucial for the organization and must come in response to employees, customers, suppliers, investors, community, competition. Every entity requires a type of actions as:

- employees - occupational safety

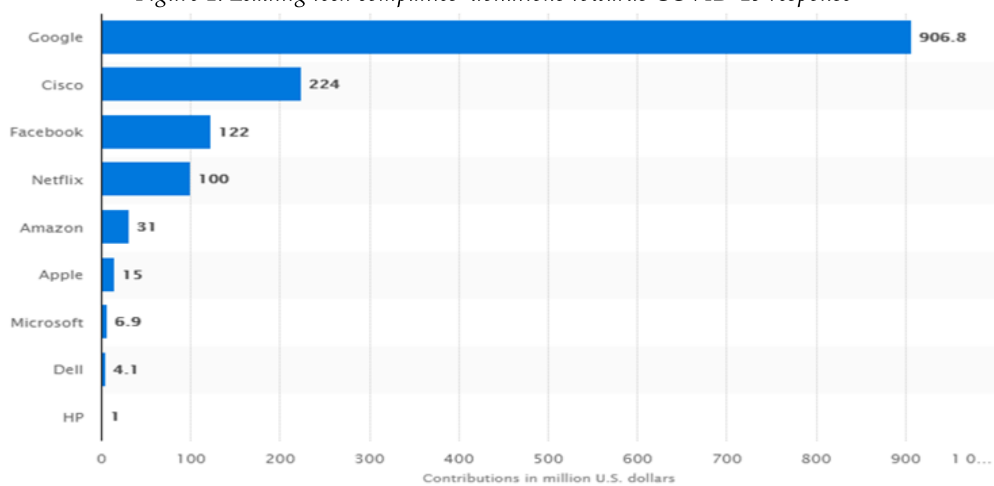
measures, ensuring well-being, adapting to new needs (fear, uncertainty, vulnerability to managing personal problems - suspension of school for employees with children), protection of employees with chronic diseases, etc.,

- customers - creating an environment to protect them, increasing the feeling of certainty about products / services in a period of uncertainty through corporate social responsibility campaigns,
- suppliers - ensuring the feeling that will respect their obligations to them and total openness to communication with them to find common solutions,
- community - initiating messages and developing social responsibility programs to increase the humanity of the company and brand by providing information support, but also emotional to their needs and fears,
- investors – by giving a sense of security of decision-making, minimizing the impact of the pandemic on - if possible, if the field of activity allows the continuation of the activity, if not, the development of strategies, analyzes, return plans as realistic and well documented as possible,
- competition - it's time to position itself even better in the market through these reactions that they must be immediate and well calculated. A company can't leave the door open to competition, but it can't attack in a sensitive situation for any business. The difference between your company and competition will consist in involvement, the quality of the messages sent to the audiences, the visibility and the reduced reaction time.

2) Business charity

In difficult times, it is necessary for the companies, to show humanity/charity towards the industry. It must consist in collaboration, involvement, and actions that are increasing the feeling of business community so that, together, they will find a common and an effective response measures for customers. Thus, during the lockdown period, many companies have shown their side of charity through donations to help governments and citizens. According to Tankovska (2020), only the financial contribution of leading technology companies to the COVID-19 response in 2020 was over one billion euros. The largest donations can be seen in the chart below:

Figure 1. Leading tech companies' donations towards COVID-19 response



Source: Tankovska, 2020

Many of the donations consisted on actions or goods to support businesses, organizations and healthcare workers to combat the novel coronavirus (COVID-19). For example, Apple donated millions of masks to the healthcare workers and Tesla's CEO Elon Musk's gave 1,200 ventilators.

Also, many companies expanded their activity to produce to produce masks and personal protective equipment for medical professionals. Brands as Phoebe English, Holly Fulton and Bethany Williams have joined forces to coordinate production starting in mid-March More than that, the Italian fashion brands as Prada, Gucci and Giorgio Armani have donated millions of euros to support the creation of respirators and hospital wings. Dior and Givenchy converted their fragrance factories to make hand sanitizers. In addition to these charitable actions, companies have also invested in social responsibility campaigns. Whether we are talking about giant companies or small companies, they ran campaigns to help and direct people's behavior in preventing COVID infection or to urge them to take responsibility and trust. Being a lockdown period, the campaigns took place on the Internet (company websites and social media) and through television and radio. Particularity, the campaigns goals consist in awareness education and support for immediate help and assistance to the fight against the virus All the actions carried out by oneself or through partnerships showed the face of the charity of the business at a time that humanity needed. Without these actions, many of the companies would have lost the fight for long-term competitiveness. Its success or failure depends on the ability to respond and adapt to uncertain conditions. Even if there is not always all the data to ensure the safest decision measures, crisis specialists and leaders must show openness / transparency, charity, confidence that they know what they do or will do honesty when they make mistakes.

3) Adapting leadership style

Even if the context generated by coronavirus indicates a situation that humanity has not encountered in the last 100 years, especially from a business perspective. However, it should be noted that the challenges are not all new to leadership. In the spirit of this remark, author Michael Fraser drew attention to the challenges that leaders had before. These include communicating in a crisis; making decisions with incomplete information available; effectively leading up, down, and across (M. Fraser, 2020). But, equally, they can be leaders whose leadership style can be myopic because is characterized by various macro uncertainties, risks and challenges that can affect any near-term economic opportunity. Thus, some leaders may indicate a myopia management. Myopia is a narrow view of something, a lack of foresight. In this situation, the leaders adopt a limited action, turning their attention to the problem or problems directly related to the health crisis (ensuring protection measures, moving the activity of online employees, etc.), but these are short-term solutions. This type of visible leadership often creates a false sense of security, as it creates a short-term solution that addresses an immediate concern, without considering the long-term consequences and challenges. For example, in the case of moving employees from work to home, the commitment of leaders should also address the intangible needs of employees, often of an emotional nature, to prevent their exhaustion, even depression and anxiety. To ensure that the transition from office to homework is not a simple move from a physical point of view, but also an accommodation with a new style of work that involves empathy, individual approach, the leaders must ensure material and moral benefits that can ease this transition, as well as transparency and long-term vision so that employees feel confident and motivated. In crisis, the leadership is needed to adapt and to find new ways to serve their customers and communities. And for that reason, they should to adapt more the adaptive leadership style than traditional one.

4.2. Adaptive leadership

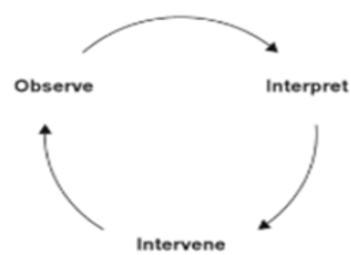
The adaptive leadership involves changing behavior in appropriate ways as the situation changes and it requires knowledge and the tools to solve the problem in the act of working on it. A variety of terms have been used to describe leaders who are able to accurately diagnose the situation and vary their behavior accordingly. Examples of these terms include flexible, adaptable, agile, and versatile (e.g., Kaiser, Lindberg, & Craig, 2007; Pulakos, Arad, Donovan, & Plamondon, 2000).

Therefore, in order to achieve present and future performance, a more complex approach is needed, through which leaders must not position themselves as being in a myopic context, but in an adaptive one, which involves the use of a leadership style as effective as possible. In the literature, the adaptive context is defined as "a situation that demands a response outside your current toolkit or repertoire; it consists of a gap between aspirations and operational capacity that cannot be closed by the expertise and procedures currently in place." (R. Heifetz, 2009). Therefore," an adaptive challenge is one for which the necessary knowledge to solve the problem does not yet exist. It requires creating the knowledge and the tools to solve the problem in the act of working on it." (Wagner, A. Kegan, R., Lahey, L., Lemons, R.W., Garnier, J., Helsing, D. Howell, A., & Rasmussen, H.T. (2006).

Adaptive leadership includes a series of skills and abilities which helps individuals and organizations to adapt to changing environments and effectively respond to recurring problems.

The authors Ronald Heifetz, Alexander Grashow and Marty Linsky (2009) had included three key activities for the adaptive leadership process: "observing events and patterns, interpreting what you are observing (developing multiple hypothesis about really is going on) and designing interventions based on the observations to address the adaptive challenge" that it was identified.

Figure 2. The adaptive leadership process



Source: Ronald Heifetz, Alexander Grashow and Marty Linsky (2009)

The process is repetitive, and each of these activities is based of the one that came before it. Thus, observing include a collection of data that is out there to see, find and discover. This can be a critical first step because it is hard to remain objectively in a middle of action in an organization and especially in a context dominated by changes and uncertainty as pandemic is.

Interpretation is the activity of analyzing data obtained in the above step and it consists in the ability to view the same set of data from several different perspectives. This multidirectional analysis is more accurate and provide a larger picture of the facts that will be the base for the future decision.

The intervention should reflect the hypothesis about the problem and its related with the organizational resources. Heifetz, Grashow and Linsky (2009) mentioned that a well- designated intervention provide context in terms of connecting the interpretations with the purpose or task on the table so people can see that the perspective is relevant to their collective efforts.

More than that, Ramalingam and Ferrari (2020) pointed that the adaptive style helps leaders to identify which interventions – or combinations of interventions – might work best and why, as well as understanding the impacts of these interventions. To implement the adaptive style, the authors highlighted the need for a set of four urgent priorities such as:

• Building leadership vision and a supportive management culture across teams and units coordinating the response. This action involves transparency and involvement because everyone needs to understand and accept the key thresholds that trigger change, and a range of perspectives and inputs needs to be sought;

• Approaching the system perspective as a whole - is needed to understand how best to calibrate interventions (cited Ramalingam, 2013). A system perspective also means paying attention to wider effects and anticipate the unintended consequences and continually assessing how to respond to them.

• Sustaining the locally led innovation and problem-solving because these initiatives helps to catalyze behavioral changes and, the diversity of local adaptations presents a powerful opportunity for assessing value and viability, learning and, where feasible, disseminating and scaling. Also, a strong facilitative leadership helps to encourage transparency about the efforts and to take on board learning from both successful and failed efforts is critical to maximizing the benefits.

• Building a vision of desired future outcomes. This will help to think beyond the shadow of the pandemic to the kind of world we want to forge together. For that reason, a systemic and adaptive leadership will support a more agile and adaptive decision making at both operational and leadership levels.

To implement an adaptive leadership style, leaders must possess or develop a set of skills and values needed to cope with changes in the internal and external environment. According to T. Bradberry (2012), the adaptive leadership is a unique combination of skills, perspective, and guided effort that enable true excellence. The author highlighted four foundational principles of effective adaptive leadership (see figure 3):

Figure 3. Adaptive leadership

Source: Travis Bradberry, 2012

• Emotional intelligence represents a set of skills that capture the leader awareness of his/her own emotions and the emotions of others and how he/she uses this awareness to manage effectively and form quality relationship

• Organizational justice – helps leaders to integrate what people think, what they want to hear, and how they want to hear it with the facts. This makes people feel respected and valued.

• Character – helps leaders to earn people's respect by walking their talk because they demonstrate ethical responsibility and morality. They are transparent in their communication style and hold themselves to the same standards to which they hold their team.

• Development – motivates the leaders to learn and to develop their skills and knowledge to achieve their true potential and to develop the organization and others. Adaptive leaders empower their colleagues and employees to learn and grow through the process of organizational change.

In conclusion, an adaptive leader can take people outside their comfort zones and assess and address the toughest challenges based on emotional intelligence, transparency, integrity, involvement of employees in the development of the idea. This gives employees a sense of ownership and the knowledge that they are being recognized and valued for their contribution. More than that, an adaptive leadership can create a favorable environment for retaining current talented people by increasing the feeling of well-being, belonging to a strong brand, but also responsible. Returning business to the so-called normal state requires an effort to manage the new realities that require well-trained, healthy and dedicated employees. Actions that support employees in the context of difficult change give companies a competitive advantage in attracting talent, reducing the potential for staff shortages and creating a strong culture. Also, from a financial point of view, retaining talent is more profitable than hiring and there is a strong correlation between employee satisfaction and productivity.

5. Conclusions

Leadership and crisis concepts are discussed together in order that implementation of leadership in crisis can be understood. In changing environments such as the pandemic, traditional leadership may not be an efficient solution because an adaptive challenge needs a more flexible style, one for which the necessary knowledge to solve the problem does not yet exist. For that reason, the paper presents the adaptive leadership being a more adequate for leading in uncertainty and extreme situations. To better understand the context, in the first part of the paper, the content focused on the presentation of the main actions taken by leaders in the early stage of pandemic. Secondly, the paper presents the adaptive leadership process and highlights four foundational principles of effective adaptive leadership. Without claiming to be an exhaustive research, the paper tries to highlight some leadership guidelines in the context of the COVID-19 pandemic.

Paper limitations: the article is a theoretical approach that is trying to guide the organizations in the process of acting in a business, economic and social environment profoundly changed by the pandemic effects. Also, the period investigated can be a limitation because the author includes only the actions in the early stage of pandemic (the first three months). Therefore, the research will be developed in further articles that will include the evolution of the pandemic and the actions taken by companies after the unforeseen period.

REFERENCES:

1. Bradberry, T., 2012. Leadership 2.0: Are You An Adaptive Leader?, Forbes. Avilable at: https://www.forbes.com/sites/travisbradberry/2012/11/09/leadership-2-0-are-you-an-adaptive-leader/.
2. Cojocar, B., 2009. Adaptive Leadership: Leadership Theory or Theoretical Derivative? Academic Leadership: The Online Journal, 7(1).
3. Creelman Research, 2009. Interview" Ron Heifetz: Adaptive Leadership", co-author of The Practice of Adaptive Challenge by Ronald Heifetz, Alexander Grashow and Marty Linsky;
4. D'Auria, G., and De Smet, A., 2020. Leadership in a crisis: Responding to the coronavirus outbreak and future challenges, Mc Kinsey Company, https://www.mckinsey.com/business-functions/organization/our-insights/leadership-in-a-crisis-responding-to-the-coronavirus-outbreak-and-future-challenges;
5. Drucker, P. F., 1998. Management's New Paradigms. Forbes, 162(7), pp 152–170.
6. Dugan, J. P., 2017. Leadership theory: Cultivating critical perspectives. Hoboken, NJ: John Wiley & Sons.
7. Fraser, M., 2020. Leading in the COVID-19 Crisis: Challenges and Solutions for State Health Leaders, Journal of Public Health Management and Practice, Volume 26 - Issue 4 - p 380-383, doi: 10.1097/PHH.0000000000001192;
8. Hannah, S. T., Eggers, J. T. and Jennings, P. L., 2008. Complex adaptive leadership: Defining what constitutes effective leadership for complex organizational contexts. In G. B. Graen & J. A. Graen (Eds.), Knowledge-driven corporation: Complex creative destruction (pp. 79−124). New York: Information Age Publishing.
9. Heifetz, R., Grashow, A. and Linsky, M., 2009. The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World.Harvard: Harvard Business Press.;
10. Helio, F. G., 2006. Effective leadership response to crisis. Strategy & Leadership, 34(1), pp. 4–10, DOI: https://doi.org/10.1108/10878570610637849.
11. Howitt, A. and Leonard, H., 2007. Against desperate peril: High performance in emergency preparation and response," in Deborah E. Gibbons, ed, Communicable Crises: Prevention, Response, and Recovery in the Global Arena, first edition, Charlotte, NC: Information Age Publishing;
12. Kaiser, R., Lindberg, J. and Craig, B., 2007. Assessing the Flexibility of Managers: A comparison of methods, International Journal of Selection and Assessment 15(1):40 – 55, DOI: 10.1111/j.1468-2389.2007.00366.x;
13. Johnson-Kanda, I. and Yawson, R., 2018. Complex Adaptive Leadership for Organization and Human Development. Proceedings of the 55th Annual Eastern Academy of Management Conference, Providence, RI, May 2-5, 2018;
14. Josan, I. J., 2013. Human Capital and Organizational Effectiveness. Manager, 17(1), pp. 39-45.
15. Levine, M. F., 2000. The Importance of Leadership: An Investigation of Presidential Style at Fifty National Universities.
16. Nelson, T, and Squires, V., 2017. Addressing Complex Challenges through Adaptive Leadership: A Promising Approach to Collaborative Problem Solving. Journal of Leadership Education, 16(4), DOI: 10.12806/V16/I4/T2.
17. Northouse, P., 2016. Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage Publications.
18. Osborn, R. N., Hunt, J. G., & Jauch, L. R., 2002. Toward a contextual theory of leadership. The Leadership Quarterly, 13, pp. 797−837.

19. Pulakos, E. D., Arad, S., Donovan, M. A. and Plamondon, K. E., 2000. Adaptability in the workplace: Development of a taxonomy of adaptive performance, Journal of Applied Psychology, 85(4), pp. 612–624. Available at: https://doi.org/10.1037/0021-9010.85.4.612.
20. Ramalingam, B. and Ferrari, M., 2020. Adaptive leadership in the coronavirus response. Bridging science, policy and practice. Available at: https://www.odi.org/sites/odi.org.uk/files/resource-documents/032020_pogo_coronavirus_adaptation.pdf.
21. Reynolds, B. and Quinn Crouse, S., 2008. Effective communication during an influenza pandemic: the value of using a crisis and emergency risk communication framework, Health Promot Pract, 9(4 Suppl):13S-17S, DOI: 10.1177/1524839908325267. Available at: https://pubmed.ncbi.nlm.nih.gov/18936255/.
22. Scott Du Rue, D., 2011. Adaptive leadership theory: Leading and following as a complex adaptive process. Research in Organizational Behavior, Volume 31, 2011, Pages 125-150, https://doi.org/10.1016/j.riob.2011.09.007;
23. Seifert, C., 2007. Improving disaster management through structured flexibility among frontline responders. In D. E. Gibbons (Ed.), Communicable crises (pp. 83−136), North Carolina. Information Age Publishing;
24. Shea, K. et al., 2014. Adaptive management and the value of information: learning via intervention in epidemiology, PLoS Biology 12(10): e1001970.
25. Tankovska, H., 2020. Leading tech companies' donations towards COVID-19 2020. Available at: https://www.statista.com/statistics/1106386/leading-tech-companies-donations-towards-covid-19/;
26. Toma, S.-G. and Marinescu, P., 2013. Steve Jobs and modern leadership. Manager, 17(1), p. 260-269.
27. Toma, S.-G, Marinescu, P. and Constantin, I., 2016. Carlos Ghosn, a leader par excellence. Manager, 24, p. 191-198.
28. Qiu, W., Rutherford, S., Mao, A. and Chu, C. 2017. The Pandemic and its Impacts. Health, Culture and Society Journal, Vol 9–10 (2016–2017), DOI 10.5195/hcs.2017.221.
29. Wagner, A. Kegan, R., Lahey, L., Lemons, R.W., Garnier, J., Helsing, D. Howell, A. and Rasmussen, H.T., 2006. Change Leadership: A practical guide for transforming our schools. San Francisco: Jossey-Bass.
30. World Health Organization, 2010. What is a pandemic? Available at: https://www.who.int/csr/disease/swineflu/frequently_asked_questions/pandemic/en/.

Recycling Romania's Communist Past as an Entrepreneurial Project. Two Case Studies

~ *Ph. D.* **Claudiu Oancea** *(Interdisciplinary School of Doctoral Studies University of Bucharest)*

E-mail: oancea_claudiu@yahoo.co.uk

Abstract: *The article analyzes two case studies of recent cultural entrepreneurship from Romania, namely the Communist Consumer Museum in Timișoara and the Ferestroika Museum in Bucharest. Based on secondary literature about recent entrepreneurial developments in post-socialist countries and on participant observation, the article aims to construe the internal advantages and weaknesses of the two museums, as well as the opportunities and threats which exist in their regional and national entrepreneurial ecosystems, in order to identify possible means by which the two endeavors can withstand the current period, marked by economic turbulence. The article argues that while such projects are part of a larger entrepreneurial ecosystem, at a worldwide level, which relies heavily on retromania (i.e. the usage of past models for present and future projects), they also present several local specificities, as their contribution is not only economic, but nuances the ways in which younger generations interpret a communist past they never lived in reality.*

Keywords: cultural entrepreneurship; post-socialist brands; post-communist memory; nostalgia; museum.

JEL Classification: M130, I250

1. Introduction

The article focuses on two entrepreneurial projects which have made use of actual artifacts from the socialist period, with the purpose of creating not only economic, but also cultural value. The first case deals with The Communist Consumer Museum in Timișoara, a collection of socialist artifacts gathered in a permanent exhibition. The second case study is Ferestroika in Bucharest, a private museum centered around a communist apartment. The article will present briefly the historic context of how Romania has dealt with its communist heritage in recent times. Based on secondary literature dealing with post-socialist history, cultural entrepreneurship, and the link between tourism and regional development, the article will construe the two case studies in the framework of a SWOT analysis, based on information obtained through participant observation and oral history interviews, in order to underline the main strong points and weaknesses of the two museums, as well as how the latter can profit from opportunities and cope with the threats of the current pandemic. The article thus serves as a starting point for further analysis of how cultural entrepreneurship can survive and even develop during a period marked by economic instability.

The Communist Consumer Museum started out as a cultural venture in 2015, at the initiative of a so-called Collective, a group of artists who had already set up an alternative theater and a bar and were looking to provide a space and purpose for a collection of socialist era artifacts which they had gathered over a period of several years. As one of the Museum's founders, Ovidiu Mihăiță recalls: "Don't ask me how I got the idea, because I don't know what to answer. […] We just collected all these objects for five years, myself, my friends, and people who come to our bar and theater. […] I started collecting these because of my obsession with records, I used to collect them." (Mihăiță, 2015). Housed in the basement of an interwar era villa, the Museum comes across more as a warehouse of objects from a by-gone era, arranged according to the rooms and utilities of a communist era apartment (a living room, a kitchen, a storage closet, etc). The Museum exhibits a wide diversity of household communist objects, which range from Romanian beer brands, milk and yogurt bottles, to children's toys, cosmetics, furniture, and clothing. Music aficionados will also find a record and tape collection, mostly Romanians music and children's stories albums, released by the socialist Electrecord record company. Apart from old communist Romanian brands, one can also discover contraband merchandise, a reminiscence of the fact that Timișoara is located in the vicinity of Hungary and Serbia (formerly Yugoslavia) (The Communist Consumer Museum).

Opened in November 2018, by a young family, the Ferestroika Museum is based on a three room apartment, owned by the grandmother of one of the entrepreneurs. The name of the Museum is a world play of the Romanian word fereastră (window) and the term Perestroika, coined in the USSR during the 1980s, to define a political movement which called for reforms inside the Communist Party of the Soviet Union. Instead of modernizing its interior and refurbishing it, the entrepreneurs decided to add more artifacts from the socialist period, namely the 1980s and turn it into a palpable experience of communist history, addressed primarily to foreign tourists, as well as locals.

Unlike the Communist Consumer Museum in Timișoara, which is free of charge, Ferestroika offers three main types of services, starting with the simplest one, a one hour and thirty minutes visit with a historian as a curator, which, as of September 2020, costs 18.75 EUR or more. There are also the possibility to visit the museum at night, as well as that of an interactive dinner, with produce considered typical of the late socialist period, as well as national dishes and beverages. All options include an English speaking touring guide and the museum social media as a PR means, as well as its own website, which briefly presents its services. The Museum brands itself as a "touch and feel" experience, which would make it different from other museum experiences. While the offer would seem minimal to a local who either remembers most of the artifacts and produce in the apartment-come-museum, or actually still has some of them at home, the experience is presented in detail as an exotic one for foreign tourists coming from beyond the former Iron Curtain, for whom "the communist experience" would seem like an exotic adventure. The entrepreneurs who have started the project use the "exceptionalism" of the grim 1980s period in Romanian history as a brand in itself, in order to create economic value, while also allowing classes of young pupils to take tours of the museum, in order to provide an educational value for the project.

