

HUNGARY

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INTERVIEWED ENTITIES:

Region	Number of entities	Entity
Hungary	6	ENAMRO GLOBAL CONSULTING Kft
		Pisztráng Kör Waldorf Természetvédő és Természetjáró Egyesület
		Szemes Művek Kft
		Szigetköz Turizmusáért Egyesület, TDM
		Szigetközi Szatyor Közösség

MANAGEMENT AND SUPPORT

The companies joined in research don't mention organisational structure in the interview. 60% of respondents belong to micro enterprises and 40% belongs to small enterprise. They have different legal form such as limited company, non-governmental organization and society.

STRATEGY PLANNING (VISION AND MISSION)

All of investigated companies except one have wrought a strategy plan. They have clear vision and mission of the company for the future. They approach responsibly for a strategic planning on regular basis usually on long term.

TREND'S MONITORING

60% of investigated companies run KPI's monitoring system and for rest 40% it is not relevant. Only 40% of them have corrective action plan in any case of trends deviation, what is not very good.

CERTIFICATIONS

Only one from investigated companies mentioned that they are holders of some certificates exactly environmental and education certificate.

MONETIZATION

All respondents have revenues stable and quite predictable. Companies have access to different favourable funds. One of them use only support from government. Other make use of different funds, for example EU funds, loans, government support, own-funding or ERDI WLP.

REVENUE MODEL

Only one of respondents use specific tool within the pricing policy which are discounts for groups. The rest of respondents do not have space for application of these specific tools.

EMPLOYMENT

40% of respondents are able to attract and retain a skilled workforce. None of investigated companies published their fluctuation rate or they do not have idea about this indicator. 40% of the respondents have training program for their employee for two weeks per year. Evaluation of labor force diversity shows up, that 40% of the respondents employ disables and only 20% employ seniors in their companies. All investigated companies accept students for an internship for example in dual education with universities.

PARTNERS AND NETWORKS

80 % of respondents invest into the social community, through local events, student organizations, programs, NGO, cooperating whit schools, kindergartens and recreation centre. Only one company participates in monetary community involvement and 80% of respondents are in a partnership with other companies. 40% of the respondents apply the HEI-company-research triangle, but 80% of respondents cooperate with local or regional government. Only 40% of asked companies process wastes from its production. 80% of respondents are in a partnership with social enterprise, for example with Lions Club or local business association. 80%of them cooperate with universities such as ERDI University and Szechenyi István University. All investigated companies also participate in educational process. 60% of respondents think that there are taught study programs tailor made their needs.

RESOURCES

The financial resources for the business are profit, loans and EU funds, founder investment, membership fees and support from government. 60% of asked companies develop human resources through personal trainings, higher educational degrees or secondary education. 40% of respondents encourage their employees to attend personal development. The critical skills of employees are communication skills, knowledge in natural resources, outdoor skills, pedagogical approach, agricultural engineering, machinery systems, IT, organizational skills, marketing and tourism destination management. 60% of respondents have proven and analysed structure of expenses once in year and all of them except one make profit.

MARKETING SYSTEM

Marketing

The most used channels for marketing and promotion are Internet, social media, website, newspapers, TV, radio, personal communication, local media, local events, leaflets and travel expos. 40% of respondents have a marketing strategy and only one respondent is considering extend the strategy in the future through the investments.

Customers

The number of individual business customers is very diverse and is directly related to the focus of selected businesses. It moves between 3 to 200 000 customers. Investigated companies focus on following customer segment: small companies, urban people, young families, local people, international customers. First respondent has target on 50% local and 50% regional. The second has target on 95% Hungarians. The third and fourth have target spread evenly and the last has target on 100% locals.

INNOVATION SYSTEM

Offer

40% of investigated companies apply the process of the product or service development. 60% of respondents consider make their production more diversified (for example in higher value, new tours or natural advertising).

Value proposition

20% of respondents maintain relations with customers from the marketing point of view and they would improve them with daily contact with customers and reacting very fast. Product is marketable for all investigated companies. For 60% of companies can their customers clearly differentiate their product, and also is their brand meaningful in the customer perception. For the one company were these last two questions not relevant.

Sustainability

The investigated companies have a different market position, some of them is the oldest company, have naturally built position. For 60% of companies it is not relevant. 40% of respondents can innovate more successfully than competitors.

BIOECONOMY PRODUCTION SYSTEM

Offer

The asked companies provides following products/services: printing, consultant, project management, canoe tours, water camps, eco-park, educational centre, hostel, interactive exhibitions, rubbish-collecting days, food and feed production, laying hens, egg production, tourism management, destination management and food market organisation.

Capacity and capacity planning

All respondents have analysis of how many percentage of their capacity is filled with customers order. It is between 80% and 100% in three cases and very low in the rest. 40% of respondents have not process to balance the customer order fluctuation with their capacity and for the rest respondents it is not relevant.

Sustainability

The investigated companies remain sustainable with following: do their best, daily management and expending of products.

QUALITY MANAGEMENT

80% of respondents have target value for customer quality claim. Any asked company don't have escalation system than the costumer claim is higher than expected. 40% of them have action plan to develop their product quality.

SUPPLIERS

Investigated respondents have key supplier between 1-15. Only one company is for