1.1. Account of Historical Context

The image of the communist past in post 1989 Romania has undergone several phases over a period of more than 30 years. These phases have been marked by political changes and economic crises, as well as by Romania's accession into the European Union and NATO, during the 2000s. At the same time, one can argue that there has not been a generally accepted discourse on Romania's communist past and that gaps have been created within society, as well as within the Romanian political realm. While views in Romanian society over its communist past constitute a topic which is more difficult to tackle and which is highly dependent on generational transition, those within the political realm have shifted throughout the so-called transition period which arguably lasted until Romania's entry into the European Union, in 2007.

While the Romanian Communist regime's official status and abuses were the subject of intense scrutiny for reasons that often had to do more with present-day political battles than with serving moral causes of the past, there was another form of recuperating and making use of the communist past, albeit one that was unofficial and strongly connected to aspects of everyday life. This form of nostalgia was part of a larger phenomenon, one which journalist Simon Reynolds has called "retromania" (Reynolds, 2011, pp. 1-4), but which, nevertheless, had its own regional and local specificity. While initially it was more of a Romanian form of ostalgie, marked by generational change, the passing of time, it soon became a source of cultural and economic capital for various ventures and private entrepreneurs. Romanian entrepreneurs more or less copied models of such projects they encountered in foreign countries, but adopted them to local contexts. Based on participant observation and oral history interviews conducted over the past eight years, it can be argued that this was a typical case of demand that was followed by supply. An increasing level of autochthonism and resurgent nationalism in the contest of consumerism triggered a demand for former socialist brands, as well as for socialist cultural and everyday artifacts.

Apart from this, one should also mention another factor which has proven decisive in this brand resurgence. The entrance of Romania into the European Union in 2007 has also meant a significant increase in the number of foreign tourists and the emergence of a tourist market aimed at attracting international tourists with local, "Romanian" brands (Institutul Național de Statistică, 2020, pp. 36-52). This interest has gone beyond the area of "socialist heritage", including other aspects of Romanian national history as well, but it contributed to to the development of a local market dedicated to former socialist brands. As argued, this resurgence included brands of everyday consumer products, ranging from alcoholic beverages to skincare products. In most cases, the revitalization of these brands proved to be a successful one and it allowed their marketing companies to further develop sub-brands based of the initial products. In such cases, the companies profited from the advantages of products that had already gained a cultural and social capital among older audiences, but presented an interest with younger audiences as well. This meant low expenses for PR and marketing campaigns, as well as usage of former employees, who were already experienced and professionally trained in the manufacturing of such goods.

Thus, it can be argued that a series of entrepreneurs throughout the 2010s have taken advantage of a series of brands which either were created and established during the socialist period, or were remembered as part of a socialist legacy and integrated into a larger, nationalist one. As already seen, the issue of branding and the usage of brands provided these entrepreneurs with numerous advantages, both from the perspective of marketing and of manufacturing networks. Their clients have been numerous and diverse and included different generations, as well as different social class members. One observation should be made in this latter regard: while socialist brands were addressed to larger audiences, there were also new brands presented as pertain to the interwar or even prewar periods and their cost and branding made them rather exclusive to urban, middle-class consumers.

2. Literature Review

A selective bibliography for the themes under consideration in this article can be grouped in three major clusters. First, one already finds a considerable amount of literature dealing either primarily, or partially with the Romanian communist and post 1989 historical and economic context. In his seminal work on Romanian economic history, România și Europa. Acumularea decalajelor economice (1500-2010) Bogdan Murgescu draws on a comparison between several states (Denmark, Ireland, Romania, and Serbia), in order to analyze why certain states have managed to develop from an economic point of view, while others have failed in the process. Murgescu argues that while economic "catching-up" or breakthroughs are possible, they are not frequent, and that one cannot apply the dichotomy of a successful/failed state to the same case study over a continuous period of time. From this point of view, economic breakthroughs were not possible in the case of Ireland during the interwar period, or in the case of socialist Romania, but they were achievable in Denmark (1885-1914) and Ireland (1987-2007) (Murgescu, 2010, pp. 485-486). Murgescu argues that in order for a state to develop economically, there are a multitude of steps to achieve, which go beyond the mere economic spectrum and include a plethora of political and cultural factors.

Paulina Bren and Mary Neuburger tackle the issue of consumption behind the Iron Curtain and acknowledge that the issue of consumer experience under communism still stirs interest from tourists and scholars. According to Bren and Neuburger, consumption in communist Europe had its own rhythms and should not be confused with "consumerism", which refers to the Western model of a society that is driven by corporate strategies, whose purpose is to create and then fulfill consumption (Bren and Neuburger, 2012, pp. 3-5). Similarly, approaches by other scholars on a regional level have shown that while certain patterns can be drawn based on case study analysis, there are also o series of particularities for each state. While Bren and Neuburger identify differences in socialist experiences, Smallbone and Welter argue that, likewise, one cannot consider the market economies as uniform, especially when it comes to the role of the state within in the economy. Smallbone and Welter identify a series of characteristics for post-socialist economies, among which the fact that capital cities have a much larger entrepreneurial development than the province, but consider that, when analyzing post-socialist states, it is more suitable to position them differently within a continuum, which leads from central planned economies at one extreme to liberal market conditions at the other (Smallbone and Welter, 2009, pp. 226-227). In a similar vein, Kovács and Zentai go beyond the stereotypes of the Homo Sovieticus, as a subject of the socialist state, and argue that Eastern Europe's capitalism was driven more from the inside than from outside, with entrepreneurs who were more active and inventive than meets the eye (Kovács and Zentai, 2012, p. 3).

While economic differences exist from one state to another, they are also noticeable in a diachronic perspective, even for limited periods of time. Thus, analyzing the period 2008-2016, Bălan notices a decrease in employment from 2007 until 2011, followed by an increase in 2012 and 2013 and stable increase for the years 2014-2016 (Bălan, 2018, pp. 128-139). Despite such positive trends for Romania, there remain sectors in which progress is slow. For our analysis, the relation between universities as research hubs and the entrepreneurial ecosystem is of primary importance. In this sense, Herman and Nistor consider that in Romania this collaboration is still weak and limits the flow of knowledge (Herman and Nistor, 2017).

A second cluster of bibliography focuses on the issue of creative entrepreneurship, with particular attention given to the relation between museums, tourism, and entrepreneurial activities. The authors taken into account deal with a wide range of topics, from general assessments of culture and cultural goods, to specific issues pertaining to how modern museums function in an economy driven by tourism. Of distinct interest for our analysis is David Throsby's definition of cultural goods as experience goods, leading to an increased future consumption based on present consumption (Throsby, 2010, p. 16).

This type of cumulative demand is crucial for the development of cultural entrepreneurial projects. Bonita M. Kolb takes a similar approach on creative industries and cultural organizations as businesses, while acknowledging that certain cultural workers reject such a definition, considering that art and commerce should be distinct activities (Kolb, 2015, p.7). Kolb takes into account present day technological advancements which allow artists and cultural entrepreneurs to take on the role of distributors and marketing agents and address potential clients directly. She pays attention to one of major traps for such cultural entrepreneurs, who become so fascinated with their own cultural products, that they forget they are active on a market where their product is just one among many (Kolb, 2015, p. 132). This latter aspect is construed even further by Mukti Khaire, who sheds light on the importance of social norms in the determination of value. According to Khaire, conceptions of value must be accepted between the agents who form the market, in order to ensure a successful exchange (Khaire, 2017, p. 8). These general assumptions apply also in the case of museums as cultural endeavors. Bernice L. Murphy acknowledges the importance and special condition of museums as being endowed with a public duty to preserve, share, and pass on cultural heritage (Murphy, 2016, p. 39). Coman reinforces this assessment, underlining the economic value of museums, besides their social and educational one (Coman, 2018, p. 71). Grigore underprops the economic aspect of cultural projects, pointing out the contribution of cultural tourism to the annual national income of those states which have sought to preserve cultural heritage and develop tourism as a service (Grigore, 2017, p. 1). In the contemporary urban landscape, Joshua Decter is thus optimistic for the future of museums as inclusive and diverse entities, while manifesting worries for the social environment, in which museums will function (Decter, 2018, pp. 20-21). But while museums become more diverse, so will their entrepreneurial ecosystems become more complex and more dynamic, as Motica rightfully notices (Motica, 2018, p. 40).

Given the complexity of cultural entrepreneurial systems and the particularity of museums as endeavors with multiple cultural, economic, and patrimonial aspects, one needs to take into account two other major factors, which influence the development of museums in a context such as post-socialist country. The third bibliographical cluster is thus dedicated to the specificities of regional development and small firms and to the personal aspect of entrepreneurial development. Regarding the first aspect, Burns and Dewhurst point out that small firms have the advantage over larger companies when it comes to labour relations (Burns and Dewhurst, 1989, p. 399). In their assessment, they rely on data collected from the US, between 1960 and 1976. While such an assessment bears the mark of historical contextualization and should not be applied in general at face value, it does shed light on small firms as the basis for economic regional development. Arrak et al. confirm the importance of regional specificity with a case study from Germany, which proves that regional cultural background has an influence not only on the economic development of the region, but, implicitly, on a person's entrepreneurial behavior (Arrak et al, 2020, p. 110). This latter aspect, as evidenced by Alvi and Carsrud, is of crucial importance and remains an understudied phenomenon in itself (Alvi and Carsrud, 2017, p. 94). After all, as Bridge et al. notice, it takes entrepreneurial people in order to start a small business (Bridge et al, 1998, p. 282). Notwithstanding the fact that not all people are born to become entrepreneurs (Hsu, 2015, p. 108), there are certain processes by which people discover their entrepreneurial skills and interact with other agents from the entrepreneurial ecosystem. Thus, education and training play a major role in starting up and managing an entrepreneurial activity (Marinescu and Toma, 2013; Marinescu et al, 2017). It is through education that people discover the tools to change the system, to add social value to an economic activity (see Newey, 2018, pp. 13.-30). Del Giudice et al. summarize all these aspects even better, when they point out the importance of transforming the know-how into "know why and "know what to do" (Del Giudice, 2014, p. x). Education is responsible for external motivation (Ianole, 2007, p. 173), as well as, even more importantly, for inner motivation and inspiration (Grigore, 2013, p. 206).

3. Research Methodology

The article relies primarily on qualitative methods of analysis, namely participant observation for the two case studies under scrutiny, the Communist Consumer Museum in the city of Timișoara and Ferestroika, in Bucharest. In this article I employ the method as defined by DeWalt and DeWalt: "a method in which a researcher takes part in the daily activities, rituals, interactions, and events of a group of people as one of the means of learning the explicit and tacit aspects of their life routines and their culture." (DeWalt and DeWalt, 2011, p. 1). While I did not undertake the work of an ethnographer per se, I have collected oral history interviews with the cultural entrepreneurs who have started the museum in Timișoara and I visited the museums, while observing their online activity and within social media networks for a period of almost a year, starting in the autumn of 2019. When needed, the article makes use of quantitative analysis and statistics, in order to underline certain points, or to support certain claims.

For the comparative analysis of the two case studies, I have developed a SWOT analysis in two tables, one for each museum, which will be discussed in the following subsection.

Table 1: SWOT Analysis for The Communist Consumer Museum in Timișoara.

Case Study	Internal Factors		External Factors	
	Strengths	**Weaknesses**	**Opportunities**	**Threats**
The Communist Consumer Museum (Timisoara)	✓ The first such entrepreneurial project in Timisoara and, arguably, in the country, it has the advantage of building a brand for itself. ✓ Does not require any special maintenance staff. ✓ Makes use of a space that was readily available ✓ Makes use of a considerable collection of communist era artifacts, in order to create a space that is both entertaining, educational, and fascinating. ✓ It does not require an entrance fee.	✗ The concept can be applied by other ventures as well, either locally, or at a national level. ✗ The amount of artifacts that are crowded in a relatively narrow space can be confusing to some of its viewers. ✗ It is financially dependent on the other business of the Cooperative	✓ The Museum can make use of its extensive collection in order to open a second hand store and, thus, provide the basis for a new project. ✓ The fact that Timisoara has been designated a European Capital of Culture for 2021 can provide significant opportunities for the Museum. ✓ The Cooperative has not yet made significant use of online and internet based strategies, in order to strengthen its visibility and brand. ✓ Timisoara is situated in the region of Banat, which has become a cultural brand in itself. Furthermore, the city is close to two major European capitals, Budapest and Vienna.	✗ The current pandemic represents a major threat for all three ventures created so far by the Cooperative ✗ The bar represents a commercial activity, while the theater and museum represent cultural activities, which have all been closed due to government restrictions. ✗ Possible increases in landlord fees, which would make the ventures unsustainable. ✗ Administrative problems and cultural strategy for the city.

Table 2. SWOT Analysis for the Ferestroika Museum in Bucharest.

Case Study	Internal Factors		External Factors	
	Strengths	**Weaknesses**	**Opportunities**	**Threats**
Ferestroika (Bucharest)	✓ It requires a minimum maintenance staff, which is represented by the entrepreneurs themselves. ✓ Makes use of an apartment which is the property of one of the entrepreneurs' relatives. ✓ It is situated in the Romanian capital and it is easily accessible, as it is close to the city's metro network. ✓ Offers guided tours during daytime, as well as during night time, in Romanian and in English.	X The concept can be applied by other ventures as well, in Bucharest, or in other major Romanian cities. X Starting at 18,75 EUR per museum visit, Ferestroika is a rather expensive venture, which is oriented toward foreign visitors. X As the venture is situated in a bloc of flats, it is dependent legally on the other landlords' agreement to function. X The entrepreneurs have adopted an explicit anti-communist attitude, which is easily explicable through Romania's own communist experience (the grim 1980s). This can, however, limit the selection of their clients.	✓ The Museum already provides a wide variety of services, but could expand this selection, including city tours and products, either new ones, with brand printed on them, or second-hand items from the communist period. ✓ The Museum is situated in the Romanian capital, famous for its communist buildings (most notably the Palace of the Parliament). ✓ The Museum could connect to tourism companies which target clients specifically attracted by the communist heritage of Eastern European countries.	X The current pandemic represents a major threat for the museum, even though it has re-opened at the end of August 2020, under special conditions. X Administrative problems and cultural strategy for the city.

4. Results and discussion

As one can notice from the above tables, the two enterprises under scrutiny present a series of similarities, as well as poignant differences. Both ventures have developed a pioneering activity in their cities; The Communist Consumer Museum was established in 2015 and has had "a rather powerful impact" (Mihăiță, 2019) on the other two ventures developed by the Cooperative. Ferestroika was set up in 2018 and enjoyed a similar impact on Bucharest's entrepreneurial ecosystem (Coșman, 2018). Both ventures make use of spaces that were readily available to their entrepreneurs; The Cooperative which established the Communist Consumer Museum first started with a theater, Auăleu, set up in 2005. After they moved to a larger place, they also started a more lucrative venture, in order to support their cultural initiative. Thus, the bar Scârț Loc Lejer came about in 2009. Two major factors led to the establishment of the Communist Consumer Museum. First, it was the fact that several members of the Collective had amassed a rather large collection of everyday items from the communist and post-communist eras and needed a place to house them. The second aspect was that the old house which they had rented had an unused basement and attic, which could be put to good use (Mihăiță, 2019). Ferestroika was based on an apartment in a bloc of flats from the communist era, which was the property of one of its founders' relatives. Instead of renting it to other persons, or to a firm, the entrepreneurs refurbished the apartment, to look like one from the communist period and turned it into a museum (Coșman, 2018).

One needs to underline a very important similarity between the two ventures. Both museums are not only private ventures, but also alternative types of museums, where visitors can interact in a more direct way with the items on display. The founders of Ferestroika, among whom several are graduates in humanities from the University of Bucharest, acknowledge this aspect more openly and turn it into a lucrative advantage, as can be seen from their "Touch-Taste-Learn" concept. This aspect also becomes relevant from one of the services they provide, the opportunity to taste "typical snacks and drinks". The difference between the two museums comes from they way they charge for the services they provide. The Communist Consumer Museum in Timișoara does not charge any fee for its visitors, who can simply walk in, have a look, and touch the items on display. There is no description or special care given to these items, as they are simply stacked inside the basement, mostly according to the category to which they belong. Ferestroika, on the other hand, pays more special care to the items it has on display and even includes a detailed guide of every room inside the "communist apartment". While the items in the Communist Consumer Museum show their history not only from the communist era, but also from the second hand markets they were collected from, the ones from Ferestroika are ready to use in an everyday context. In the latter case, this aspect is differentiated also in terms of price for its services. As can be seen from Table 2, these start from 18,75 EUR per visit and increase accordingly depending on the type of service the clients require.

These two differences, in terms of service and cost, reflect in the financially lucrative purposes of the two ventures. The Communist Consumer Museum's purpose is that of providing PR for the two other ventures of the Collective from Timișoara. It is part of a marketing mix, with the function of promoting two other products (the theater and the bar) in the same place, at no cost (no price). From this point of view, the Collective has only invested in promoting the existence of the Museum as such, with no extra care to any of its items. As can be noticed from its online impact on Google, Tripadvisor, or from social networks (Facebook), the Museum confirms the impact ascribed by one of its founders. Thus, the Museum from Timișoara has a 4.5 rating out of 5, from 87 reviews on Tripadvisor and is part of 12 things out of 82 to do while visiting the city. Similarly, it enjoys a 4.6 rating on Google Reviews, out of 319 reviews written by users, at the time this research was conducted. On Facebook, one of the major social networks, The Communist Consumer Museum has 3990 followers and 3894 people who have liked it, which is a sign of appreciation on the aforementioned social network. Ferestroika, on the other hand, enjoys a higher rating (5 out of 5), from less reviews on Tripadvisor, while on Google Reviews it has 4.9 stars out of 5, from a significantly lower number of reviewers than that of its counterpart from Timișoara (32). On Facebook, Ferestroika has 1752 followers and 1686 likes, less than half the figures for the Communist Consumer Museum. The explanation for this aspect lies in two major aspects. First of all, Ferestroika was created three years after the Communist Consumer Museum, namely in 2018, meaning it has had less time to build its own brand. Second, the prices Ferestroika charges for its superior services mean that it has created a more selective clientele for itself, which directly contributes to the museum's profits. It is also less accessible, as potential visitors need to program their visit in advance. This is in sharp contrast with the Communist Consumer Museum, whose purpose is to draw in a larger numbers of visitors, who become potential clients for the Cooperative's bar and theater.

Both ventures share several similar weaknesses. The most important weakness is that the concepts they have developed in Romania, based on previous experiences from abroad, can be replicated by other ventures as well. Combined with other weaknesses, such as their dependence on more lucrative business (such as the bar of the Collective, in the case of the Communist Consumer Museum), or on legal acceptance from fellow landlords (as is the case for Ferestroika), such a weakness can have a considerable negative impact over time. Both ventures possess several assets in order to minimize the first, and most important, weakness. The Communist Consumer Museum has amassed a considerable collection of artifacts from second hand shops, flea markets, and collectors. Several of these artifacts are more and more difficult to obtain and they constitute valuable items on display, which draw the visitors' attention, regardless of the space where such items would be presented. Ferestroika has the advantage of owning its own space for display and has invested a considerable amount of time and effort in shaping this space according to the entrepreneurs' vision. Furthermore, in both cases, the theoretical and historical knowledge of the entrepreneurs are important assets and play an essential role in their vision for their own ventures. Any new ventures which would start in such a market would have to better the two museums' material and knowledge endowment, in order to create a space for themselves, particularly if such new ventures would start in either Bucharest, or Timișoara. On the other hand, in order to adapt to such new challenges, the two enterprises could address the specific features of the communist regime in their local contexts and thus gain a strategic advantage over any new competitors. Regarding this latter aspect, The Communist Consumer Museum already has a minor advantage, due to its collection of contraband merchandise, specific to a border city.

One also needs to discuss the two ventures' attitude toward the political era they have chosen to represent and how this impacts or might impact upon their financial and cultural capital. Both the Communist Consumer Museum and Ferestroika refrain officially from any political stance. While the Communist Consumer Museum simply presents an accumulation of everyday objects with no explanation of their historical context, or origin, Ferestroika openly mentions on its website that "the project does not contain ideology or political opinions and is entirely dedicated to educational and cultural purposes". Yet, in the case of Ferestroika there is a tension between such a claim and the project's explanation on the same web page, that its educational purpose stems from the fact that "the Romanian society as a whole has the tendency to idealize the communist era as a time of less social, political and economic challenges." While the latter statement is true, as proven by recent surveys (see IICCMER, 2011, pp. 90-92), the tension between educating young Romanians about their past and entertaining foreigners, while teaching them about Romania's brand of national communism might affect the image of the museum as authentic and, implicitly, its revenues.

The two museums benefit from a range of opportunities which are provided by their place of origins. Timișoara is one of Romania's major tourist, cultural, and economic centers. The fact that it was designated as a European cultural capital for the year 2021 can provide a major boost for the city in terms of tourism ventures. From this point of view, The Communist Consumer Museum had garnered enough visibility and cultural capital, to place it in an extremely advantageous position, which could be used by the Cooperative in order to develop its business projects even further. Bucharest, on the other hand is Romania's primary tourist destination, when it comes to tourists who are fascinated by its communist heritage. Ferestroika could use this resource of cultural capital, by widening its network of collaborations, in order to draw in tourists who are aware of Bucharest' major tourist attractions, such as the Palace of Parliament. The fact that both cities have airports connected to major European and international airline routes also serves as an opportunity. Neither museum has so far attempted to include its offer in tourist packages provided by national or foreign companies. In this sense, one should mention the existence of specialized tourism and cultural ventures that focus on providing itineraries of communist heritage from former socialist states in Eastern Europe and the Soviet Union. One such example is Soviet Tours, which already offers tourism packages for Romania and Bulgaria, with sightseeing focused primarily on communist heritage. Yet, as one can notice, neither museum is part of such transnational networks.

The Communist Consumer Museum has not yet promoted its venture on the internet, while Ferestroika has created its own professional website, which summarizes its main services, but remains vague about the specific features of those services. In the current context of the COVID-19 pandemic, both projects could resort to online promotion and development of their services. By providing online tours, as well as e-commerce services, these ventures would find alternative sources of revenue for their activity, and they would increase their visibility and further establish their brand. Given the economic and political unpredictability of the current situation, a short term objective for both enterprises is to gain as much cultural and financial capital as possible, as quickly as possible, in order to withstand any unforeseen changes in the near future. In this sense, their adaptability to online services might prove essential in overcoming the shortages that the current pandemic has brought and continues to bring.

In a political and cultural context which is still marked by nostalgia, ostalgie, as well as by public debates on the turmoils of the communist period, The Communist Consumer Museum and Ferestroika could still benefit from their object of interest for years to come.

5. Conclusions

The two case studies under scrutiny for this article are an example of the interactions between a young entrepreneurial ecosystem and its interactions with political changes and cultural debates at a local level, as well as larger phenomena, which go beyond geopolitical borders of past and present. They exemplify the entrepreneurial creed of creating profit out of resources that are scarce, or that have not yet been seen by others as having the potential for providing any kind of value. This latter aspect has been influenced by several factors, out of which two are worth mentioning: one has to do with the lack of a strong entrepreneurial culture in Romania, the other one is largely influenced by the ongoing debates in Romanian public sphere about the present value of communist material heritage. It is worth noting that the benefit brought forth by such projects is not only financial, but also cultural and social. Such projects provide an important contribution to a nuanced discussion about the legacy of socialism, while providing young entrepreneurs with new models of how to create a start-up and develop an entrepreneurial project.

REFERENCES:

1. Alvi, F. H., and Carsrud, A. L., 2017. Strategic Entrepreneurial Agency in Emerging Markets. The Journal of Entrepreneurship, 26 (I), pp. 77-101.
2. Arrak, K., Kaasa, A. and Varblane, U., 2020. Regional Cultural Context as a Determinant of Entrepreneurial Behaviour: The Case of Germany. The Journal of Entrepreneurship, 29 (I), pp. 88-118.
3. Bălan, M., 2018. Particularities of the Romanian Labour Market in the Period 2008-2016. Manager, 27, pp 128-139.
4. Bren, P. and Neuburger, M. eds., 2012. Communism Unwrapped: Consumption in Cold War Eastern Europe. Oxford: Oxford University Press.
5. Bridge, S., O'Neill, K. and Cromie, S., 1998. Understanding Enterprise, Entrepreneurship & Small Business, London: Macmillan Press.

6. Burns, P. and Dewhurst, J., 1989. Small Business. Planning, Finance and Control (2nd Edition), London: Macmillan Education.
7. Coman, A., 2018. The Economics of Cultural Heritage. The Case of Museums. Manager, 28, pp. 63-73.
8. Coșman, O., 2018. Ferestroika: Apartamentul din Militari transformat în muzeu despre viața de familie în communism. Available at: https://start-up.ro/ferestroika-apartamentul-din-militari-transformat-in-muzeu-despre-viata-de-familie-in-comunism/ . [Accessed: September 19, 2020].
9. Decter, J., 2018. Will There Still Be a Future When the Museum of the Future Arrives? In: Bast, G., Carayannis, E. G., Campbell, L. and David F.J. (eds.), 2018. The Future of Museums, Wiesbaden: Springer, pp. 15-36.
10. Del Giudice, M., Della Peruta, M. R. and Carayannis, E. G., 2014. Student Entrepreneurship in the Social Knowledge Economy. Successful Cases and Management Practices. Cham: Springer International Publishing.
11. DeWalt, Kathleen M., DeWalt, Billie R., 2011. Participant Observation. A Guide for Fieldworkers. 2nd Ed. Lanham, New York: Altamira Press.
12. Ferestroika. (Available at https://ferestroika.com/booknow/ ; Last accessed on July 25th, 2020).
13. Grigore, A.-M., 2013. Lead from Within. Manager, 17, pp. 199-207.
14. Grigore, A.-.M, 2017. The Economic Dimension in the Valorization of Cultural Heritage. Available at: https://www.researchgate.net/publication/331090020_The_Economic_Dimension_in_Valuing_the_Cultural_Heritage ; Last accessed: September 5th, 2020.
15. Herman, R., Nistor, C., 2017. Smart Specialization Concept with Some Evidence for the Regional Development in Romania. Manager, 26, pp. 135-145.
16. Hsu, Dan K., 2015. Who Becomes an Entrepreneur? The Dispositional Regulatory Focus Perspective. American Journal of Entrepreneurship, 1, pp. 94-113.
17. Ianole, R., 2007. A Possible Chain of Motivation. Manager, 6, pp. 170-173.
18. Institutul de Investigare a Crimelor Comunismului și Memoria Exilului Românesc (IICCMER), 2011. Raport de activitate. [pdf] Available at https://www.iiccmer.ro/wp-content/uploads/2015/11/raport_de_activitate_20111.pdf . Last accessed on September 18th, 2020).
19. Institutul Național de Statistică, 2020. Turismul României – Breviar statistic [pdf] Available at https://insse.ro/cms/sites/default/files/field/publicatii/turismul_romaniei_2017-2019_breviar_statistic.pdf . Last accessed on September 19th, 2020.
20. Khaire, M., 2017. Culture and Commerce. The Value of Entrepreneurship in Creative Industries. Stanford: Stanford Business Books.
21. Kolb, B. M., 2015. Entrepreneurship for the Creative and Cultural Industries, Oxon & New York: Routledge.
22. Kovács, János Mátyás, and Zentai, Violetta, eds., 2012. Capitalism from Outside? Economic Cultures in Eastern Europe after 1989. Budapest, Hungary; New York, NY: Central European University Press.
23. Marinescu, P. and Toma, S.-G., 2013. Training Programs- Training and Development Alternatives for Students. Procedia Economics and Finance, 6, pp. 306-312.
24. Marinescu, P., Toma, S.-G., Miulescu, G.-F. and Grădinaru, C., 2017. Entrepreneurship: From Education to Innovation. Manager, 26, pp. 146-156.

25. Mihăiță, O., 2015. Bun venit in Epoca de Aur! S-a deschis Muzeul Consumatorului Comunist. Available at: http://www.tion.ro/bun-venit-in-epoca-de-aur-s-a-deschis-muzeul-consumatorului-comunist/1535050 [Accessed on August 28th, 2020].

26. Mihăiță, O. 2019., Personal interview taken by the Author, Timișoara.

27. Motica, M.-A., 2018. Modern Trends in Tourist Entrepreneurship. Manager, 28, pp. 33-40.

28. Murgescu, B., 2010. România și Europa. Acumularea decalajelor economice (1500-2010). Bucharest: Polirom.

29. Murphy, B. L., 2016. Charting the Ethics Landscape for Museums in a Changing World. In Murphy, Bernice L., ed. 2016. Museums, Ethics and Cultural Heritage, London and New York: Routledge, pp. 19-42.

30. Newey, L. R., 2018. 'Changing the System': Compensatory versus Transformative Social Entrepreneurship, Journal of Social Entrepreneurship, 9(1), 13-30.

31. Reynolds, S., 2011. Retromania: Pop Culture's Addiction to Its Own Past. London: Faber and Faber.

32. Smallbone, D. and Welter, F., 2009. Entrepreneurship and Small Business Development in Post-Socialist Economies, London and New York: Routledge.

33. The Communist Consumer Museum. Available at: http://www.timisoara-info.ro/en/culture/museums-and-galleries/363-muzeul-consumatorului-comunist-.html. [Accessed 25.06.2020].

34. Throsby, D., 2010. The Economics of Cultural Policy. Cambridge: Cambridge University Press.

Acknowledgement:

This article was co-financed from the Human Capital Operational Program 2014-2020, project number POCU / 380/6/13/125245 no. 36482 / 23.05.2019 "Excellence in interdisciplinary PhD and post-PhD research, career alternatives through entrepreneurial initiative (EXCIA)", coordinator The Bucharest University of Economic Studies".

Declaration of Interest: The Author declares that there is no conflict of interest.

Digital work in the context of covid 19

~ *Ph. D.* **Cristina Veith** *(Academy of Economic Studies, Bucharest, Romania)*

E-mail: christineveith@yahoo.de

~ *Ph. D. Student* **Irina Dogaru** *(Academy of Economic Studies, Bucharest, Romania)*

E-mail: irina.dogaru@exelo.ro

Abstract: *The crisis caused by the COVID 19 virus has affected both the economic environment and the daily lives of all citizens. Despite the restrictions imposed by the pandemic, some companies have understood to continue their activity, to train their staff, to inform their suppliers and customers. The main problems faced by organizations, in addition to those inherent in the decrease in turnover, lack of liquidity, were those related to staff. Digitization has been accelerated in all environments and areas of activity. For a good development of the activity in the remote working system, the managers were put in the situation to redefine their management, orientation and control. The change was not only related to the use of new technology and remote work, but also to the transition in a time of crisis, dominated by panic and concern for citizens for their own safety and health. The purpose of this article is not limited to an analysis of the literature, but presents certain aspects from which we can learn lessons for finding and applying the right solutions in practice, especially for managers who face the challenges of coordinating remote teams. One of the important challenges that managers face in leading remote teams is communication. Communicating unclear, incomplete or ambiguous messages is very risky, and the effects can be disastrous. Crisis communication must have a single source of presentation of the truth, it must be clear, simple and humane. The essential element of distance communication refers to being very accurate.*

Keywords: Digitalization, COVID 19, work force, leadership, management and communication.

JEL: M12, M15, M53, M54, D83

1. Introduction

The COVID 19 pandemic has recently caused the fastest changes and at the same time the ones that have involved the most people in the history of the economy. However, not all branches of the economy have been affected to the same extent. Almost without exception, companies had to adapt to the new conditions imposed by the pandemic (Butler, 2020).

COVID 19 not only influenced the economic environment, but also influenced the lives of all citizens. Citizens around the world have been subjected to various restrictions that have mainly involved social distancing and changing the way they carry out their professional activity in general (Rump and Eilers, 2020). These changes took place overnight without the citizens being prepared in advance.

The management of the various companies has been put in a position to make quick decisions to continue, albeit to a lesser extent, the economic activity of the company they run. Thus, a number of employees started working from home. This phenomenon known as telework is not new. Telework began and developed in the United States over 20 years ago (Caligiuri, et al., 2020).

The fear and even the panic triggered by possible disastrous effects both on the health of the population and on the European economies triggered a series of analyzes carried out at governmental level. European governments must show transparency, decision-making capacity and last but not least the total availability of collaboration (Fritsche and Harms, 2020).

The main problems faced by companies due to the COVID pandemic were of course related to the flow of supply and sales of products, but the main problem was related to the staff crisis. The human resources of companies now had to face challenges for which they had not been prepared, and the directors of the human resources departments were put in the situation of looking for strategic talents to overcome the crisis (Caligiuri, et al., 2020).

The need for people with digital skills was not limited and did not refer specifically to executives, but especially to managers who have to make strategic decisions in a period of continuous change (Toma and Marinescu, 2015; Marinescu, et al., 2018). In order to build successful business model, today's managers are facing new situations as they lead and motivate remote teams (Toma and Marinescu, 2018). This way of working is unknown to the vast majority of managers, and this has led to situations of stress and tension within teams (Yi-Lin Forrest, et al., 2020).

One of the important challenges that managers face in leading remote teams is communication. Communicating unclear, incomplete or ambiguous messages is very risky, and the effects are very different. For example, one effect of incorrect communication may be to create panic. Another effect is to convey distrust, incompetence, which leads to a stress reaction from team members. One mistake a manager can make in communicating with his team is to give too much assurance. These will cause a state of confusion, mistrust and even fear in the minds of employees (Sandman and Lanard, 2020).

The purpose of this article is not limited to an analysis of the literature, but presents certain aspects from which we can learn lessons for finding and applying the right solutions in practice, especially for managers who face the challenges of coordinating remote teams.

2. Research methodology

The digitization of the working process was implemented through decisions of the external environment (government, laws, regulations, etc.), due to the COVID 19 pandemic. Digitalization is implemented normally through decisions of the external or of the internal environment, which are often top-down (Zawakcki-Richter and Latchem, 2018).

Today, the transition has been clearly caused by a situation external to the normal working process, and the central question of this study is to understand better the situation in order to take the correct steps and how to use digitization as a chance to increase the chances and possibilities of the companies. Fortunately, in many situations, as the results of the analysis in this study show, the correct use of technology can improve the situation during COVID 19. The objective of the research is to identify in the academic literature different models and factors which can be used to adapt better to the new situation brought by the crises caused by Covid 19 in the context of Industry 4.0. By identifying the factors that influence the most the environment in the present situation, we can find in the next step solution for best practice rules.

The present study included a secondary research of the academic literature. The method used is a descriptive and quantitative one, given the fact that the subject is very widely discussed.

The analysis of the academic literature was made in various publications and scientific articles in order to illustrate the global situation. Therefore, we used a comprehensive search into numerous sources of secondary data, such as articles, reports and books from the domains of "Industry 4.0", management, including intercultural management and sociology and COVID 19.

For the research, we used also electronic databases, such us Springer, Academia.edu, BRILL and Wiley Online Library. Other sources were the archives of different journals and conferences, such as the journal "Manager", the conferences "BASIQ", "ICBE" and "ETIMM".

3. Results and discussions

The changes caused by the COVID 19 pandemic affected mainly its staff and tasks. For example, the automotive industry has called for a change in the way it presents and promotes its products. If until now we were used to choosing our car in a showroom, now we receive a series of information's in the virtual environment. Most of the activities involved call center and contact center staff. Of course, these services do not replace a test drive.

In other areas such as insurance, a number of consultants offer us solutions in the virtual space. Banks have also adapted their services; more and more options are offered online. Lawyers have quickly adapted their way of working and communicating with both clients and courts. Even if the online solution for court hearings has not been implemented and accepted in our country, it will soon become a necessity.

Despite limited personal contact, many companies have understood to inform and train customers through online seminars. These have proven to be both sought after and highly successful. Another advantage of the activities carried out in the online system is that the staff can carry out their work from home, which gives more time for family, avoiding the time lost for traveling from home to work. At the same time, those who were forced and at the same time had the chance to continue their professional activity at home, were forced to organize their private space in such a way as to be able to carry out their activity efficiently. This relatively sudden transition from classical activity to the use of virtual tools was possible due to the existence of advanced technology necessary for the proper conduct of these processes. This required companies to provide employees with the necessary technology.

For this, many companies have had to invest in technology, both in the area of hardware and software. The platforms that would allow remote work, even in the happy situation where companies had such platforms, had not been thought of for the capacity of use that was needed during the state of emergency. Of course, the key element of the success of this transition was the people. Well-trained and willing to change employees were the ones who managed to maintain a minimum, but relatively stable level of activities of their companies. The general demand for change imposed by the market, the economic situation, customers and last but not least the pandemic caused by COVID 19 was a challenge for employees (Butler, 2020).

For companies that have shown flexibility and for those operating in the ICT industry or in the virtual environment in general, the volume of transactions has exploded. These companies were the ones that benefited from the crisis caused by the COVID 19 pandemic and which stabilized their position on the market.

The effects of digitalization on the way people will carry out their professional activity in the future has been a wide-ranging topic of discussion in the literature over the past five years. This future surprised us in March and now the prospects for the next stages are being analyzed. About what the organization of the future means or the trades of the future, the specialized literature presents a very wide collection of materials. Thus, we discuss about two perspectives, the qualitative and the quantitative, of the effects of digitalization on jobs. The quantitative perspective refers to the new jobs, the new fields of activity and the new job descriptions that digitalization brings with it. The qualitative perspective refers to the possibility of maintaining the long-term capacity to remain employed and here it refers more specifically to the skills needed by the employee of the future (Rump and Eilers, 2020).

In the conditions of transforming the business into a digital business, the term smart working was introduced. It involves certain changes both within the organization and especially in the workplace of employees. New elements in the organization's culture are related to responsibility for results, trust, changing forms and methods of control and verifying their compliance.

Initially, companies planned to use smart working in standard workspaces, but also in virtual workspaces. Virtual workspaces refer mainly to work from home, otherwise called telework. The tools used to carry out the new type of activity are the same ones that the employees have used lately, namely: the computer, the mobile phone and the internet. Smart working also involves accepting a dose of flexibility in terms of working time and location of the professional activity (Menshikova, 2020).

According to the study published by Ernst & Young last year, in 2019, only 20 percent of the top 500 companies that took part in this study said they are ready to face a large-scale adverse attack. In the current context of the pandemic, it turned out that the concern of most managers of large companies participating in the above-mentioned study was real and well-founded.

The literature even presents a comparison between the capacity and role of the CFO during the financial crisis of 2007-2009 and the HR director in the current context. In the context of the financial crisis, the very important role of the financial manager was a matter of course. Today we can believe that finance would play an important role. When the economy does not function at the expected level, the money does not run, many end up in the situation of lack of financial resources, which leads globally to new blockages. However, this comparison presented in the literature highlights the fact that in the current context of the COVID-19 crisis, we need very talented and dedicated human resource managers, perhaps even more than financial liquidity. These managers have the role of motivating, providing training and preparing staff to meet current challenges (Caligiuri, et al., 2020).

HR managers know that employees face a high level of stress in situations where they are forced to perform tasks in an uncertain or unknown, or unprepared, or previously undiscussed context. Stress affects the ability of employees to show empathy for the rest of the team, and thus creates various tensions in remote teams not properly prepared.

Other indicators of the fact that one of the employees is affected by a high level of stress are: his willingness to think freely, his ability to perform his tasks and last but not least his ability to develop and learn new things. In fact, it is not the employee's intellectual capacity that is affected, or his level of performance is low, but his emotional state of concern does not allow him to adapt to new situations and this creates various blockages.

The work carried out by remote teams is much more demanding and stressful due to the fact that we do not notice the reactions of colleagues and thus do not know how to react in certain situations so as not to disturb and still be able to perform our tasks properly. What we totally lack when working remotely is interpreting body language. The human brain has the ability to interpret messages through what our gestures and facial expressions express, including the tone of our voice is perceived long before the content of verbally expressed messages is received. In other words, we can say without mistake that it is much more important how we say something, how we transmit information than the dry, technical content of the basic information we transmit.

A possible solution to reduce the effects of the pandemic would be to apply the following five steps:

- implementation of remote work for everyone possible
- granting paid leave
- granting unpaid leave
- temporary reduction of salaries
- undetermined salary reductions (Haak Saheem, 2020).

Leaders need to set clear tasks and goals and divert employees' attention from meaningless comments and discussions. Leaders need to determine, together with employees, where they think their organization can go during and after the crisis.

Employees must have two or three objectives, so as to focus their attention on the tasks they have to perform and not on unanswered worries and anxieties. The leader must focus all his attention on achieving those two or three goal objectives around which the confidence and stability of his entire team is focused. Throughout the pandemic, leaders must communicate to the team that all tasks they perform are safe, and the company has taken all measures to maintain the health of its employees (Mendy, et al., 2020).

Management problems are mainly due to their lack of experience working and leading remotely. For companies to have the capacity to innovate, both management and employees must be trained and have the necessary knowledge to use the advanced technology. In an innovative company, the challenges posed by the market are assumed to occur at a very high speed, which means that the company must have flexibility in both hiring and laying off staff depending on the economic situation at a given time (Yi-Lin Forrest, et al., 2020). These companies are better prepared to face new challenges, being much less anchored in old rules and more open to trying new solutions. In general, the least flexible structures are in the area of public institutions, in the field of health and last but not least in the field of education.

The factors that influence the commitment and motivation of employees have evolved in the last 30 years, but in the last approx. five years very much. This evolution can be presented in four phases. The first phase refers to the period 1900 - 2000 when employees were motivated by the possibility to have a say, to be able to be involved and to have an active participation in the company. In the second phase, between 2001 and 2010, the employees were looking for a sense of activity and a balance between personal and professional life. In the third phase, between 2011 and 2018, employees expected from the workplace to provide them with the resources they need to meet their requirements related to the objectives of the chosen position. Starting with 2019, employees are looking for meaning and a better life for the talent they show and the performances they bring in their professional activity (Turner, 2020).

After presenting the expectations of employees recently in terms of the professional activity they want to carry out, we continue to talk about the skills needed for these employees of the future. Future competencies refer to the ability to decide and lead a team, to cooperate and support colleagues, to interact and to present a topic. Employees of the future must also have the ability to be creative and to conceptualize, organize and execute, adapt and imitate. However, these skills are not enough if the employee does not have the ability to perform and show entrepreneurship. In an older sense, these skills were required only by top management. Today we must note that everyone has a certain talent and is, depending on the situation and knowledge, sometimes follower, sometimes team manager (Okros, 2020).

Organizations expect employees to respond in times of crisis with high speed, accuracy and safely. This way of acting was required of the employees for a very short periods of time. These employees were organized in shock teams, which had to intervene when a crisis arose. These shock teams have other tasks in normal times. The most well-known such teams are those, existing in most companies, that intervene with firefighters to remove a danger, such as fire. Until the outbreak of the pandemic caused by COVID 19 companies were not prepared to have enough staff trained to intervene in the long term and in sufficient numbers to eliminate the negative effects of a crisis (van Fenema, PC, Romme, AGL, 2020). If fiscal and economic insecurity can be managed through the right measures taken by the various European governments, today the problem of social insecurity arises. The citizens of Europe are worried about the future of each family and of each individual. For these, Germany, for example, offers solutions such as professional retraining and new specializations for the professions of the future offered by universities (Fritsche, J. Ph., Harms, P. Ch., 2020).

Mistakes in communicating messages were observed in the speeches of many politicians who were not trained as Managers and did not respect the rules of communication in crisis situations. These rules are not intuitive, and involve correct learning, understanding and application without personal interpretations. A correct managerial communication supposes the narration of the known elements in clear terms, punctually and with the correct expression of one's own emotions. By sincerely expressing our own dilemmas and the difficulty of the problems the manager is facing, we have a great chance to gain the attention and interest of the team members. The manager who seems to know them all in a crisis situation cannot be believed by his team members. To reduce insecurity, we need to involve the team in clear and useful tasks in the context of the crisis. Proper communication requires the recognition of the manager's personal mistakes in a simple and understandable way. Possible task-solving options need to be discussed, especially in crisis situations, with team members, provided that they have the necessary training to be able to make the necessary decisions together (Sandman and Lanard, 2020).

Crisis communication can be briefly presented in three steps. Step one refers to the uniqueness of the source of truth presentation. The second step involves clear, simple and as humane a communication as possible. The third step refers to the essential element of communication in front of the remote team, namely to be accurate. The themes and statements made by the manager must be well verified beforehand and in line with reality (Koh, 2020).

In the last five months of activity, companies that were not used to working in the virtual space had to adapt and to choose from the multitude of solutions offered by the market. The main solutions that the companies approached in order to communicate as directly as possible with the employees at home and carrying out telework were the online platforms. Such platforms have been offered both for free and by subscription by major companies around the world. The use of online platforms, however, implies for a large part of the employees the need for training. In addition to general online platforms, companies have also received personalized offers. In all cases, companies resorted to the application of the initial emergency solution, and in the second phase of training and improvement of communication tools provided to employees (PWC, 2020).

In a situation of crisis, business ethics is all the more important as all companies, both suppliers and their customers, face a new situation, full of unknowns and risks of all kinds. Some companies consider that ethical principles are sufficient if they are displayed and respected in external relations. Other companies choose to please only their customers. They consider the relationship with suppliers or other stakeholders to be less important. In reality, the classification of a company in the category of ethical conduct cannot be achieved exclusively according to the strict norms presented in the academic theory. The reality in practice is often complex, unpredictable and interpretable. Thus, a company will respect the ethical principles in order to be able to overcome well the difficult periods that a crisis implies (Gurău, 2020).

5. Conclusions

The main issues addressed in this article relate to the challenges posed by the crisis due to the COVID 19 pandemic on citizens in general and implicitly on their professional life. The purpose of this article is not one related to a simple analysis of the literature, but more precisely to the presentation of real situations, from which we can learn lessons for finding and applying correct solutions in practice, especially for managers facing coordination challenges. remote teams.

Various models and solutions are valid for management in general, others are addressed especially to human resources managers. For example, a possible solution for human resource managers who face the issues presented and discussed in this article is to seek advice and specialized training. Training and specialized advice are important to be based on the results of recent academic studies. There are a number of solutions in the literature, easily applicable to human resources managers in the context of the crisis caused by the COVID 19 pandemic. The present study is limited to the analysis of recent literature and to a few unstructured interviews conducted especially at companies with German capital.

For the next stage we will expand the area of the interviewees, we will properly structure the interviews to obtain broader results based on a qualitative analysis. The main results of the qualitative analysis will be verified econometrically.

REFERENCES:

1. Butler, L., 2020. Business as usual? Welche Veränderungen setzen sich auch nach der Krise im Arbeitsalltag durch?. Wirtschaftsinformatik & Management, pp. 1-3.
2. Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A. and Zimmermann, Z., 2020. International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. Journal of International Business Studies, pp. 697-713.
3. Fritsche, J. Ph. and Harms, P. Ch., 2020. Corona-Krise: (Wirtschafts-)politische Perspektiven. ZBW Leibniz-Informationszentrum Wirtschaft, pp. 266-271.
4. Gurău, C., 2020. The Reason for Being Ethical in Business: Moral or Marketing Orientation?. Springer Proceedings in Business and Economics, pp. 1-16.
5. Haak Saheem, W., 2020. Talent management in Covid 19 crisis: how Dubai manages and sustains its global talent pool. Asian Business & Management, pp. 298-301.

6. Koh, J.-J., 2020. Simple and Effective Workplace Communications During COVID-19. [Online] Available at: https://www.vermilionpinstripes.com/communications/simple-and-effective-workplace-communications-during-covid-19
7. Marinescu, P., Toma, S.-G. and Miulescu, Gh-F., 2018. The perspectives of management in the era of networking expansion. Manager, 28, pp. 41-46.
8. Mendy, A., Stewart, M. L. and VanAkin, K., 2020. McKinsey & Company. [Online] Available at: https://www.mckinsey.com/business-functions/organization/our-insights/a-leaders-guide-communicating-with-teams-stakeholders-and-communities-during-covid-19#
9. Menshikova, M. F. A. G. M., 2020. Introducing Smart-Working in the Conditions of Digital Business Transformation: Analysis of an Employee's Experience. Die vierte Dimension der Digitalisierung, pp. 59-72.
10. Okros, A., 2020. Harnessing the Potential of Digital Post-Millennials in the Future Workplace. Cham: Springer Nature.
11. PWC, 2020. Effective operational communications in times of crisis with Beekeeper, Berlin: PWC.
12. Rump, J. and Eilers, S., 2020. Die vierte Dimension der Digitalisierung. Berlin: Springer Gabler.
13. Sandman, P. M. and Lanard, J., 2020. COVID-19: The CIDRAP Viewpoint. Regents of the University of Minnesota, pp. 1-11.
14. Toma, S.-G. and Marinescu, P., 2015. Strategy and change. Manager, 21(1), pp. 145-150.
15. Toma, S.-G. and Marinescu, P., 2018. Business excellence models: a comparison. Proceedings of the International Conference on Business Excellence, 12(1), pp. 966-974. [online] Available at: < file:///C:/Users/Student/Downloads/ [25589652%20-%20Proceedings%20of%20the%20International% 20Conference%20on%20Business%20Excellence] %20Business%20excellence%20models_%20a%20comparison%20(2).pdf> [Accessed 20.09.2020].
16. Turner, P., 2020. Employee Engagement in Contemporary Organizations. Cham: Springer Nature.
17. van Fenema, P. C., Romme, A. G. L., 2020. Latent organizing for responding to emergencies: foundations for research. Journal of Organization Design, pp. 1-16.
18. Yi-Lin Forrest, J., Nicholls, J., Schimmel, K. and Liu, S., 2020. Managerial Decision Making - A Holistic Approach -. Cham: Springer.
19. Zaramenskikh, E. and Fedorova, A., 2020. Digital Transformation and New Challenges. Cham: Springer Nature.

Acknowledgement:

The warmest thanks are to the following people, who have spent time discussing the current situation: professor Paul Marinescu and Werner Braun. Last but not least, we wish to thank Alexandru Bojin, who supported us in obtaining information and to bring structure and purpose to this research.

The impact of the archival revolution in history and entrepreneurship

~ *Ph. D. Student* **Theodora Enache** *(Univeristy of Bucharest, Bucharest, Romania)*
E-mail: theodora_enache@yahoo.com

Abstract: *After the year of 2000, a major event would take place, that would reshape the way we see the past and allow us to even find out about our personal pasts. This event bears the name of <<archival revolution>>. Through it, many new collections and funds have entered the research circuit. This would have a big impact not only for historical research, but also for normal people. This would allow them to right the wrongs that have been done to them by the communist regimes and to find out where they came from. That being said, this would allow researchers to monetize on this work outside the academic realm and create new entrepreneurs. Historians such as Dumitru Lăcătușu and Mihai Burcea have previously explained the importance of the liberalization of the archives. Still, up until now, nobody showed its entrepreneurial potential.*

The aims of the paper are to present the archival revolution and its impact in history and entrepreneurship. The author uses qualitative and quantitative methods of documents research. Also, in order to fulfill the goals of the paper, an interdisciplinary approach was absolutely necessary. In this respect, the author makes use of other sciences, such as economy, sociology, anthropology and law.

Keywords: archival revolution, entrepreneurship, communist era, liberalization.
JEL: L26, N00

Introduction

Nowadays, the archives represent one the greatest treasures of a country. Not only is it the institution that safeguards its past, but it also allows each individual to know where they came from. Not too long ago, the situation was different in the former communist states. During the dictatorial regimes, the legislation would not allow for the recent history to be researched so easily. Sure, there were some loopholes, but those wouldn't apply to any researcher or to anyone who would want to learn about his past.

In 1971, a new law of the archives has been passed. It would state that the documents from the national archival fund could be researched after 30 years. For years after this law, "a special archive fund" has been created. The document that would order the creation of this fund can be found at CNSAS (fund Ministerul de Interne, Direcția Secretarial-Juridică, no. Inv. 6, available online at http://www.cnsas.ro/documente/acte_normative/3632_006%20fila%20030-031.pdf). The documents from this fund were especially concerning Romania's frontiers and the relations with its neighbors. Another important part was represented by the documents that concerned the activity of the underground communist movement. That being said, this fund had a really limited access, because its documents had a "special value". In order for a researcher to be able to see documents from it, they had to have a particular recommendation from the institution where they were working. Moreover, the content of the documents would have had to be verified beforehand by the head of the general Direction. This was a way of making sure that no researcher could find information that could somehow be used in order to "harm the state's interests".

Of course, after the fall of the communism, things started to change, but in a different time span from a country to another. Sure, the change was inherent to a new democratic regime, but what made the biggest difference when it came to the historical research was what remained known as "the archival revolution".

The new political regimes brought a change in historical paradigm, especially because many documents would see the light of day from then on. Also, the political bias would disappear for most of the new historians. This would later lead to a new field of historical studies in Romania, Hungary and East Germany, that would focus on the history of the secret polices and their mechanisms (Shkandrij, 2014). Clearly, a researcher would not even think to talk about the structure of the secret police or about its victims during a communist regime. Moreover, researchers would become more and more interested in studying the communist parties and how they really took over the political power when it seemed almost impossible. In Romania, no one would ever have guessed in the interwar period that a communist party could ever be legal again, let alone that it could have ever rule over the country.

Another great thing about this event was that now, people could ask back the lands that the communist regime has taken from them. Also, they could find out where they came from. Because this could be a difficult task for someone who is untrained in the field of history, it can give life to a new entrepreneurial field.

The aims of the paper are to present the archival revolution and its impact in history and entrepreneurship.

Literature review

Although nobody wrote about how the entrepreneurial side of history could help common people in Romania, there are a few papers on the archival revolution matter, concerning other countries, such as Hungary or Russia. It is worth mentioning the in 2011, IICCMER (The Institute for the Investigation of Communist Crimes and the Memory of Romanian Exile) held a workshop called Revoluția arhivelor. Accesul la sursele istoriei recente (The archives' revolution. The access to the sources of recent history). Through this, the historians Dorin Dobrincu, Dragoș Petrescu, Stelian Obiziuc, Luminița Giurgiu and Adrian Cioflancă disscussed about the access to the documents.

For those who would ever want to study the archival revolution, there is a very important paper, that bears the value of a document. This is The Final Report on Romanian Communism, presented by the Presidential Commission for the Study of the Communist Dictatorship in Romania, also known as the Tismăneanu Commission (Timăneanu, 2006). Instituted by the President Traian Băsescu, its main goal was the condemnation of the communist regime and of the institutions that helped to its enforcement. Romania would then be the third country, right after Czech Republic and Bulgaria, to be able to take this highly important step (Stan, 2013).

The condemnation of the communist regime was not its only purpose. It also served as the long awaited liberalization of the archives access. This was particularly important for the study of the Romanian Communist Party. Before 1989, we only knew the party's rhetoric regarding its own history and its members. Sure, after the change of regime, things were a little bit more transparent, but not nearly enough. Researchers could see certain archival funds, but they could not take pictures of the documents. Also, they weren't allowed to bring a laptop, or any electronic device, for that matter.

Research methodology

In order to see what the archival revolution brings to the table for the historical research, and also how it could help common people, and therefore exploit its entrepreneurial potential, the empirical qualitative research is necessary (Simon, 2003). Most of the time, the documents have a different meaning than it meets the eye and the sources must be corroborated in order to validate their accuracy. Also, no matter the use of these documents, the final result will always require an interdisciplinary approach. We can't learn about someone's past without making use of other sciences. In this case, the ones that would help are Law, economy, sociology and anthropology.

Results and discussions

As important as an archival revolution was, this change has taken place slow in Romania and it was for two main reasons, as Dorin Dobrincu explained in an interview (Pătrășconiu, 2017). Firstly, the only ones that would even think of researching the communist parties were the one that were allowed, therefore everything that they would write would be in a way that would fit the main rhetoric. Take for instance the strikes from Grivița. They represented Gheorghe Gheorghiu-Dej's legitimization of the "revolutionary" past. This meant that he would have had to be portrayed as a hero of the masses. His involvement in this event was highly overrated by the literature during his regime (Diac, 2012).

On the other hand, there was a shift after 1989 and historians that researched the interwar period of even different eras, starting to show interest in the communist party. This couldn't have happened over night, therefore it took a while for them to specialize in this field after. Secondly, even if they wanted to study it more closely and faster, it would be quite difficult, since the access to the primary sources was so limited and selective. Practically, it took 15 years for some archive holders to transfer to documents to the National Archives of Romania, or to the National Council for the Study of Securitate's Archives (Timăneanu, 2006).

Now that we settled how the change took place, we must show how this could turn into a profitable business. Nowadays, people are more and more eager to learn about their past. In fact, history can help any field and any science. It can help the field of entrepreneurship as much as it can help back history (Gabrielsson & Rose, 2010). But how exactly could a historian help someone and at the same time make a business out of it. The answer is simple, yet complex.

In this case, the research experience comes in hand. The regional division of the National Archives hold funds and collections of civil status. For someone who is unexperienced, these documents could be taunting and hard to piece together. For someone experienced, it wouldn't be hard to make a thorough job. Education does give one the means to be better in his field and this way help the growth of economy (Groescu & Oancea, 2014)

On the other hand, things are a bit more complex when it comes to the process of retrocession. After the fall of the communism it was a bit easier for people to get their land back. Still the legislation was not clear enough at that point (Bucur, 2010). As a matter a fact, that was also the case for the people who wanted to get back the businesses that they used to own before the process of nationalization started. Surely, it was not going to be easy to make their former companies have success once again, after being controlled by the state. For this, a good strategy would have been the saving grace (Marinescu and Toma, 2015).

After the archival revolution in 2006, the process of retrocession seemed to be getting better, but it had some flaws. In some counties, some people saw this as an opportunity to try and steal land that didn't belong to them or to their ancestors. This is the main reason why those documents must be put to good use by a professional who knows not only history, but also Law. Nevertheless, through this process, we can build new and successful entrepreneurs who can do good and help people in their quest to find their past, their family and what once belonged to them as in other countries (Toma, et al., 2017; Toma, 2019; Catană, et al., 2020). Surely, these researchers must be ready to take some risks that are inherent to the entrepreneurial world (Bolcaș and Ionescu, 2019).

Conclusions

The archival revolution represents one of the greatest achievements of a country that endured an extremist regime. Firstly, it allowed historians to researched forbidden topics, such as the political parties or the perpetrators and shed light on the cruelties done by the representatives of the regime. Secondly, a wider access to historical documents allowed people to find out where they came from and to repossess the properties that have been taken from them. Also, this would allow researchers who could not work in the academic field to think outside the box and make a business out of they love doing.

REFERENCES:

1. Abraham, F., 2006. România de la comunism la capitalism, 1989-2004. București: Tritonic.
2. Bolcaș, C. and Ionescu, V.-C., 2019. Entrepreneurship and intrapreneurship. Entrepreneurs and intrapreneurs. Manager, 30(1), pp. 155-162.
3. Bucur, M., 2010. Heroes and Victims: Remembering War in Twentieth-Century Romania. Bloomington: Indiana University Press.
4. Catană, Ș., Grădinaru, C. and Toma, S.-G., 2020. Sam Walton, a visionary entrepreneur. Network Intelligence Studies, 16, pp. 113-117.
5. CNSAS, Fund Ministerul de Interne, Direcția Secretarial-Juridică, no. Inv. 6. [online], Available at: http://www.cnsas.ro/documente/acte_normative/3632_006%20fila%20030-031.pdf
6. Diac, C., 2012. ”Liderul nevăzut. Gheorghe Gheorghiu-Dej și grevele de la Grivița”. În Ș. B. Bosomitu, Spectrele lui Dej. Incursiuni în biografia și regimul unui dictator. Iași: Polirom.
7. Dragoescu, R. M. and Oancea, B., 2014. Trends in Funding Higher Education in Romania and EU. Manager, 19(1), pp. 7-17.
8. Gabrielsson, J. and Rose, M., 2010. Governance theory : origins and implications for researching boards and governance in entrepreneurial firms. Historical Foundations of Entrepreneurial Research. Celtenham: Edward Elgar.
9. Pătrășconiu, L., 2017. [online] Available at: https://www.lapunkt.ro/2017/01/interviu-dorin-dobrincu-revolutia-arhivistica-a-devenit-o-realitate-in-romania-abia-in-a-doua-jumatate-a-anilor-2000/
10. Shkandrij, M., 2014. The archival revolution and contested memory: Changhing views of Stalin's rule in the light of new evidence. Kyiv-Mohyla Humanities Journal 1, National University of Kyiv-Mohyla Academy,.
11. Simon, J. L., 2003. The Art of Empirical Investigation. London: Routledge.
12. Stan, L., 2013. Transitional Justice in Post-Communist Romania. The politics of memory. Cambridge University Press.
13. Timăneanu, C., 2006. Raport final. Comisia Prezidențială pentru Analiza Dictaturii Comuniste din România. Available at://old.presidency.ro/static/rapoarte/Raport_final_CPADCR.pdf
14. Toma, S.-G. and Marinescu, P., 2015. Strategy and change. Manager, 21(1), pp. 145-150.
15. Toma, S.-G., Marinescu, P. and Grădinaru, C., 2017. Successful entrepreneurs: Mark Elliot Zuckerberg. Manager, 26, pp. 157-162.
16. Toma, S.-G., 2019. Successful entrepreneurship in China: The case of Jack Ma. Network Intelligence Studies, 14, pp.121-126.

Acknowledgement:

This paper was co-financed from the Human Capital Operational Program 2014-2020, project number POCU / 380/6/13/125245 no. 36482 / 23.05.2019 "Excellence in interdisciplinary PhD and post-PhD research, career alternatives through entrepreneurial initiative (EXCIA)", coordinator The Bucharest University of Economic Studies.

Corporate governance in banking institutions

~ Ph. D. Student **Iyad Isbaita** *(Academy of Economic Studies, Bucharest, Romania)*

E-mail: eyad247@hotmail.com

Abstract: *The analysis of corporate governance within institutions is a top subject right now. This concept currently de-fines a central and dynamic aspect in terms of economic reality, being increasingly present in many countries of the world. In the context of a modern economy, where all companies are facing changes due to the famous effects of the fourth industrial revolution and the crises caused by the Covid 19 pandemic, those who need to survive must be able to adapt immediately and operate at the highest level of efficiency. The ability to adapt to these challenges of the national and international markets depends on both managerial and leadership capabilities, as well as the general structure and characteristics. Achieving maximum overall performance of companies is the microeconomic goal of the "new economy". The entire activity of financial institutions is built around the correct assessment and management of risk. Thus, risk management, ownership structure, motivation and remu-neration of the general manager were the central elements found in research papers on "corporate governance of banks". The results of the literature study on risk management suggest a continuous increase in the relevance of this topic. The aim of the paper is to present the topic of corporate governance within the banking institutions. One of the limitations of this study is the lack of analysis in the current context triggered by the COVID-19 pan-demic. This pandemic is already having effects in terms of corporate governance, but also risk management as a whole. From the way banks approach and reanalyze customer relations, we see that the effects of the pandemic are already here.*

Key words: corporate governance, banking, leadership, economic efficiency

JEL: G20, G30, G32, G34

1. Introduction

The analysis of corporate governance of banking institutions is a topical issue. This concept currently de-fines a central and dynamic aspect of the economic reality, being more and more present in many countries of the world (Spătăcean and Ghiorghiță, 2017). The entire activity of financial institutions is built around the correct assessment and management of risk. Thus, risk management was one of the central elements found in the research papers on "corporate governance of banks". The results of the study of the literature on risk management suggest a continuous increase in the relevance of this topic as it has been amplified by the recent financial crisis, the Fourth Industrial Revolution and the pandemic caused by Covid 19 (Niculae, et al., 2010; Burcea, et al., 2011; Toma and Grădinaru, 2018).

Most of the work is focused on the functions of the risk department chief manager within the bank. Added to this have recently been concerns about safety and security at work for employees, managers, suppliers and customers. Thus, developing is a department with precise responsibilities and good practices recently developed in connection with the safety and health of those involved. These aspects have greatly influenced the way man-agement works in general, and especially in banking institutions. In their case, aspects such as work forced the management to adapt both its communication and the distribution and control of tasks. The aim of the paper is to present the topic of corporate governance within the banking institutions.

One of the strategies to thrive, to avoid spectacular bankruptcies, financial crises and considerable differ-ences between the compensations granted to directors and the company's performance is represented by corpo-rate governance (Ionescu, et al., 2015). Given that corporate governance is closely linked to the norms, traditions and behavioral patterns developed by each legislative system as defined in the Preda Report (Preda Report, 1999), it is important to analyze the differences between different practices in order to choose the most competi-tive systems.

2. Literature review

Corporate governance is the way in which a company's financial resource providers ensure that they will receive the benefits they expect by making this investment (Shleifer and Vishiny, 1997). The use of this system of rules and regulations benefits companies by attracting new investors, by increasing economic performance, long-term competitiveness, better risk management of the company and last but not least by advertising the com-pany.

In the context of the modern economy, where all companies are facing changes due to the effects of the Fourth Industrial Revolution, those who want to survive must be able to adapt immediately and operate with them at the highest level of efficiency and effectiveness possible. The ability to adapt to these challenges of the na-tional and international markets depends on both managerial and leadership capabilities, as well as the structure and the general characteristics of the company (Obrad, et al., 2011).

Achieving the maximum global performance of companies is the microeconomic goal of the "new econo-my". To achieve this goal, we need to build effective corporate governance (Apostol, 2015). The efficient func-tioning of the banking system involves a threefold role: the efficient allocation of depositors' cash to the real sec-tor, the making of payments without syncope in the economy and the prudent management of financial risks. When one or more credit institutions fail to adequately perform these basic functions, the economy may suffer significant losses (Moinescu, 2015).

Corruption in the lending activity, financial fraud or reduced banking efficiency may be the result of a weak and deficient corporate governance mechanism (Pîntea, 2018). Good corporate governance is also based on effective risk management. The public's trust in banks, at individual level, but also at global level, in the banking system depends on the efficiency of their administration. For example, in the Republic of Moldova, in the case of the global financial crisis triggered in 2007, the excessive accumulation of risks was partly caused by the defi-ciencies of the corporate governance of financial institutions and especially by the actual deficiencies of banks. The lack of effective control mechanisms ultimately led to too many risks being assumed by most credit institu-tions, which led to very difficult economic situations (Clichici, 2015).

Following the global financial crisis of 2008-2010, government agencies have focused on establishing rules and regulations to ensure a more accurate risk assessment. These have resulted in guidelines for good prac-tices on principles of sound corporate governance (McConnell, 2012). To these have recently been added a num-ber of regulations related to the safety of employees and customers in the context of the pandemic caused by Covid 19. These rules of good practice complement the already existing documentation within the companies.

In many countries, national authorities have put in place various measures to improve regulations and oversee the implementation of corporate governance in order to reduce risks in financial institutions. These measures were chosen in order to have a solid environment, clearly established roles and accountability of the boards of directors (Brogi, 2011).

3. Research methodology

The scientific research of the specialized literature is based on a quantitative approach of the research thematic, which aims to perceive and apply the theoretical concepts of corporate governance in practice, using the positivist method, which involves defining the research topic, setting hypotheses, collecting, processing and data analysis as well as presentation of results.

The method makes it possible to identify a general conclusion, based on the interpretation of the analyzed studies. The research topic of the article is the corporate governance, with its main factors for reducing the ef-fects of different crisis in banking institutions.

For this article I have chosen as a research method, one, that is a mixed form, which combines a secondary research based on the study of the bibliography in combination with the new situation created by the Covid 19 pandemic. It was chosen to identify good managerial and administrative practices within banking institutions. In addition, the aim was to analyze the satisfaction of stakeholders' expectations.

In connection with the professional skills and the remuneration of the management, which must take into account both the satisfaction of the shareholder requirements and a correct risk management, the analysis of the situation of the last financial crisis, the Covid 19 pandemic and the impact of the Fourth Industrial Revolution were taken into account.

The evaluation presented in the literature regarding the effects of corporate governance was another factor followed in the research. After selecting the main bibliographic sources, their analysis followed. This has resulted in the identification of the following main factors, which define corporate governance as widely as possible. These factors are: risk management, the structure of the property with the separation between the control and the executive function and the remuneration of the general manager.

The hypothesis formulated and verified during the analysis of the selected bibliographic sources, was that the factors presented earlier are those that define corporate governance after the financial crisis. Recent events emphasize the need to complement them with elements related to safety and health at work.

4. Results and discussions

Traditionally, the emphasis is on equity governance, meaning the conflicts of interest between owners and management, and / or between shareholders holding control packages and minority shareholders. In addition to capital governance, debt governance issues are of particular importance to banks (Heremans, 2007).

Differences between the rules and operating rules of banking institutions within the European Union and non-European states are one of the factors that determine their effectiveness. The literature also shows that banks in which the chief risk manager reports directly to the board of directors and not to the CEO have significantly better results both in terms of performance and the risk measures they implemented (Ellul and Yerramilli, 2013).

Mongiardino and Plath (2010) emphasize the need for a dedicated level of leadership, that can be a man-ager or a risk committee composed of independent members. In addition, they point out that the chief manager of the risk department should be part of the bank's executive committee (Mongiardino and Plath, 2010). In 2013, this theory is complemented by the recommendation to improve risk communication and assessment and to pro-pose the establishment of independent, specialized national committees or working groups to monitor risk-related activities within banks (Barakat and Hussainey, 2013). Another aspect of the risk management literature in banks is focused on the importance of CEOs and their impact in determining performance capabilities and risk profile in banks.

A number of papers highlight the insufficient and poor risk management in financial institutions (Brogi and Lagasio, 2018). Risk management issues have attracted the attention of both financial institutions and na-tional and international bodies.

The boards needed these measures in order to streamline their work. The measures implemented focused on the revision of existing rules and regulations, on the procedures for organizing, managing and transmitting information and last but not least on the tasks of management, including the relation with the board of directors. Through these regulations, the board of directors also receives direct responsibility related to risk management. By introducing these measures, positions were also created with specialized personnel to fulfil the position of Chief Risk Officer (CRO). The main task of the chief manager of the risk department or the risk management committee is to oversee all risks assumed by the financial institution. This practice is especially common for large financial institutions, which have a board of directors (OECD, 2017).

Government institutions have encouraged financial institutions and investment firms to implement proce-dures and standards of good practice through which management bodies within the structure of each entity en-sure effective risk oversight, promote a sound and effective culture of lending, investment, respectively assuming all the risks specific to the activity carried out. These measures have been established to allow effective monitor-ing and control by government authorities related to risk-taking by banks, other financial institutions, investment firms, etc. Monitoring activity is not limited to risk monitoring, but extends to internal governance within banks, financial institutions and investment firms.

Risk reduction measures have been implemented globally. Within the European Union, the activity of monitoring risk and internal governance implemented can be supervised by specific bodies, not only within fi-nancial institutions and investment firms, but also within the national bodies of the Member States. Even if many measures were taken after 2013, we cannot say that we currently have a perfect solution related to risk manage-ment and internal governance, neither at the level of institution / society nor at national level.

An important element for improving the situation refers to the independence that the risk manager must enjoy, which must not be pressured by the wishes of the sales department or other minor interests. In order to be able to correctly assess the extent to which certain procedures and rules have been followed, it is also necessary to ensure audit rules. At national level, in various countries, there is a need to improve the audit procedures of financial institutions and investment firms in relation to the rules and good practices related to governance, risk management and risk culture adopted by each. Monitoring involves not only verifying the existence of proce-dures and rules of good practice, but especially how they are implemented and observed in the day-to-day work (BCBS, 2015).

The entire academic literature emphasizes the special importance of ensuring the most sound and correct risk management in all financial institutions, banks, investment companies and beyond.

Another very important aspect that corporate governance must correctly include is the one related to the separation of property from the exercise of the control function. Thus, another second element analyzed in the academic literature related to corporate governance is that of ownership structure (Shleifer and Vishny, 1997). Almost 100 years ago, the importance of separating the control decision was highlighted in the academic litera-ture (Berle and Means, 1932).

The study, published by Berle and Means, points out that those who are concerned with business stability and risk minimization cannot be the same persons who want to maximize their wealth. Thus, arose the discussion of the possibility of separating the "property" from the control necessary for the smooth running of enterprises, without devastating effects on the various stakeholders (Fama and Jensen, 1983).

In addition, it has been observed that an unclear and unstable ownership structure leads to a negative per-formance of companies. The task of management is to maximize the profit of the owners and to satisfy their in-terests (Jensen and Meckling, 1976).

If the property is separate from the control, we have employees who assume the monitoring and control of events. These employees are not owners, and their interests are not identical to those of the owners.

The ownership structure must be able to be properly monitored, this being one of the solutions proposed in literature, as being the one that can reduce costs (Shleifer and Vishny, 1997). Organizations have horizontal or vertical structures.

Within organizations with horizontal ownership structures, there are certain problems between majority and minority shareholders, and in those with vertical structures, problems arise between managers and shareholders. However, the latter find their solutions much easier (Vermeulen, 2013). Aspects related to the difficul-ties encountered in organizations with horizontal structures were also analyzed at the level of global organizations, where various solutions were sought.

The effects of ownership unbundling are still at the center of several debates (OECD, 2017). In the studied materials we did not find a solution that would have determined all the variables and could propose the ideal structure, which determined us to analyze this aspect by comparing several cases from different countries. A clear relationship was determined between performance, especially in the case of banks and shareholder involvement in the organizational structures of the institutions. In the analysis related to property, a distinction is made between two aspects, namely: the concentration of property and the category of owners. Concentration of property has advantages in terms of risk reduction (Shehzad, et al., 2010).

Most of the works related to the ownership structure can be classified into two different groups, namely: works analyzed from a "quantitative" point of view (e.g., concentration of ownership) and a "qualitative" point of view (e.g. type of owners). Regarding the first dimension, the result is related to the fact that the concentrated property helps an enterprise have a better monitoring function, leading to reduced risk and improved performance (Azofra and Santamara, 2011). Not all papers studied have the same conclusion, but the strong relation-ship between concentrated ownership and banking risk-taking, especially during the financial crisis in the US, is confirmed (Beltratti and Stulz, 2009). A negative relationship between ownership concentration and bank per-formance is presented in some papers. This is demonstrated by measuring the market-based performance of banks (Busta, et al., 2014). The authors also note that their result is strongly linked to the institutional structures in which the bank operates. They showed stronger negative effects for banks operating in Germany, France and other countries with similar legal systems. If we refer to the "qualitative" analysis of the ownership structure in banks, the main result obtained is that the risks are lower when the interests of the owners converge with those of the management (Berger, et al., 2014). This result is complemented in some works that do not limit the positive effects of the owner manager only to the decrease of risk, but also refer to the increase of performance (Westman, 2011).

Another relationship studied in the literature is the position of the CEO (Chief Executive Officer) in the ownership structure of the bank. In other works, state ownership is analyzed from the perspective of the owner-ship structure within a bank (Iannotta, et al., 2013). Institutional shareholding was analyzed as another variant for the ownership structure within a bank (Barry, et al., 2011). An unequivocal conclusion could not be drawn as a result of studying the literature on a clear relationship between a particular ownership structure and their banking risk or performance (Lagasio, 2018).

A topic studied extensively refers to the impact that the "position of duality of the general manager" has within a bank. This refers specifically to the general manager's position as both "chairman of the board" and "general manager" (Cornelli, et al., 2013; (Simpson & Gleason, 1999); (Rachdi and Ameur, 2011). This dual posi-tion has not been proven to have positive or negative effects on a bank's performance.

A third element discussed in corporate governance is that related to the benefits obtained by the manage-ment of the institution. In the literature there is a consensus that the type and level of compensation granted to managers motivates them to be more open to taking risks (Chaigneau, 2013). Thus, this topic is one of the most debated in the case of corporate governance.

The topic is debated by shareholders, national or international control bodies, but also by the media (Ra-jan, Seru, & Vig, 2008). These debates about the benefits of managers focus mainly on the benefits obtained by the CEO , either in a private company or in a financial institution (Tian and Yang, 2014).

From the studied materials it resulted that the remuneration of the General Manager should ensure stability and continuity in the long-term activity of the financial institution and not serve short-term interests, which may destabilize the organization (OECD, 2017).

Regarding the compensation, we discuss in particular the variable part of it, and the theory suggests that it can be considered a tool to bring the interests of managers closer to those of shareholders (Grove, et al., 2011). The results of these forms of remuneration are more effective for executives and top management (Acrey, et al., 2011).

If in the older materials we notice a strong focus on the benefits and remuneration of top management, to-day more attention is paid to the directors of the risk department (CRO). In this case, it is analyzed to what extent a relationship can be established between the decrease of the assumed risk along with the increase of the com-pensation level of the director of the risk department (Aebi, et al., 2012). However, even in this area of corporate governance, no conclusive relationship has been identified. The study, which treated the relationship between the bank's performance and both forms of top management incentives, but also the connection with the ownership structure could not prove their existence (Fahlenbrach, 2011).

The theory of managerial power, on the other hand, presents negative aspects of the top management re-muneration system with variable components. Within this theory it is revealed that this variable component can even have negative effects, by deviating the interests of top management from those of shareholders (Bebchuk and Weisbach, 2010).

The remuneration and benefits granted to managers must be in line with the objectives of the financial in-stitution and closely related to the bank's performance and the level of risk assumed. A guide to regulations and good practices related to the benefits and remuneration of managers has been developed at European Commis-sion level.

These benefits and remunerations must also be discussed and analyzed during the meetings of the board of directors of each bank. Based on the annual activity reports, the level of achievement of the objectives by the management team can be discussed and thus the level of benefits and remuneration granted should result accord-ing to the pre-established norms and regulations.

5. Conclusions

Studying the fundamentals of corporate governance within financial institutions, banks and investment companies from the perspective of risk management, ownership structure and remuneration and benefits granted to management was an important step in structuring the research topic. This field of research has developed a lot in the last 40 years, but it has known a special dynamic in the last decade.

Today is an important moment in the review of the rules and regulations applied through corporate gov-ernance, the same way like it was after the last economic crisis from 2008 to 2010. In many countries, national authorities have introduced various measures to improve regulations and monitor the implementation of corpo-rate governance in order to reduce risks in financial institutions and to improve health and security regulations.

These measures were mainly linked to a new approach to risk and security management. The norms of good practices implemented within the corporate governance in banking institutions and not only have been sup-plemented, now, with the elements related to occupational safety and health.

Risk management, ownership separation and ways of remunerating and assigning tasks to the general manager remain today relevant factors of corporate governance, as demonstrated by the analysis of the selected documentation. Compared to the situation analyzed after the recent financial crisis, banking institutions have had to adapt much faster as a result of the Covid pandemic 19. In my article I presented and analyzed important ele-ments that occurred after the financial crisis because the current situation caused by Covid 19 is also a situation of a crisis, even if this time it is a global health crisis and not one of a financial nature.

The same factors were again in the attention of the companies and the same problems were discussed. Within organizations with horizontal ownership structures, there are certain problems between majority and mi-nority shareholders, and in those with vertical structures, problems arise between managers and shareholders. A controversial aspect in the analyzed studies is the role and approach of risk management elements by managers. Now, we have the discussion of the safety officer.

The general manager has today more factors to take into consideration for improving stability and eco-nomic development. The remuneration and motivation of the CEO should ensure stability and continuity in the long-term activity of the financial institution. The current research is the first needed step for defining the main factors which influence the corporate governance in the situation of a crisis.

One of the limitations of this study is the lack of analysis in the current context triggered by the COVID-19 pandemic. This pandemic is already having effects in terms of corporate governance, but also risk management as a whole. From the way banks approach and reanalyze customer relations, we see that the effects of the pandemic are already here. For this I planned to extend this research with an empiric one, for having a better understanding of the impact of the current threats.

REFERENCES:

1. Acrey, J. C., McCumber, W. R. and Nguyen, T. H. T., 2011. CEO incentives and bank risk. Journal of Economics and Business, 63(5), pp. 456-471.
2. Aebi, V., Sabato, G. and Schmid, M., 2012. Risk management, corporate governance, and bank performance in the financial crisis. Journal of Banking & Finance, 36(12), pp. 3213-3226.
3. Apostol, C., 2015. Adoptarea bunelor practici de guvernanță corporativă de către companiile din România, București: Editura ASE.
4. Azofra, V. and Santamara, M., 2011. Ownership, control, and pyramids in Spanish commercial banks. Journal of Banking & Finance, 35(6), pp. 1464-1476..
5. Barakat, A. and Hussainey, K., 2013. Bank governance, regulation, supervision, and risk reporting: Evidence from operational risk disclosures in European banks. International Review of Financial Analysis, Volumul 30, pp. 254-273.
6. Barry, T. A., Lepetit, L. and Tarazi, A., 2011. Ownership structure and risk in publicly held and privately owned banks. Journal of Banking & Finance, 35(5), pp. 1327-1340.
7. BCBS, B. C. o. B. S., 2015. Basel Banking Supervision Report, Basel: s.n.
8. Bebchuk, L. A. and Weisbach, M. S., 2010. The state of corporate governance research. The Review of Financial Studies, 23(3), pp. 939-961.
9. Beltratti, A. and Stulz, R. M., 2009. Why did some banks perform better during the credit crisis? A cross-country study of the impact of governance and regulation. National Bureau of Economic Research.
10. Berger, A. N., Kick, T. and Schaeck, K., 2014. Executive board composition and bank risk taking. Journal of Cor-porate Finance, Volumul 28, pp. 48-65.
11. Berle, A. and Means, G., 1932. Private property and the modern corporation, New York: Macmillan.
12. Brogi, V. and Lagasio, V., 2018. Environmental, social, and governance and company profitability: Are financial intermediaries different?. Corporate Social Responsibility and Environmental Management.
13. Brogi, M., 2011. Board, Governance and Firm Performance: Are Financial Inter-mediaries Different?. Corporate Ownership and Control, 8(3), pp. 60 - 68.
14. Burcea, M., Toma, S.-G. and Papuc, R., 2011. The effects of the economic and financial crisis on the Romanian entrepreneurship. Ovidius University Annals, Economic Sciences Series, 11(2), pp. 162-166.
15. Busta, I., Sinani, E. and Thomsen, S., 2014. Ownership concentration and market value of European banks. Jour-nal of Management & Governance, 18(1), pp. 159-183.
16. Chaigneau, P., 2013. Risk-shifting and the regulation of bank CEOs compensation. Journal of Financial Stability, 9(4), pp. 778-789.
17. Clichici, D., 2015. Guvernanța corporativă și implicațiile ei asupra stabilității sistemului bancar al Republicii Moldova, Chișinău, Institute for Economic Forecasting.
18. Cornelli, F., Kominek, Z. and Ljungqvist, A., 2013. Monitoring managers: Does it matter?. The Journal of Finance, 68(2), pp. 431-481.
19. Ellul, A. and Yerramilli, V., 2013. Stronger risk controls, lower risk: Evidence from US bank holding companies. The Journal of Finance, 68(5), pp. 1757-1803.
20. Fahlenbrach, R. and S. R. M., 2011. Bank CEO incentives and the credit crisis. Journal of FInancial Economics, 99(1), pp. 11-26.

21. Fama, E. F. and Jensen, M. C., 1983. Agency problems and residual claims. The Journal of Law and Economics, 26(2), pp. 327-349.
22. Grove, H., Patelli, L., Victoravich, L. M. and Xu, P., 2011. Corporate governance and performance in the wake of the financial crisis: Evidence from US commercial banks. Corporate Governance: An International Review, 19(5), pp. 418-436.
23. Heremans, D., 2007. Corporate governance issues for banks. A financial stability perspective.. Monetary and In-formation Economics Center for Economic Studies. Discussions Paper, p. Series (DPS) 07.07.
24. Iannotta, G., Nocera, G. and Sironi, A., 2013. The impact of government ownership on bank risk. Journal of Fi-nancial Intermediation., 22(2), pp. 152-176.
25. Ionescu, I., Damoc, C. and Rusu, R., 2015. Guvernanţa corporativă în România necesitate sau birocrație?. Audit financiar, pp. 49 - 58.
26. Jensen, M. C. and Meckling, W. H., 1976. Theory of the firm: Managerial behavior, agency costs and ownership stucture.. Journal of Financial Economics, 3(4), pp. 305-360.
27. Lagasio, V., 2018. Corporate governance in banks: systematic literature review and meta-analysis. Corporate Ownership and Control, 16(1), pp. 113-126.
28. McConnell, P., 2012. The governance of strategic risks in systemically important banks. Journal of Management in Financial Institutions, 5(2), pp. 128-142.
29. Moinescu, B., 2015. Guvernanța corporativă în bănci, București: ASE.
30. Mongiardino, A. and Plath, C., 2010. Risk governance at large banks: Have any lessons been learned?. Journal of Risk Management in Financial Institutions, 3(2), pp. 116-123.
31. Niculae, S. M., Marinescu, P. and Toma, S.-G., 2010. The impact of the economic crisis upon Romanian consumer behaviour. Annals of the University of Oradea: Economic Science, 2(1), pp. 1117-1121. [online] Available at:< https://core.ac.uk/download/pdf/6263303.pdf> [Accessed 20.09.2020].
32. Obrad, C., Petcu, D., Gherheş, V. and Suciu, S., 2011. Corporate Social Responsibility in Romanian Companies – between Perceptions and Reality. Amfiteatru Economic, 13(29), pp.43-55.
33. OECD, O. f. E. C.-o. a. D., 2017. Corporate Governance factbook, s.l.: s.n.
34. Pîntea, D., 2018. Sistemul financiar „La Punct”. Guvernanţa corporativă în băncile comerciale – element vital în stabilitatea băncilor, București: La Punct.
35. Preda Report, 1999. Code of Conduc, Italia: s.n.
36. Rachdi, H. and Ameur, I. G. B., 2011. Board characteristics, performance and risk-taking behavior in Tunisian banks. International Journal of Business and Management, 6(6), pp. 80-88.
37. Rajan, U., Seru, A. and Vig, V., 2008. The failure of models that predict failure: distance, incentives and defaults, Journal of Financial Economics, Elsevier, vol. 115(2), pp. 237-260.
38. Shehzad, C. T., de Haan, J., and Scholtens, B., 2010. The impact of bank ownership concentration on impaired loans and capital adequacy. Journal of Banking & Finance, 34(2), pp. 399-408.
39. Shleifer, A. and Vishny, R. W., 1997. A survey of corporate governance. The Journal of Finance, 52(2), pp. 737-783.
40. Simpson, W. G., and Gleason, A. E., 1999. Board structure, ownership, and financial distress in banking firms. nternational Review of Economics & Finance, 8(3), pp. 281-292.

41. Spătăcean, I.O. and Ghiorghiță, A. L., 2017. Cercetările empirice privind măsurarea guvernanței corporative prin raportare la infrastructura macro în Statele Membre, Studia Universitatis Petru Maior, Series Oeconomica, vol. 1, pp. 75 - 98.
42. Tian, G. Y. and Yang, F., 2014. CEO incentive compensation in US financial institutions. International Review of Financial Analysis, vol. 34, pp. 64-75.
43. Toma, S.-G. and Grădinaru, C., 2018. Too big to fail banks in the age of globalization. Annals of the Constantin Brancusi University, Economy Series, pp. 131-136. [online] Available at: <http://www.utgjiu.ro/revista/ec/pdf/2018-SPECIAL/17_Toma.pdf> [Accessed 20.09.2020]
44. Vermeulen, E., 2013. Beneficial ownership and control: A comparative study disclosure, information and en-forcement, OECD Corporate Governance Working Papers 7, OECD Publishing, DOI: 10.1787/5k4dkhwckbzv-en.
45. Westman, H., 2011. The impact of management and board ownership on profitability in banks with different strategies https://doi.org/10.1016/j.jbankfin.2011.05.013. Journal of Banking & Finance, 35(12), pp. 3300-3318.

Acknowledgement:

For the realization of this material I would like to especially thank Mr. Prof. Univ. Dr. Paul Marinescu, who guid-ed me in making this material.

Leadership and wisdom

~ Ph. D. Professor **Sorin-George Toma** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: tomagsorin62@yahoo.com

~ Ph. D. **Ștefan Catană** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: catana.stefan90@yahoo.com

~ Ph. D. Lecturer **Cătălin Grădinaru** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: catalin.gradinaru@faa.unibuc.ro

~ Ph. D. Student **Loredana Nicoleta Zainea** *(Academy of Economic Studies, Bucharest, Romania)*

E-mail: loredananicoleta.zainea@gmail.com

Abstract: *The history of both leadership and wisdom is as old as human civilization itself. Leadership has been studied in various ways from different perspectives and in diverse contexts (because it has a significant impact on the success/failure of any organization. On its turn, the subject of wisdom has become a broader interdisciplinary matter. The aims of the paper are to define the concepts of leadership and wisdom, and to present their relationship. The research methodology is based on a quantitative method. The paper shows that leadership and wisdom are complex and multifaceted concepts, and require attention from both a theoretical and practical point of view. Also, it illustrates the relationship between the two concepts by taking into account their common elements.*

Keywords: leadership, wisdom, intelligence, knowledge

JEL Classification: M1, M19

1. Introduction

The history of both leadership and wisdom is as old as human civilization itself. Since its emergence in the 1800s (Stogdill, 1974), leadership has been studied in various ways (e.g., qualitative methods, quantitative methods) from different perspectives (e.g., psychology, sociology) and in diverse contexts (e.g., war, business) because it has a significant impact on the success/failure of any organization. In other words, leadership is seen as "the key to organizational effectiveness" (Hogan and Kaiser, 2005, p.169). "One of the world's oldest preoccupations" (Bass, 1990, p.3), leadership has gained attention of both researchers and practitioners all over the world as it is not only a science and an art but also a practice (Palus, 2005; Carroll, et al., 2008). As demands for highly effective leadership are often heard at all levels in any domain, people have tried to find its key characteristics and relationships with other concepts.

More than 2,000 years ago, the Chinese philosopher Confucius advised leaders to seek wisdom (Rein, 2009; Adler and Delbecq, 2018). As a valuable virtue and a state of idealized being, wisdom has been appreciated, respected and studied throughout time by all civilizations (Staudinger and Glück, 2011). This is why the 1970s witnessed the emergence of the empirical research in wisdom while its pace accelerated in the last two decades (Jeste and Lee, 2019).

The aims of the paper are to define the concepts of leadership and wisdom, and to present their relationship. The paper is structured as follows: the next section reviews the literature. The third section illustrates the research methodology. The fourth section displays the results. Paper ends with conclusions.

2. Literature review

Leadership and wisdom represent two highly debated concepts in the literature. Defining leadership is a hard attempt as there are so many conceptualizations of the term from various domains such as management, organizational behaviour, sociology or psychology. In this respect, the psychological perspective regards the core of leadership to be "a social influence process where leaders use interpersonal behaviors to motivate followers to commit and give their best effort to contribute to group goals" whereas the business panorama puts accent on "the leadership of functions such as strategy, structure, staffing, and work system" (Kaiser, et al., 2012, p.120).

Leadership continues to constitute a challenging, yet rather elusive construct (Yuan, 2013). Most organizations theorists, especially those who are considered as the founders of this field, "regarded the concept of leadership as worthy of intellectual inquiry" (Nohria and Khurana, p.7). Despite the lack of an agreement on its definition leadership is:

- „the ability to get participants in an organization to focus their attention on the problems that the leader considers significant" (Cyert, 1990, p.29).
- „an interaction between two or more members of a group that often involves structuring or restructuring of the situation and the perceptions and expectations of the members" (Bass, 1990, p.19-20).
- "a process whereby an individual influences a group of individuals to achieve a

common goal" (Northouse, 2016, p.6).

• "the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals" (Silva, 2016, p.3).

Thus, leadership represents a complex, evolving and context-based concept.

The past few decades have witnessed the expansion of the ancient and provocative topic of wisdom from philosophy and theology to other domains such as psychology and management. In other words, the subject of wisdom has become a broader interdisciplinary matter. Several theories and definitions of wisdom have emerged and been developed all over the world. Western philosophy treats wisdom as "an analytic theory of expert knowledge, judgment, and advice about difficult and uncertain matters of life" whereas Asian philosophy treats it as "instantiated by wise persons or their products" (Baltes and Kunzmann, 2004, p.290). From a psychological point of view, two main approaches about wisdom have been identified in the literature: the pragmatic approach and the epistemic approach (Table no. 1).

Table no. 1. Psychological approaches regarding the concept of wisdom

	The pragmatic approach	The epistemic approach
Theories	The Berlin wisdom paradigm, the balance theory	Theory on the midway between certainty and doubt, the epistemic theory, the theory of reflective judgment
Focus	on knowledge about the pragmatics of life in service of the self and the common good	on an attitude toward knowledge
Features	- is characterized by achievement and control - is characterized by a failure to achieve and the absence of control	- emphasizes on the know-how of living in an ethical perspective - highlights the limitations of human endeavors

Source: Brugman, 2006

There is no universal definition of the concept of wisdom in the literature. Although there is no consensus on the significance of wisdom, it has been defined as:

• „...the application of successful intelligence and creativity as mediated by values towards the achievement of a common good through a balance among (a) intra-personal, (b) interpersonal, and (c) extra-personal interests, over (a) short and (b) long terms, in order to achieve a balance among (a) adaptation of existing environments" (Sternberg, 2003, p. 152).

• "a midway between certainty and doubt respectively as expertise in uncertainty" (Brugman, 2006, p.446).

• "the ability to make proper judgments based on good sense and moral values, the possession of insight or wealth of knowledge, the reflective ability to discern inner qualities and relations, and the emotional-spiritual strength needed to deal with life's uncertainties or to show compassion to others" (Karelitz, et al., 2010, p.838).

- „a higher stage of human development, to be achieved after being exposed to our ability to reflect upon a number of life experiences and to turn pain, suffering and discomfort into valuable lessons about the sense of life" (Sánchez-Escobedo, et al., 2014, p.230).

A multifaceted and dynamic concept, wisdom "involves the use of certain types of pragmatic reasoning to navigate important challenges in social life" (Grossmann, et al., 2012, p.1059). It is said that "some basic characteristics of wisdom are; having cognitive capacity, having synthesis capacity, craving for knowledge and learning, having a long-term point of view, understanding the limitations of knowing and accepting uncertainty which requires humility and is inherently incomplete, knowing the social character of life and interconnectedness of man" (Atan, 2014, p.166). In spite of the fact that there is no consensus in the academic world about what wisdom means, the concept is related to terms such as knowledge, intelligence, reasoning, deeper understanding of the world and life experience.

3. Research methodology

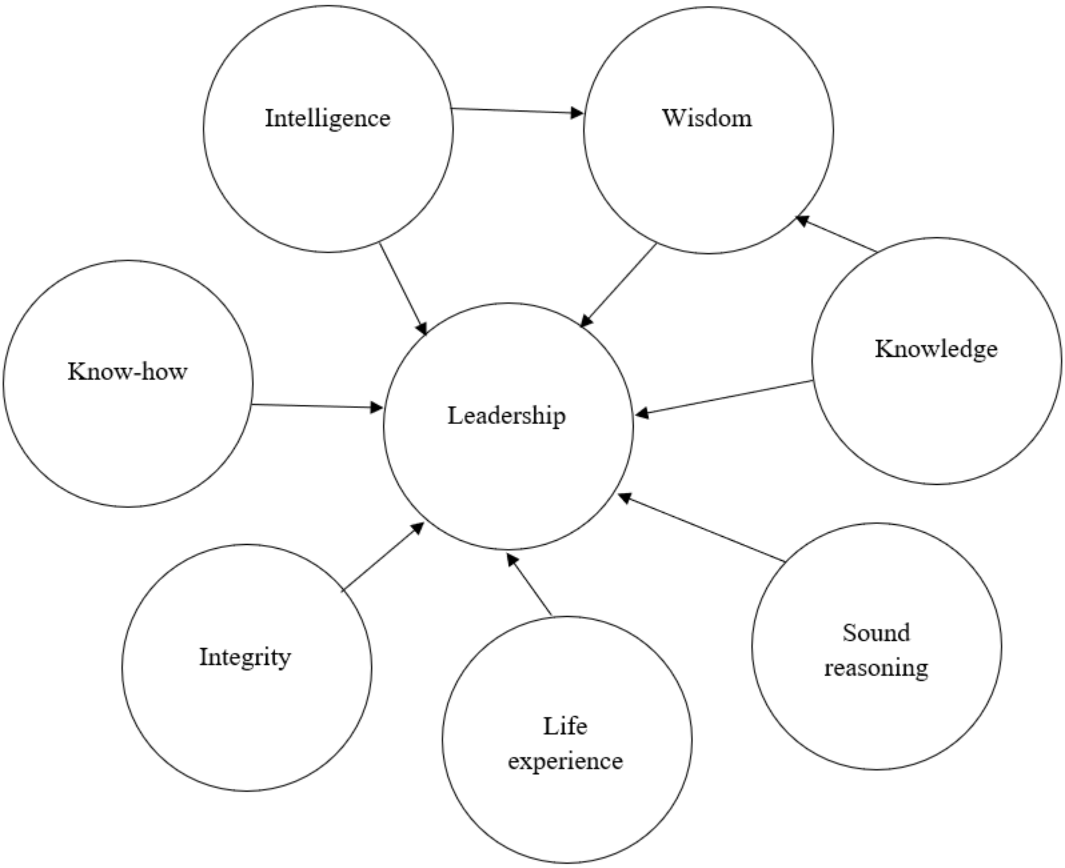
In order to reach the aims of the paper the authors used a quantitative method. The quantitative method deals with measurable data and is based on gathering, processing and summarizing information from various secondary sources of data. In this respect, the authors identified and collected information from various sources such as books and academic journals published in renowned publishing houses (e.g., John Wiley & Sons, SAGE) and electronic databases (e.g., LWW Journals, Wiley Online Library). Thereafter, the authors analysed and synthetised the information, and designed the paper. The literature review was carried on at the Central University Library Carol I of Bucharest and at the British Council Bucharest.

4. Results and discussion

Starting from the literature review the authors argue that there is a relationship between the above mentioned concepts: leadership and wisdom. Linking leadership to wisdom has represented a challenging and interesting endeavour. In this respect, there are at least two arguments as follows:

- First, both concepts have matured during the time. The emergence and the development of the leadership concept in the literature has gradually expanded from one domain to another. Moreover, it has become by itself a science, a discipline and a practice. Similarly, the same happened with the wisdom concept.
- Second, the leadership process requires some specific elements. Consequently, a leader should possess particular traits such as intelligence, action-oriented judgment, honesty, sound reasoning, commitment and integrity (Marinescu, et al., 2011; Toma and Marinescu, 2013; Toma, et al., 2016; Toma, et al., 2019). Thus, leadership and wisdom involve several common characteristics (Figure no. 1). Moreover, efficacy leadership implies wisdom as "the combination of know how (techne), episteme (science) and logos (brings circumspection) is still not enough to equip a leader. Leadership calls for techne and phronesis, the practical wisdom that can make a decision in a face of all that is not yet known..." (Smythe and Norton, 2011, p.2).

Figure no. 1. The relationship between the concepts of leadership and wisdom



Source: Authors' contribution

Therefore, there is a clear connection between leadership and wisdom as they share several common elements such as intelligence and knowledge.

Conclusions

Last decades have witnessed the expansion of the literature related to the concepts of leadership and wisdom. During the time, these terms have been studied from different perspectives and in diverse contexts.

The paper shows that leadership and wisdom are complex and multifaceted concepts, and require attention from both a theoretical and practical point of view. Also, it illustrates the relationship between the two concepts by taking into account their common elements. Further researches may identify other common elements and deepen the analysis of their relationship.

REFERENCES:

1. Adler, N. J. and Delbecq, A. L., 2018. Twenty-first century leadership: A return to beauty. Journal of Management Inquiry, 27(2), pp. 119-137.
2. Atan, T., 2014. Leadership, change and wisdom. Journal of Business Administration and Education, 5(2), pp. 158-170.
3. Baltes, P. B. and Kunzmann, U., 2004. The two faces of wisdom: Wisdom as a general theory of knowledge and judgment about excellence in mind and virtue vs. wisdom as everyday realization in people and products. Human Development, 47(5), pp. 290-299.
4. Bass, B. M., 1990. Bass & Stogdill's Handbook pf Leadership: Theory, Research, and Managerial Applications. 3rd ed. New York: The Free Press.
5. Brugman, G. M., 2006. Wisdom and Aging. In: J. E. Birren and K. Warner Schaie (eds.), 2006. Handbook of the Psychology and Aging. 6th ed. Burlington: Elsevier. pp. 445-476.
6. Carroll, B., Levy, L. and Richmond, D., 2008. Leadership as practice: Challenging the competency paradigm. Leadership, 4(4), pp. 363-379.
7. Cyert, R. M., 1990. Defining leadership and explicating the process. Nonprofit Management and Leadership, 1(1), pp. 29-38.
8. Grossmann, I., Kurasawa, M., Izumi, S., Na, J., Varnum, M. E. W., Kitayama, S. and Nisbett, R. E., 2012. Aging and wisdom: Culture matters. Psychological Science, 23(10), pp. 1059-1066.
9. Hogan, R. and Kaiser, R. B., 2005. What we know about leadership. Review of General Psychology, 9(2), pp. 169-180.
10. Jeste, D. V. and Lee, E. E., 2019. Emerging empirical science of wisdom: Definition, measurement, neurobiology, longevity, and interventions. Harvard Review of Psychiatry, 27(3), pp. 127-140.
11. Kaiser, R. B., Lindberg McGinnis, J. and Overfield, D. V., 2012. The how and the what of leadership. Consulting Psychology Journal: Practice and Research, 64(2), pp. 119-135.
12. Karelitz, T. M., Jarvin, L. and Sternberg, R. J., 2010. The Meaning of Wisdom and Its Development Throughout Life. In: R. M. Lerner, M. E. Lamb and A. M. Freund (eds.), 2010. The Handbook of Life-Span Development. New York: John Wiley & Sons. pp. 837-881.
13. Marinescu, P., Toma, S.-G. and Săseanu, A., 2011. Intelligence and leadership in education. Studia Universitatis "Vasile Goldiş" Arad- Seria Ştiinţe Economice, Anul 21, pp. 422-429. [online] Available at: <https://core.ac.uk/reader/26797160 > [Accessed 21 September 2020].
14. Nohria, N. and Khurana, R., 2010. Advancing Leadership Theory and Practice. In: N. Nohria and R. Khurana (eds.), 2010. Handbook of Leadership Theory and Practice. Boston, MA: Harvard Business Press. pp.3-26.
15. Northouse, P. G., 2016. Leadership: Theory and Practice. 7th ed. Thousand Oaks, CA: SAGE.
16. Palus, C. J., 2005. The art and science of leadership. Leadership in Action, 25(1), pp. 20-21.
17. Rein, S., 2009. Confucius' three keys to successful leadership. Forbes, 21.05.2009. [online] Available at: <https://www.forbes.com/2009/05/21/confucius-tips-wisdom-leadership-managing-philosophy.html#5556e4ed7cba> [Accessed 22 September 2020].
18. Sánchez-Escobedo, P., Park, K., Hollingworth, L., Misiuniene, J. and Ivanova, L., 2014. A cross-comparative international study on the concept of wisdom. Gifted Education International, 30(3), pp. 228-236.

19. Silva, A., 2016. What is leadership? Journal of Business Studies Quarterly, 8(1), pp. 1-5.
20. Smythe, E. and Norton, A., 2011. Leadership: Wisdom in action. Indo-Pacific Journal of Phenomenology, 11(1), pp. 1-11.
21. Staudinger, U. M. and Glück, J., 2011. Psychological Wisdom Research: Commonalities and Differences in a Growing Field. Annual Review of Psychology, 62(1), pp. 215-241.
22. Sternberg, R. J., 2003. Wisdom, Intelligence, and Creativity Synthesized. Cambridge: Cambridge University Press.
23. Stogdill, R. M., 1974. Handbook of Leadership: A Survey of Theory and Research. New York, NY: The Free Press.
24. Toma, S.-G. and Marinescu, P., 2013. Steve Jobs and modern leadership. Manager, 17, pp. 260-269.
25. Toma, S.-G., Marinescu, P. and Constantin, I., 2016. Carlos Ghosn, a leader par excellence. Manager, 24, pp. 191-198.
26. Toma, S.-G., Marinescu, P., Constantin, I. and Costea, D., 2019. Beyond charismatic leadership: The case of Jack Ma. Manager, 29, pp. 99-105.
27. Yuan, L., 2013. Wise and Virtuous Leadership: The Contribution of Confucian Values to Business Leadership. In: M. J. Thompson, D. Bevan (eds.), 2013. Wise Management in Organisational Complexity. London: Palgrave Macmillan. pp. 106-121.

A view on transformational leadership: The case of Jeff Bezos

~ *Ph. D. Lecturer* **Cătălin Grădinaru** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: catalin.gradinaru@faa.unibuc.ro

~ *Ph. D. Professor* **Sorin-George Toma** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: tomagsorin62@yahoo.com

~ *Ph. D.* **Ștefan Catană** *(Faculty of Business and Administration, University of Bucharest, Romania)*

E-mail: catana.stefan90@yahoo.com

~ *Ph. D. Student* **Gabriela Andrișan** *(Univeristy of Bucharest, Bucharest, Romania)*

E-mail: gandrisan31@gmail.com

Abstract: *In today's society, in order to be a successful entrepreneur you must be able to adapt to the ever-changing market conditions. To do this, it is important to be able to utilize your resources to their maximum potential so as to gain the best results possible. As such, it is important for an entrepreneur to have very good leadership skills in order to mobilize his team to achieve the vision of the company. The aim of this paper is to highlight the importance of leadership for organizational success in nowadays business environment. In particular, the paper focuses on the transformational style of leadership employed by famous entrepreneur Jeff Bezos that has managed to grow Amazon to the point that it is considered the biggest online retailer in the world. The methodology used is qualitative and is based on the research of secondary sources such as articles, books and interviews. The findings show that transformational leadership is a key solution that fits the needs of companies finding themselves having not only to strive to survive, but to flourish in this fast-paced, ever-changing environment of the business world.*

Key words: leadership, transformational leadership, Jeff Bezos, Amazon

JEL: F00, F23, L81

1. Introduction

The research conducted in the vast and topical field of leadership has a long-standing tradition. It is a field that encompasses various approaches and numerous different styles (Toma and Marinescu, 2013; Toma, et al., 2016; Toma, et al., 2019). As the world is changing at a very fast pace and as new challenges occur in the within the environment, companies, institutions, researchers and other stakeholders are confronted with an easy yet complex problem: finding out solutions to these challenges with adaptability as the focal point and the right person for the job. From the leadership's perspective, the main concept surrounding this paper, one approach proving itself to be efficient is to identify and fit the right people to their respective context so that their role would work out for the best. One approach to solving this problem is to understand that there are multiple styles that could be used in order to tackle the above mentioned situation.

This paper is dealing with the study of transformational leadership and how it has been applied in practice, due to the fact that it can be argued that, in practice, this style has yielded some of the best results. In order to see this in practice, the paper presents an analysis on the case of CEO Jeff Bezos of Amazon so as to showcase an example of the success this leadership style can provide.

2. Literature review

The concept of leadership is a common topic nowadays, studied from multiple perspectives and, at the same time, represents a very desirable status. The scientific literature is plentiful and it theorizes about what characteristics are needed in order to achieve such a dignifying position. Many people showed grit and have this powerful driver to work hard in order to gain those skills, whilst others are naturally talented in this field and have relied on their instincts. Whether one is born a leader or you can become one is still up for debate, one thing that can affirmed about leadership is that it is closely linked to change and progress. Under the right circumstances (even though one might surely argue that circumstances are not always given but also created and controlled by a person/group/entity), leadership can bring about growth at a fast and efficient rate. In order to explore this concept in depth, for the purpose of this paper, it is important to start from defining the concept (leadership) and then placing it in context by approaching the case of Jeff Bezos and Amazon.

Leadership can be explained as "the ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary" (Hitt, et al., 2001). Having established the image that leadership builds, it can easily be recognized as one of the most important characteristics belonging to an entrepreneur. Peter F. Drucker, who is considered to be the founder of modern management, stated in his work that an entrepreneur "always searches for change, responds to it, and exploits it as an opportunity" (Drucker, 1985). If one looks at the common denominator between entrepreneurship and leadership, it can be observed that in both cases, the method employed is bringing about change, usually in an innovative way, in order to achieve their goals. A pertinent reference to this is the Schumpeterian view on creative destruction. When talking about this, Joseph Schumpeter says that "situations emerge in the process of creative destruction in which many firms may have to perish that nevertheless would be able to live on vigorously and usefully if they could weather a particular storm." (Schumpeter and Swedberg, 2003). If one would interpret this in the context of leadership, the conclusion that can be drawn is that a leader must be capable of adapting through the whole process of change, creation and, when needed, to change creation. In order to maintain balance and control and, thus, take the correct steps in the decision making process, a leader must be prepared to use all of the resources available factoring in rational usage (Puiu, 2016) and motivate the people that follow him to their maximum potential. Therefore, it can be inferred that a leader must possess certain qualities in order to better perform.

Before analyzing the characteristics of a "good leader", one must take into consideration that there are multiple leadership styles and approaches. If one consults the academic literature, they can find that James M. Burns, whom is considered an expert on leadership studies, has divided leadership into two opposing categories back in the year 1978 (Burns, 1978); these are transactional leadership and transformational leadership. When it comes to the first case, the leaders are seeking out from the followers a form of cooperation that is based on an exchange and then this relationship is monitored as it progresses. On the other hand, we have the transformational leadership style, where the followers are encouraged and inspired to see past their own self-interest in order to achieve a greater vision. (Gao, et al., 2020)

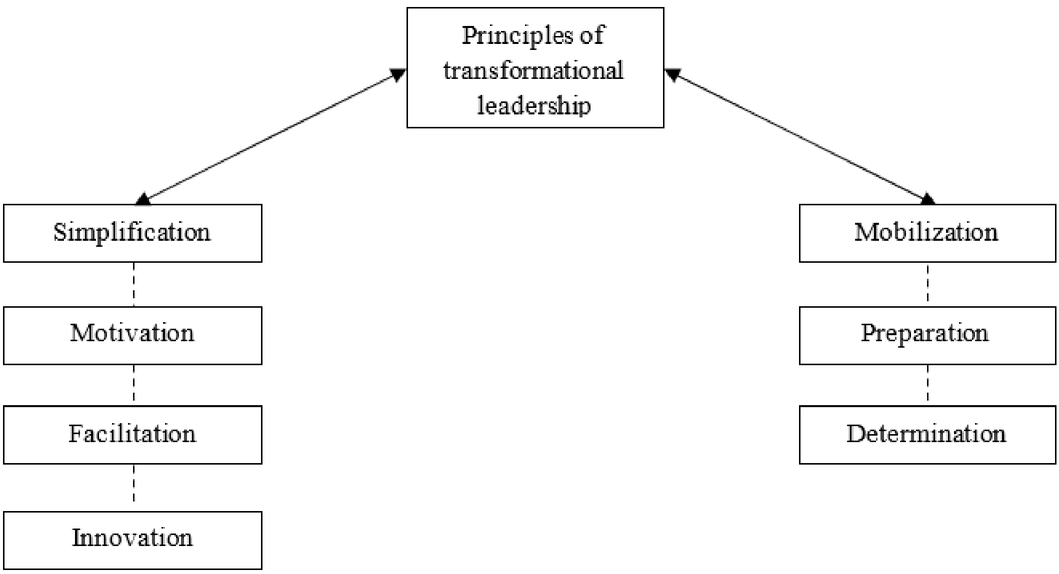
Transactional leadership is much more task oriented and is associated with a hard leadership approach, often to the point of putting pressure in order to obtain the results necessary. Nowadays, it can be observed that the transformational leadership style is preferred by organizations in order to encourage a higher level of development and thus it can even end up translating into competitive advantage. For this to be possible, a more soft leadership approach needs to be employed and the skills that go along with it. This is because an important part of leadership is the ability to empower others as can be noted in the definition given in the above section.

In order to be considered a "soft leader", one "must communicate with an emphasis on soft skills; make decisions by blending your head, heart and gut; and take action keeping the ground realities and goals in your view without compromising task orientation" (Rao, 2016). There are eleven characteristics that are associated with this approach in leadership as follows: "character, charisma, conscience, conviction, courage, communication, compassion, commitment, consistency, consideration and contribution" (Rao, 2016). Not all leaders possess all of these characteristics, but it is considered important to have at least part of these skills in order to become successful. A good example is Sam Walton, the founder of Wal-Mart (Catană, et al., 2020).

Alongside recognizing the skills necessary to be a leader, it is also important to take into account some of the main challenges that leaders must face and overcome. There is no path in this world with lack of challenges. When it comes to leadership, one must understand context and content. The world is evolving at a fast rate and many businesses rise and fall just as quickly if they do not learn to adapt to the ever-changing market conditions. "This trend of constant change requires businesses to transform themselves fundamentally in order to survive and prosper in a challenging new economy. Transformation implies change in the way business is conducted, in the way people perform their contribution to the organization, and in the way the organization perceives and manages its vital assets, which are increasingly built around the key assets of intellectual capital and knowledge" (Botha, et al., 2014).

"Transformational leaders are true and trusted leaders" (Ferguson, 2020) who usually apply a simple set of principles (Figure 1) when bringing "ethical, attitudinal, and process changes to followers" (Khan, et al., 2020) and, thus, affecting the creativity and performance of their employees (Udin, Riyadh and Dananjoyo, 2020); Jeff Bezos is making an art out of these principles.

Figure 1: Transformational leadership set of principles in the case of Jeff Bezos



Source: (Hegar, 2012)

In order to cope with the need of constant change, some organizations have employed the organizational agility strategy, defined as a "combination of flexibility, nimbleness and speed" (Singh, et al., 2013), enabling them "to survive and achieve their competitive advantage" (Saha, 2017). This is because studies have shown that this type of approach can lead to a higher percentage of success: "research conducted by the Massachusetts Institute of Technology (MIT) suggests that agile organizations grew revenue 37% faster and generated 30% higher profit than non-agile ones" (Roux & Härtel, 2018). Roux and Härtel also emphasise the importance of using a leadership style that encourages all the participants to have initiative and behave like a leader in order to achieve maximum potential. This argument shows that a transformational leadership style approach would be the most useful in order to obtain the wanted results.

3. Research methodology

In order to arrive at the aim of the paper, the research methodology was based on a quantitative method. For the literature review, the use of electronic databases containing various books and scientific articles from the field of business, leadership and psychology has been adopted in order to reach various source materials in order to study what leadership is, and what characteristics and challenges it presents. A secondary objective was to synthesize all the information presented by highlighting the main characteristics present in the case of Jeff Bezos and the rise of Amazon as a company, in order to find the relevant key features that emphasize the research objectives of the paper. Finally, the conclusion presents the results that were obtained following this analysis

4. Results and discussions

Jeff Bezos, the world's richest man (Ivanovici, 2020), is the CEO of Amazon and has managed to grow his company from a simple online book store to one of the biggest online retailers of the world. Many have attributed his success to his leadership style. He has a few key principles that he abides to in order to continue his development as the leader of his business.

First of all, he places a lot of emphasis on customer satisfaction, and whilst to many it seems that a CEO would have other higher priorities to attend to, Jeff Bezos manages to create a customer oriented environment through his leadership style. He created small teams in order to focus on individual tasks and problems so as to enable better communication, a more efficient way to identify the problems (easier and faster) and, at the same time, it helped eliminate the hierarchy system that is usually associated with such big organizations. The teams also have as motivation a healthy competitive environment that promotes the development of the organization. By delegating such tasks to his teams, the CEO shows a high level of trust towards his employees and, thus, gives them a certain feeling of empowerment that will motivate them to perform at their best (Denning, 2018).

Another characteristic to be pointed out about Jeff Bezos and his leadership style is the agility and almost aggression with which he has approached the growth of his company: "Amazon is known as a demanding place to work. It's not for everyone. You could say the company is 'aggressive.' Aggressive for results – that is, the right types of results. Aggressive for people to produce and have mastery of their domain. Aggressive for teams and leaders to achieve the impossible: perfection." (Denning, 2019)

It is important to note that the focus that Jeff Bezos places on empowering and encouraging his staff to continuously push themselves to develop is consistent with the essence of the transformational leadership style and this makes it easier to see and understand the role that it played in Amazon's success as a company. To this day, the company continues to employ this style of leadership in order to continue its growth.

Amazon's CEO proves he complies to the seven principles of transformational leadership (Hegar, 2012) as follows:

Simplification: he not only articulates but also applies a clear transformational vision, his team (company) knowing their direction ever since they have been founded in their pursuit to become Earth's most customer-centric company (Andrés, 2017).

Motivation: getting people on board and gaining their devotion is also reflected in their famous internal motto is "Work hard. Have fun. Make history." (Huddleston, 2019). "One of his gifts, his colleagues said, was being able to drive and motivate his employees without getting overly attached to them personally." (Stone, 2013)

Facilitation: the discovery-driven leader sees the world as a platform for learning and conveys conveying this to his team members, empowering them with prerequisites such as access to knowledge bases (Chambers, 2020)

Innovation: among Amazon's four core principles connected to how they operate, there is "nurturing passion for invention". Thus, Jeff Bezos tries to "foster a culture of innovation and invention" (Amazon, 2020).

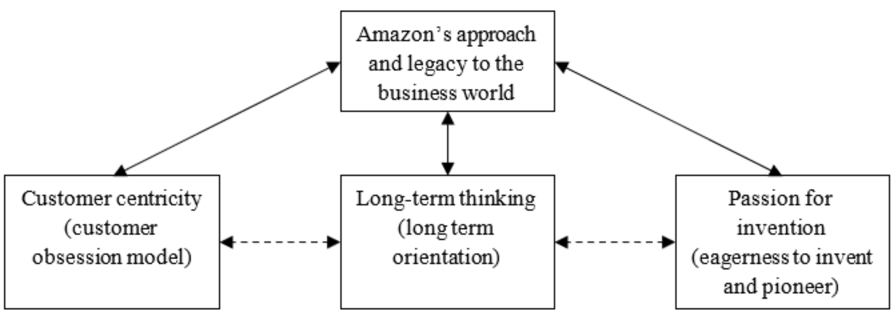
Mobilization: a role suitable for a transformational leader is to empower other leaders and participants; when facing a turmoil "in the distribution centers, he started to rely on a young executive named Jeff Wilke, whose cerebral and occasionally impatient management style mirrored his own". He also remembers "the famous Carnegie's principle of assembling the appropriate team to get the job done empowering and equipping qualified team players" (Andrés, 2017)

Preparation: Jeff Bezos never ceases to learn and he instills this attitude in his employees, pushing them to be "infinite students" (Andrés, 2017).

Determination: It is important to have tenacity to such an extent to which you should cross great barriers in order to achieve your goal. Then, it is easy for your employees to see that hard work does indeed pay off. Amazon's employees learned this through the Get Big Fast motto because "the bigger the company got, (...) the quicker the company grew, the more territory it could capture in what was becoming the race to establish new brands on the digital frontier. Bezos preached urgency: the company that got the lead now would likely keep it, and it could then use that lead to build a superior service for customers. Of course, that meant everyone at Amazon would have to work even harder." (Stone, 2013)

Jeff Bezos's "charismatic" transformational leadership abilities are breathed in Amazon's approach in the business world (Figure 2).

Figure 2: The three big idea cocktail at Amazon with Jeff Bezos



Source: Adaption from Jeff Bezos's interviews (Cassel, 2017; Delroeux, 2019)

5. Conclusions

Transformational leadership is one of the most compatible solutions to the fast pace environment of the business world and it allows for a much more easy and fast development in the ever-changing market. This leadership style allows entrepreneurs to adapt to the competition and better fulfil the needs of the customers whilst creating a healthy work environment. This paper has allowed a theoretical framework to be built in order to showcase the concept of transformational leadership and how Jeff Bezos has applied this leadership style in order to achieve his success. Further research may be conducted to compare between transformational leaders around the world.

REFERENCES:

1. Amazon, 2020. How we operate. [onilne] Available at: < https://www.aboutamazon.co.uk/uk-investment/our-principles-for-how-we-operate> [Accessed 20 September 2020]
2. Andrés, de F., 2017. Jeff Bezos: The best living transformational leader as example. LinkedIn, [online] Available at: < https://www.linkedin.com/pulse/jeff-bezos-best-living-transformational-leader-f%C3%A9lix-de-andr%C3%A9s/> [Accessed 21 September 2020]
3. Botha, A., Kourie, D. and Snyman, R., 2014. Coping with continuous change in the business environment: knowledge management and knowledge management technology. Oxford-England: Chandos Publishing.
4. Burns, J. M., 1978. Leadership. New York: Harper & Row.
5. Cassel, Ian. 2017. Jeff Bezos speaks on Thinking Long-Term, Customer Focus, and Innovation. [online] Available at < https://community.intelligentfanatics.com/t/jeff-bezos-speaks-on-thinking-long-term-customer-focus-and-innovation/271> [Accessed 21 September 2020]
6. Catană, Ș., Grădinaru, C. and Toma, S.-G., 2020. Sam Walton, a visionary entrepreneur. Network Intelligence Studies, 16, pp. 113-117.
7. Chambers, L. Transformational Leadership: Inspire and Motivate Like Jeff Bezos and Bill Gates. [online] Available at <https://leechambers.org/transformational-leadership-inspire-and-motivate-like-jeff-bezos-and-bill-gates/> [Accessed 22 September 20200]
8. Denning, S., 2018. The role of the C-suite in agile transformation: the case of amazon. Strategy & Leadership, 46(6), pp. 14-21.
9. Denning, S., 2019. How Amazon practices the three laws of agile management. Strategy & Leadership, 47(5), pp. 36-41.
10. Drucker, P. F., 1985. Innovation and Entrepreneurship: Practice and Principles. New York: Harper & Row.
11. Gao, R., Murphy, W. H. and Anderson, R. E., 2020. Transformational leadership effects on salespeople's attitudes, striving, and performance. Journal of Business Research, Volume 110, pp. 237-245.
12. Guillaume Delroeux, 2019. Jeff Bezos On Customer Obsession & Long Term Think. [video online] Available at: < https://www.youtube.com/watch?v=ctoEOdJxzE4> [Accessed 20 September 2020]
13. Hegar, K.W., 2011. Modern Human Relations at Work. Mason: South Western Cengage Learning

14. Hitt, M., Ireland, R. and Hoskisson, R., 2001. Strategic management: Competitiveness and globalization. 4th ed. Cincinnati: South-Western College Publishing.
15. Huddleston, Tom Jr, 2019. Jeff Bezos: Making this 1 choice is the key to success, CNBC, [online] Available at: <https://www.cnbc.com/2019/02/20/amazon-ceo-jeff-bezos-this-choice-is-the-key-to-success.html> [Accessed 23 September 2020]
16. Ivanovici, E., 2020. După ce averea lui Jeff Bezos a crescut cu 13 miliarde de dolari într-o singură zi, cel mai bogat om al planetei valorează mai mult decât Nike, McDonald's, Starbucks şi IBM. Ziarul Financiar, [online] 26 July. Available at: <https://www.zf.ro/business-international/dupa-ce-averea-lui-jeff-bezos-a-crescut-cu-13-miliarde-de-dolari-19436170> [Accessed 20 September 2020].
17. Khan, N.A., Khan, A.N., Soomro, M.A. & Khan, S.K., 2020. Transformational leadership and civic virtue behavior: Valuing act of thriving and emotional exhaustion in the hotel industry. Asia Pacific Management Review, pp.1-10.
18. Puiu, A., 2016. Rational Usage Of Natural Resources - A Priority Strategy Of the Romanian Economy. Management Strategies Journal, Constantin Brâncoveanu University, 31(1), pp. 151-154
19. Rao, M. S., 2016. Hard versus soft leadership — examples and illustrations. Strategic HR Review, 15(4).
20. Roux, M. and Härtel, C. E. J., 2018. The Cognitive, Emotional, and Behavioral Qualities Required for Leadership Assessment and Development in the New World of Work. In: L. Petitta, C. E. J. Härtel, N. M. Ashkanasy ans W. J. Zerbe, eds. Individual, Relational, and Contextual Dynamics of Emotions. s.l.:Emerald Group Publishing, pp. 59-69.
21. Saha, N., Gregar, A. and Saha, P., 2017. Organizational agility and KM strategy: Are they the effective tool for achieving sustainable organizational excellence? New Trends and Issues Proceedings on Humanities and Social Sciences, 4(10), 110–117.
22. Schumpeter, J. A. & Swedberg, R., 2003. Capitalism, Socialism and Democracy. New York: Routledge.
23. Singh, J., Sharma, G., Hill, J. and Schnackenberg, A., 2013. Organizational agility: What it is, what it is not, and why it matters. Academy of Management Proceedings, p. 11813.
24. Stone, B., 2013. The everything store: Jeff Bezos and the age of Amazon. 1st ed. New York: Little, Brown and Company.
25. Toma, S.-G. and Marinescu, P., 2013. Steve Jobs and modern leadership. Manager, 17, pp. 260-269.
26. Toma, S.-G., Marinescu, P. and Constantin, I., 2016. Carlos Ghosn, a leader par excellence. Manager, 24, pp. 191-198.
27. Toma, S.-G., Marinescu, P., Constantin, I. and Costea, D., 2019. Beyond charismatic leadership: The case of Jack Ma. Manager, 29, pp. 99-105.
28. Udin, U., Riyadh, H.A. and Dananjoyo, R., 2020. Transformational Leadership And Employee Performance: A Literature Review. International Journal of Advanced Science and Technology, 29(9s), pp. 2291-2299

From Challenges to Opportunities in Educational Management during COVID-19 Pandemic: The case of Fun Science Romania

~ *Ph. D. Student* **Andreea-Mihaela Stoica** *(Faculty of Management, The Bucharest University of Economic Studies, Romania)*

E-mail: andreeastoica314@gmail.com

Abstract: *The spaper describes consequences of COVID 19 on Fun Science Romania, an organization providing educational services. It also reveals the best strategic options according to SWOT analysis. The aims of the paper are to present the challenges and opportunities in educational management during COVID-19 pandemic. The Coronavirus disease (COVID-19) has triggered an unprecedented social and economic crisis by terrifying the very core of human existence. The COVID-19 pandemic has affected entire business segments especially educational services for children because the main way of working – direct interaction- was completely disturbed. Numerous questions arise such as: What is the first thing you can do as an organization in times of deadlock ?, What options are left in the race of survival?, What are you heading for, as an organisation, in time of total uncertainty?In this respect, Fun Science Romania may provide answers as it is the Romania's leading science enrichment provider, delivering unique science experiences for children. This study is based on findings from fifteen years of practice in science events area.*

Keywords: educational management, COVID 19, Fun Science, challenges, opportunities

JEL: A10, I20, M10

Introduction

Everybody defines difficulties differently but I really like the way Winston Churchill said it "Success is not final, failure is not fatal; it is the courage to continue that counts". The Coronavirus disease (COVID-19) has triggered an unprecedented social and economic crisis by terrifying the very core of human existence (Verma and Gustafsson, 2020). It continues to spread uncontrollably throughout the world; as of July 14, 2020, 12,403,888 people have been infected globally (WHO, 2020). Policies like "social distancing" and "stay-at-home" were discharging speedy, which severely damaged businesses across industries (Donthu and Gustafsson, 2020). The COVID-19 pandemic has affected entire business segments especially educational services for children because the main way of working – direct interaction- was completely disturbed- e.g., activities involving direct contact between consumers and service providers have been adversely affected by restrictions on movement and social distancing (Giritli and Olofsson, 2020).

We are talking about continuity in this study as well. When the entire world is locked in unprecedented global crisis, such as the one activated by COVID-19, the greatest bravery of an organization is to continue working in the most hostile environment hoping to reach a future point, which cannot be seen yet. But the question is: "How can we go on with it? Which is the best posible strategy in this context?" Our hipothesys is that the solution of organizational continuity relyies in strategyc alliances and partnerships, despite distances and isolation brought up by this pandemic.

Also businessmen and managers can not forget that the key to the profitability and sustainability of future organizations is talent management in order to build successful business models, especially during the Fourth Industrial Revolution (Marinescu, et al., 2016; Toma and Marinescu, 2018; Tohănean and Toma, 2018).

Regarding the future, the leader of the future is trustworthy, capable to inspire others, open-minded, empathetic with strengthen digital capabilities, people-oriented, promoting transparency and caring for the environment. (Popescu, et al., 2019).

The aims of the paper are to present the challenges and opportunities in educational management during COVID-19 pandemic. The article consists of four parts. The next section reviews the literature. The research methodology is presented in the third section. The fourth section deals with results and discussion. Paper ends with conclusions.

Literature review

In order to better understand the context we have reached, we consider it appropriate to carry out environmental analyzes like SWOT analyze, a widely used as a strategic planning tool which includes in depth and critical examination of internal and external factors. Although it is not enough just to collect the appropriate factors.

As we all know, SWOT represent the acronym standing for Strengths, Weakness, Opportunities and Threats, (Weihrich, 1982). SWOT is a usually used tool for exploring internal and external environments in order to reach a systematic approach and support for a decision situation (Kotler, 1988)

According to Kurttila et al. (2000) the managers must interpret these factors from different standpoints and recognize the most important internal factors, which may be called critical success factors. In addition, external factors should be reviewed in relation to internal strengths and weaknesses. Following these analyses, managers will have their keystones, the factors on which future success and strategies should be based.

We decided to apply AHP, a hierarchical decision schema, constructed by splitting the decision problem into its decisions elements for choosing the most important features using pair comparing method. AHP is a commonly used decision analysis method. The Analytic Hierarchy Process and its eigenvalue calculation framework are integrated with SWOT analysis.

Research Methodology

The research methodology was based on a Fun Science Romania study case. The case study method is defined as „an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used" according to Yin. Fun Science Romania is a provider of educational services since 2005, offering the children a fun and nutty alternative of science experiences. It is a 1996 Spanish franchise that became a success in Romania as well.

Results and Discussions

Phase 1: Accomplishment of comparison between SWOT 2019 and SWOT 2020

By looking at quadrant Strength we can easily notice that the most two important features from 2019 simply vanished in 2020. We are talking about "competitive advantage" and "exceptional portfolio services". Not only they vanished but they turned into Weaknesses which represents any organization's nightmare.

At the same time, one can notice that a feature of Opportunities quadrant turned into the most dangerous threat. We are referring to "expansion of market/niche" becoming "market/niche shrinking"

On the other hand we notice that a threat turned into an opportunity, respectively "human resources crisis" became "abundant human resources". We can also see that the opportunities have doubled, whereas the threats increased by a quarter.

The worst aspect is that also the weaknesses have doubled in 2020 compared to 2019.

Table 1 Fun Science Romania, SWOT Analysis, during 2019
S –Strenghts, W-Weakness, O-Opportunities, T-Threats

S1 S1 highly experienced owner (14 years) S2 strong social media engagement S3 ability to develop new services S4 customer focus S5 strong brand identity S6 home based location S7 competitive advantage S8 exceptional portfolio services S9 franchise relationship S10 high quality staff	**W1** W1 lack of human resources W2 limited cash flow W3 lack of penetration in lower economic classes W4 short term contracts with clients
O1 O1 expansion into new markets/niche expanding O2 development of social media O3 the educational needs of society O4 develop strategic alliances co-branding	**T1** T1 human resources crisis T2 political instability T3 economic uncertainties T4 negative perceptions and lack of understanding of science in Romania T5 diminishing resources in education T6 unfriendly legislative framework

Table 2 Fun Science Romania, SWOT Analysis, during COVID 19 crisis 2020, key factors.
S –Strengths, W-Weakness, O-Opportunities, T-Threats

S2 S1: highly experience owner (15 years) S2: strong social media engagement S3: ability to develop new service S4: customer focus S5: strong brand identity S6: home based location S7: great quality staff S8: Franchise relationship	**W2** W1: limited cash flow W2: lack of penetration in lower economic classes W3: short term contracts with clients W4: limited flexibility in pricing W5: no standard operating procedure W6: no more competitive advantage W7: portfolio services not available anymore W8. disrupting the business model
O2 O1: expansion into online markets O2: development of social media O3: a strong educational need of the society O4: developing strategic alliances co-branding O5: media attention O6: digital economy, boom information technology services O7: abundand human resources O8: Increasing awareness of science and technology	**T2** T1: easy to be mimic T2: market/niche is shrinking T3: no more events, or upcoming offline activities T4: strong economic uncertainties T5: absence of direct communication T6: cyber security risk T7: reject of remote learning T8: Shift in focus in digital media

Table 3 Strategic opportunity window analysis model applied on 2020 Fun Science Romania SWOT Analysis
SO –Strengths-Opportunities, WO-Weakness-Opportunities, ST- Strengths- Threats, WT- Weakness-Threats

SO For "attacking strategy" we selected: S5 "strong brand identity "and O4 "developing strategic alliances co-branding". from table2.	WO For "defensive strategy" we selected O4: "developing strategic alliances co-branding" and W6: "no more competitive advantage" from table2.
ST For capitalization we selected: S5: "strong brand identity" T2: "market/niche is shrinking" from Table2	WT For mitigation measures we selected" W6: "no more competitive advantage"for T2"market/niche is shrinking" from table2

Phase 2: Identifying the four most relevant features of SWOT Analysis

According to AHP pair comparing method we split the features into pairs. We graded them by using 1 to 9 scale, where 1 is low and 9 is maximum grade.

Eventually we achieved the following:

Strength (2020): S5 "Strong brand identity"

Weakness (2020): W6 "No more competitive advantage"

Opportunities (2020): O4 "developing strategic alliances co-branding"

Threats (2020): T2 "market/niche is shrinking"

For SO "Attacking Strategy" we selected S5 and O4 from Table2.

S5: "Strong brand identity "has been chosen as the most powerful feature of strength quadrant according to AHP pair comparing method for maximizing the most relevant opportunities of O4 "developing strategic alliances co-branding"

For WO "Defensive Strategy" we selected O4 and W6 from Table2.

By using O4 opportunity "developing strategic alliances co-branding" we will try to recover the most precarious weakness W6 "no more competitive advantage" revealed by AHP pair comparing method.

For ST "Capitalization" we selected S5 for T2 from Table2

As regards the most dangerous threats, by using AHP pair comparing method, we identified T2 "market/niche is shrinking". Thus, we consider S5 as being the most decisive tool to overcome the threat emerging from the desire of copying a strong, successful brand, as we all know it happens. The latter is an important factor in increasing any market.

For WT "Mitigation measures" we selected W6 for T2 from Table2

In order to overcome T2 "market/niche is shrinking", the most dangerous threat according to AHP pair comparing method, we think that the best solution to rehabilitate the most vulnerable weakness W6 "no more competitive advantage" is to regain the competitive advantage by challenging the competitive environment of the market.

There are some limitations of our analysis such as:

- Some features of an organization can be both a strength and weakness at the same time.
- SWOT does not show how to reach a competitive advantage, so it must not be an end itself. We have already seen how important the competitive advantage as a result of the performed analysis is.
- SWOT is only a starting point for a discussion.

Conclusions

The purpose of this study is to understand the disastrous consequences of COVID 19 on Fun Science Romania, an organization providing educational services. It also shows the best strategic options according to SWOT analysis. We can easily notice how a 15 years old organization, which is at the same time the market leader in its branch, fights for its survival upon the COVID-19 pandemic having a strong brand identity as its unique ally.

Could developing strong strategic alliances be enough to defeat one of the most dangerous threats for an organization, namely the market disappearance itself? This remains an open question, at the time of writing this paper, when the pandemic still affects our lives and the fight for survival continues for organisations.

With this knowledge, the executive team members and leaders can formulate a relevant, adaptive, innovative strategy that will guide the organization into a successful future. (Ionita & Stoica, 2019). We speak about the future in terms weeks rather than years, plans are drafted on short term taking into consideration the strategic vision established under "driving in fog" conditions.

REFERENCES:

1. Donthu, N. and Gustafsson, A., 2020. Effects of COVID-19 on business and research. Journal of business research, Volume 117, p. 284–289.
2. FunScienceRomania, 2020. Fun Science Romania. [Online] Available at: http://www.funscience.ro [Accessed 14 July 2020].
3. Giritli, N. K. and Olofsson, A., 2020. Managing the Covid-19 pandemic through individual responsibility: the consequences of a world risk society and enhanced ethopolitics. Journal of Risk Research .
4. Ionita, M. and Stoica, A. M., 2019. Leadership in a romanian Franchise organization. Manager, 30, pp. 120-126.
5. Kotler, P., 1988. Marketing Management: Analysis, Planning, Implementation, and Control. 6 ed. Michigan : Prentice Hall.
6. Kurttila, M., Pesonen, M., Kangas, J. and Kajanus, M., 2000. Utilizing the analytic hierarchy process AHP. in SWOTanalysis — a hybrid method and its application to a forest-certification case. Forest Policy and Economics, 1(1), pp. 41-52.
7. Marinescu, P., Toma, S.-G. and Constantin, I., 2016. Talent management in the age of globalization. Manager, 24, pp. 180-184.

8. Popescu (Dogaru), I., Marinescu (Dragnea), M. F. and Oprea, G., 2019. The leader of the Future seen By Millennials. Manager, 30, pp. 191-204.
9. Tohănean, D. and Toma, S.-G., 2018. Innovation, a key element of business models in the Fourth Industrial Revolution. Network Intelligence Studies, 6(12), pp. 121-130. [online] Available at: <https://www.ceeol.com/search/viewpdf?id=758559> [Accessed 20.09.2020].
10. Toma, S.-G. and Marinescu, P., 2018. Business excellence models: a comparison. Proceedings of the International Conference on Business Excellence, 12(1), pp. 966-974. [online] Available at: < file:///C:/Users/Student/Downloads/[25589652%20-%20Proceedings%20of%20the%20International%20Conference%20on%20Business%20Excellence]%20Business%20excellence%20models_%20a%20comparison%20(2).pdf> [Accessed 20.09.2020].
11. Verma, S. & Gustafsson, A., 2020. Investigating the emerging COVID-19 research trends in the field of business and management: A bibliometric analysis approach. Journal of Business Research, Volume 118, pp. 253-261.
12. Weihrich, H., 1982. The TOWS matrix—A tool for situational analysis. Long Range Planning, 15(2), pp. 54-56.
13. WHO, 2020. World Health Organisation. [Online] Available at: https://covid19.who.int[Accessed 14 July 2020].

Drivers of entrepreneurship and the role of education in Romania

~ Postdoctoral Researcher **Cristina Mocanu** *(Interdisciplinary School of Doctoral Studies, University of Bucharest, Romania)*

E-mail: christinamocanu@yahoo.com

Abstract: *The paper aims to contribute to the better knowledge and understanding on entrepreneurship education and its role in supporting the development of entrepreneurial intentions in Romania. Analyzing the role of entrepreneurship education on influencing decision to of starting up a business is on the rise worldwide, a lot of importance being put on the importance of entrepreneurship education in supporting diversification of careers and transitions from unemployment or inactivity to self-employment. The empirical evidences for Romania, even if they are already addressed by several papers mainly focused on entrepreneurship education in universities still provide a lot of food for quantitative and qualitative analyses. The paper uses the data provided by Flask Eurobarometer 354 to depict the profile of Romanians that were involved in entrepreneurship education, but also to define an index on perceived effects of education in order to link the participation to entrepreneurial programs to the decision of individuals to start-up their own business. The findings on the profile of those ever engaged in entrepreneurship education in Romania points out to the structural inequalities embedded in the Romanian educational system, but also emphasize the rapid extension of the curriculum in this direction. Education is perceived as very important in building up attitudes and knowledge that support entrepreneurial intentions.*

Key words: entrepreneurship, education, drivers of entrepreneurship, Romania, quantitative analyses

JEL: I25, M20, P46

1. Introduction

Entrepreneurship is the "power engine" of an economy development and competitiveness (Alberti, et al., 2004; Lackeus, 2015), leading to innovation and growth (Marinescu, et al., 2017; Toma, et al. 2017; Boldureanu, et al., 2020). Moreover, entrepreneurship can be an attractive career option, as well as a step in transitions from inactivity to the labor market (Huber, et al., 2012). Nevertheless, freelancing can be mixed with being employee, contributing to higher incomes and job satisfaction among active population.

So, during the last decades the focus on developing educational programs and to include knowledge of entrepreneurship at different levels of education was constantly increasing (Marinescu and Toma, 2013). Even if a lot of educational policies and programs targeted entrepreneurship education, there are still no clear evidences on the role of education in encouraging entrepreneurship (Hussain, 2015; Boldureanu, et al., 2020). But, the contribution of entrepreneurship education to develop skills and knowledge, irrespective of how these are used in the benefit of society – in the form of business creation or development, or in the form of intrapreneurship initiatives - is not under debate.

Entrepreneurship education can cover a wide range of activities and courses with very heterogeneous features, addressing both the development of new business, but also the development of the existing ones. The demand for entrepreneurship education is increasing, governments, businesses and people asking for skills and knowledge that could lead to career diversification of different groups that can have privileged or disadvantaged positions on the labor market in certain periods of time. So the focus of educational system on entrepreneurship education was facilitated on the one hand by the public policies promoted in the field, but nevertheless by the increasing importance of correlating educational programs with labor market needs. But the assessment of the effects of initial entrepreneurship education on society is still scarce and fragmented, as it is still very difficult cu measure the educational outputs of such courses and programs (McMullan and Gillin, 2001; Alberti, et al., 2004; European Commission, 2016).

The aim of the paper is to better understand the role of entrepreneurship education in supporting people decision to set up their own business in Romania. I order to do this, I firstly draw the profile of those following courses or activities about entrepreneurship during their initial education, and then I analyze the effects of entrepreneurship education on different drivers of entrepreneurship. In Romania, by constructing an index of perceived effectiveness of education. Mainly the most important limitation of the study derives from the latest available data provided by the Eurobarometers carried out on entrepreneurship behavior, namely 2012. Even if we could suppose that the share of people involved in entrepreneurship education increased during the last couple of years, the findings suggest that the profile or the influence on entrepreneurial intentions could keep the similar pattern. Also, data available do not hold information on the participation to entrepreneurial training through continuing vocational programs or on the number of hours or different quality aspects of the programs they were involved in, so more in-depth analyses cannot be performed.

The present paper is organized in five parts with the following logic: it starts emphasizing the current importance given to entrepreneurship as well as to entrepreneurship education and research; the literature review is summarizing mainly the results from other papers addressing entrepreneurship education in Romania; the third part present the research questions as well as the analyzing methodology that was employed, while the last two parts presents the results and discuss them in the specific context of Romanian educational system.

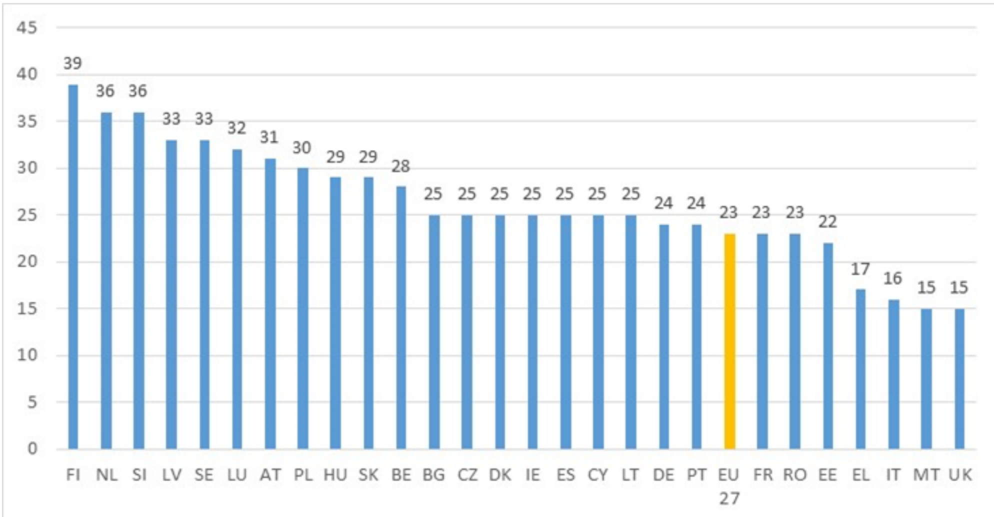
2. Literature review

Even if a lot of educational policies and programs targeted entrepreneurship education, there are still no clear evidences on the role of education in encouraging entrepreneurship (Hussain, 2015; Boldureanu et al., 2020). But with respect to the effects of entrepreneurship education on the level of skills and knowledge and on supporting the development of career values, career choices and entrepreneurship initiatives a lot of evidences are already available. Entrepreneurship education contributes not only to the development of cognitive skills and knowledge, but also to develop non-cognitive skills such as personal traits and attitudes – perseverance, grit, pro-activity, creativity, self-efficacy beliefs, etc. Moreover some of the papers suggested that the benefits of entrepreneurship education on cognitive skills could be neutral, while the effects on non-cognitive skills are more valuable (Huber, et al., 2012). Other researchers argue that investigating only the effects related to starting-up a business is a rather narrow approach in investigating the contribution of entrepreneurship education to the society, a lot of other contributions being minimized or overlooked, such as effects on increasing motivation and interests among pupils and students (Lackeus, 2015).

Previous studies pointed out to the mix of factors that can support the entrepreneurial behavior, both economic context, entrepreneurial culture, legal regulations and financial opportunities, but also the level of skills and knowledge are among the drivers of entrepreneurialism (Toma, et al., 2014; Zamfir, et al., 2018). For Romania, men aged 25-39 as well as women aged 15-24, that were engaged in entrepreneurship education have a higher probability of displaying an entrepreneurial behavior (Mocanu, 2020). Other papers emphasizes the importance of role models, mainly for youngsters still in education and still in process of making decisions with respect to their career patterns (Boldureanu, et al., 2020).

According to the findings of Flash Eurobarometer 354 (European Commission, 2012), when data were collected, at EU27 level, only 23% of the respondents declared they were involved in entrepreneurship education, Romania being close to the EU average. Among European countries, men, those still studying or that followed university education, as well as those under the age group of 15-24 were more probable to be involved in entrepreneurship education (European Commission, 2012). But it has to be mentioned that no item on courses taken after leaving full-time education under continuing vocational training were not prompted up.

Figure 1: Share of people involved in courses and activities about entrepreneurship at school or university (%), 2012



Source: Flash Eurobarometer 354 (European Commission, 2012)

In Romania, the history of entrepreneurship education is quite short, first steps being taken at secondary level of education starting with 2002, but universities proved to be more committed to the aim of integrating knowledge on entrepreneurship in as much as possible academic programs (Leovadaris, et al., 2016; European Commission, 2017; Lina, et al., 2019; Boldureanu, et al., 2020).

3. Research methodology

The methodological approach for reaching the above mentioned scientific aims is based on a mix of quantitative techniques. The data for Romania that I used were provided by the Flash Eurobarometer 354, collected during the 2012 by TNS Political & Social (European Commission, 2013) among EU countries and 12 other countries from around the world. The dataset for Romania contains information for a representative sample of 1006 individuals with 15+ years old interviewed all over the country. For the analyses employed I used the unweighted dataset.

The table below presents the mix of quantitative techniques that I used in order to discuss the paper objectives. Analyses were performed using SPSS 23, and for reasons of providing more coherence to the paper, analyzing techniques will be more thoroughly presented (when needed) for each subsection of the following section.

Table 1: The mix of methods

Research question	Method / Technique
What is the profile of those following entrepreneurship activities during initial education?	Classification methods / Decision tree
What are the perceived effects of school education on different drivers of entrepreneurship behavior?	Descriptives
What is the perceived effectiveness of education?	Reliability test / Cronbach alpha
What are the links between perceived effectiveness of education and entrepreneurship intentions?	One-way ANOVA

4. Results and discussions

4.1. Profiling those that had entrepreneurship courses and activities during initial education

As said before, classification techniques were used to draw the profile of those engaged in courses and activities related to entrepreneurship during their education. The answers to the question Q10 "At school or university, have you ever taken part in any course or activity about entrepreneurship – that is turning ideas into action, developing your own projects?" were used to define the dependent variable. Several variables, such as gender, parents' occupations, area of residence, development region, age, age when stopped full-time education were considered as independent variables for the model, but the technique keeps only the most relevant for the final output.. The CRT growing method was used to develop the decision tree, parent nodes being set up to 50 cases and child nodes to 30 cases. The model depicts a decision tree with a depth of 4 levels and comprises 15 nodes, out of which 8 nodes are terminal, the overall percentage of correct classification being 79.5%. The final model is presented below in the Figure 2.

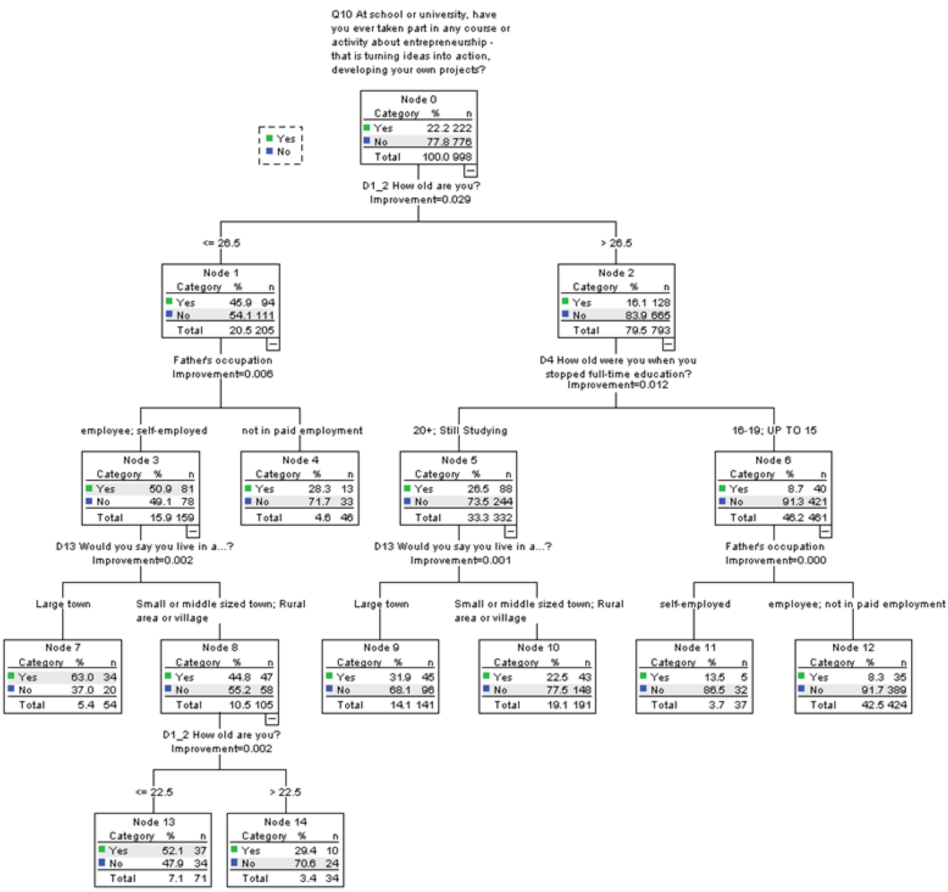
Age is the strongest predictor for the probability of taking part to courses and activates about entrepreneurship during school or university, with those under 26 years old displaying the highest probability, almost three times higher than those with 26+ years old. Findings are in accordance to other studies on the importance that entrepreneurship education gained during the last decade, but in the particular case of Romania, the findings points to how recent there were made steps in order to include entrepreneurship education in curriculum.

At the second level of decision tree, age when stopped full-tine education and fathers' occupation are found. For the youngest, those coming from families where father is not in paid employment display o lowest probability to be engage in any type of entrepreneurship education during school or university. For those aged 26+ years old, the age when stopped full-time education splits the group in between those leaving education after high school and those continuing it to university. The predictor points in that in fact entrepreneurship education is rather found at university level, but small steps are done to implement it to lower levels of education.

At the third level we find other two predictors of the probability to follow some type of entrepreneurship education during school, namely area of residence and father's occupation. For those leaving education before reaching the age of 19 years old, fathers' occupation is the predictor for being engaged in entrepreneurship education, those having a self-employed father having a higher probability to be part of an educational profile that aims to develop entrepreneurship behavior. For all other subgroups area of residence is the third predictor as importance. For most of the respondents under above mentioned subgroups, living in a large city increases the probability to be engaged in entrepreneurship education during schooling years.

At the last level of the decision tree we find again age of the respondents as a predictor, lower the age, and lower the probability to be involved in activities and courses about entrepreneurship during education.

Figure 2: Tree-based model of participants to entrepreneurship education in Romania



Source: Author's own calculations on the Romania dataset of Flash Eurobarometer 354

The mix of factors shaping the profile engaged in entrepreneurship are in accordance to the findings of other studies in field, pointing to the higher probability of the youngest to benefit from new developed curriculums in entrepreneurship in initial education. But the mix of area of residence and father's occupation as a proxy for the socio-economic background seems to be more related to the inequalities embedded within the structure of the Romanian educational system.

4.2. Perceived effects of school education on drivers of entrepreneurship behavior

Even if there clear evidences of the importance of entrepreneurship education in supporting people decision to become entrepreneur cannot be traced, some hints on the perceived / subjective effects are available. The survey collected the people opinion on how school education can improve the sense of initiative, can improve the image of entrepreneurs at society level but also the personal interest of becoming entrepreneur, and last but not least can contribute substantially to the skills and knowledge needed for running a business.

Table 2: Please tell me if you totally agree, tend to agree, tend to disagree or totally disagree with each of the following statements?(%)

	Totally agree	Tend to agree	Tend to disagree	Totally disagree	DK
My school education is helping/has helped me to develop my sense of initiative and a sort of entrepreneurial attitude	49.6	22.9	8.3	16.3	3.0
My school education is helping/has helped me to better understand the role of entrepreneurs in society	43.7	24.5	10.3	18.1	3.4
My school education is making/has made me interested in becoming an entrepreneur	35.7	23.4	11.9	25.3	3.7
My school education is giving/has given me skills and know-how to enable me to run a business	38.9	21.7	12.3	24.3	2.9

Source: Author's own calculations on the Romania dataset of Flash Eurobarometer 354

Generally Romanians consider that school has positive effects on some drivers of entrepreneurialism. These perceptions are rather stable in time, and when it comes to Romania, the answers are among the most positive among European countries and on an increasing trend of enthusiasm (European Commission, 2012; Dragomir and Panzaru, 2015). So, entrepreneurship education has a huge support in Romania being considered very important in educating youth about entrepreneurialism.

4.3. Constructing the index of perceived effectiveness of education

In order to procced to more analyses on the effects of school education on drivers of entrepreneurship. I aim to construct an index of perceived effectiveness of education, One-way ANOVA being then used in order to highlight links between entrepreneurship education and entrepreneurialism. First, Cronbach Alpha coefficient was used to investigate the internal consistency in the set on indicators measuring opinions in supporting the effectiveness of education and how well a single-dimensional object is measured. The results for applying the Cronbach Alpha are presented in the table below, its value being above the cut-off value of 0.7 that is usually accepted as cut-off value.

As the results are leading to a high consistency in the set of indicators, the second step of the procedure consists in recode the indicators and then to construct the index by simply adding the scores for all the answers provided by respondents. The recode consisted in giving the following values to the scale points: 3 = totally agree, 2 = tend to agree, 1 = tend to disagree and 0 = totally disagree. So the index will take the values in between 0 and 12. The variable thus constructed is continuous and allows for the use of one-way ANOVA.

Table 3: The empirical results of Cronbach Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.858	0.859	4

Source: Author's own calculations on the Romania dataset of Flash Eurobarometer 354

For the dataset of Romania, the index taxes the values in between 0 and 12, with a mean of t.6 and a median of 9. As the index measures the perceived effectiveness of education, it is natural to expect that those following courses and activities about entrepreneurship during initial education display a statistically significantly higher value of the indexes. To check for this assumption and to validate the relevance of the index a T-test for independent samples was applied, the dependent variable is the value of the new defined index. Results of the T-test are presented in the following tables.

The average value of the index for those that followed some form of entrepreneurial education is 8.73, higher that the average of those that never were involved in such educational programs. The results of Levene's test indicate a significant value for F, so variances are not homogeneous. According to the scientific literature, the condition of homogeneous variances can be overlooked, as t-test provide rather robust results (Labar, 2008). The results of the t-test and statistically significant and support the premise that the average value of the index for those being involved in entrepreneurship education is significantly higher as against those that were never involved.

Table 4: The empirical results of T-test for independent samples: group statistics

Being engaged in school education about entrepreneurship	N	Mean	Std. Deviation	Std. Error Mean
Yes	220	8.73	3.285	0.221
No	700	7.24	4.041	0.153

Source: Author's own calculations on the Romania dataset of Flash Eurobarometer 354

Table 5 The empirical results of T-test for independent samples: Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Conf Int. of the Difference	
								Lower	Upper
Equal variances assumed	29.999	.000	4.997	918	.000	1.496	.299	.909	2.084
Equal variances not assumed			5.561	445.250	.000	1.496	.269	.967	2.025

Source: Author's own calculations on the Romania dataset of Flash Eurobarometer 354

4.4. Effectiveness of education and drivers of entrepreneurship behavior

In order to analyses the links between perceived effectiveness of education and different drivers of entrepreneurialism, I will use one-way ANOVA. Also, as proxy for the drives for entrepreneurship I use the item addressing the steps that respondents already took in becoming self-employed. The results for one-way ANOVA procedure that was applied are presented in the following tables.

So, the analyses on the variation of perceived effectiveness of education in relation to the steps that were already taken in order to become self-employed were analyses. The index register the highest average value of 8.89 for those they are in process of taking steps, and the lowest average value of 7.42 for those taking no steps. Results presented in table 6 indicate that there is a significant effect of taking steps to become self-employed on the perceived effects of entrepreneurial education at the $p<0.05$ for the three conditions [$F(2,923) = 5.56$, $p=0.011$]. As the results for the test are significant, the post-hoc Tuckey test was used again to evidence where significant differences exist. Post hoc comparisons using the Tukey test indicated the single significant difference between those that ae in process of taking steps and those doing nothing in this direction. Not significant results were evidenced for those that already stated a business of their own.

***Table 6**: The empirical results of one-way ANOVA: If respondents already took specific steps to become entrepreneurs*

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	139.061	2	69.531	4.562	.011
Within Groups	14068.486	923	15.242		
Total	14207.548	925			

Source: Author's own calculations on the Romania dataset of Flash Eurobarometer 354

***Table 7**: Post-hoc comparisons using the Tuckey test: If respondents already took specific steps to become entrepreneurs*

		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Yes, you started/took over a business	Yes, you are taking steps to start/take over a business	-1.083	.560	.129	-2.40	.23
	No	.391	.318	.437	-.36	1.14
Yes, you are taking steps to start/take over a business	Yes, you started/took over a business	1.083	.560	.129	-.23	2.40
	No	1.474*	.507	.010	.28	2.66
No	Yes, you started/took over a business	-.391	.318	.437	-1.14	.36
	Yes, you are taking steps to start/take over a business	-1.474*	.507	.010	-2.66	-.28

*. The mean difference is significant at the 0.05 level.

Source: Author's own calculations on the Romania dataset of Flash Eurobarometer 354

5. Conclusions

Entrepreneurship education is a subject treated with a lot of enthusiasm by decision makers, scientists and students. Even if entrepreneurship education is rather new included as a systematic approach in the curriculum development, the findings of its effects on shaping attitudes and motivations and encouraging. Romanian research on the topic still has some gaps to fill in, trying to use as much as possible the comparative datasets and information available as open data. So the aim of the paper was to provide contributions to the better knowledge and understanding on entrepreneurship education and its role in supporting the development of entrepreneurial attitudes and intentions.

The profile of the Romanians declaring they were involved in entrepreneurship education during schooling years points to a mix of factors such age, age when leaving education, socio-economic background of the family and area of residence that usually shapes the educational system in Romania, the opportunities and inequalities that are reproduced, and that are not usually under the control of pupils and students.

In order to analyze the effects of education on entrepreneurial intentions, I make use of an index, defined by using the opinions of the respondent regarding different potential benefits of entrepreneurship education. Trust in the effectiveness of entrepreneurship education is highest among those that are doing the first steps in setting up a business and slightly lower among those that already set up a business of their own. So, education is perceived as very important in building up attitudes and knowledge that support entrepreneurial intentions, irrespective of their final results.

Findings of the paper point to the importance of increasing the access of pupils from small urban and rural areas to education of quality. Thus, entrepreneurship behavior could be supported in the regions where is the most need of economic initiative and development.

REFERENCES:

1. Alberti, F., Sciascia, S. and Poli, A., 2004. Entrepreneurship Education:Notes on an Ongoing Debate. In: IntEnt2004 14th Annual IntEnt Conference, University of Napoli Federico, Italy.
2. Boldureanu, G., Ionescu, A.M., Bercu, A.-M., Bedrule-Grigoruță, M.V. and Boldureanu, D., 2020. Entrepreneurship Education through Successful Entrepreneurial Models in Higher Education Institutions. Sustainability, 12, 1267.
3. Dragomir, C.C. and Panzaru, S., 2015. The relationship between education and entrepreneurship in EU member states. Review of General Management, 22(2), pp. 55-65.
4. European Commission, 2017. Specific Support to Romania – Starts-ups, Scale-ups and Entrepreneurship in Romania, Luxembourg: Publications Office of the European Union. Available at: < https://uefiscdi.gov.ro/resource-87095> [Accessed 20.09.2020].
5. European Commission, 2016. Entrepreneurship Education at School in Europe. Eurydice Report. Luxembourg: Publications Office of the European Union. Available at: <https://op.europa.eu/en/publication-detail/-/publication/74a7d356-dc53-11e5-8fea-01aa75ed71a1/language-en> [Accessed 21.09.2020].

6. European Commission, 2013. Flash Eurobarometer 354 (Entrepreneurship in the EU and Beyond). GESIS Data Archive, Cologne. ZA5789 Data file Version 1.0.0, doi:10.4232/1.11590.
7. European Commission, 2012. Flash Eurobarometer 354. Entrepreneurship in the EU and Beyond. Available at: <https://ec.europa.eu/commfrontoffice/publicopinion/flash/fl_354_en.pdf.> [Accessed 22.09.2020].
8. Huber, L.R., Sloof, R and van Praag, M., 2012. The Effect of Early Entrepreneurship Education: Evidence from a Randomized Field Experiment. IZA Discussion Paper No. 6512. Available at: <http://ftp.iza.org/dp6512.pdf> [Accessed 20.09.2020].
9. Hussain, A., 2015. Impact of Entrepreneurial Education on Entrepreneurial Intentions of Pakistani Students. Journal of Entrepreneurship and Business Innovation, 2(1), pp. 43-53.
10. Labar, A.V., 2008. SPSS pentru stiintele educatiei:metodologia analizei datelor in cercetarea pedagogica, Iasi: Polirom.
11. Lackeus, M., 2015. Entrepreneurship in Education: what, why, when, how. Background paper prepared for OECD. Available at: <https://www.oecd.org/cfe/leed/BGP_Entrepreneurship-in-Education.pdf> [Accessed 23.09.2020].
12. Leovaridis, C., Frunzaru, V. and Cismaru, D.M., 2016. Entrepreneurship education in Romanian universities. In: Proceedings of INTED2016 Conference 7th-9th March 2016, Valencia, Spain, pp. 92-102.
13. Lina, D.M., Ionescu, A.M. and Bedrule – Grigoruta, M.V., 2019. Entrepreneurial orientation in Romanian Higher Education. In: Proceedings of the 11th International Conference on Education and New Learning Technologies, Palma, Spain, pp. 9864–9872.
14. Marinescu, P. and Toma, S.-G., 2013. Training Programs- Training and Development Alternatives for Students. Procedia Economics and Finance, 6, pp. 306-312.
15. Marinescu, P., Toma, S.-G., Miulescu, G.-F. and Grădinaru, C., 2017. Entrepreneurship: From Education to Innovation. Manager, 26, pp. 146-156.
16. Mocanu, C., 2020. Influence of entrepreneurship education on the entrepreneurial behavior in Romania – a gendered approach. In: Proceedings of INTED2020 Conference, Valencia, Spain, pg. 6681-6688.
17. Toma, S.G., Grigore, A.M. and Marinescu, P., 2014. Economic development and entrepreneurship. Procedia, Economics and Finance, 8, pp. 436-443.
18. Toma, S.-G., Marinescu, P., and Dogaru, I, 2017. Entrepreneurial spirit and innovation. Proceedings of the 11th International Management Conference, 11(1), pp. 536-541. Available at: < http://conferinta.management.ase.ro/archives/2017/pdf/3_8.pdf> [Accessed 20.09.2020].
19. Zamfir, A.M., Mocanu, C. and Grigorescu, A., 2018. Resilient Entrepreneurship among European Higher Education Graduates. Sustainability, 10(8), 2594.

Acknowledgement:

This paper was co-financed from the Human Capital Operational Program 2014-2020, project number POCU / 380/6/13/125245 no. 36482 / 23.05.2019 "Excellence in interdisciplinary PhD and post-PhD research, career alternatives through entrepreneurial initiative (EXCIA)", coordinator The Bucharest University of Economic Studies".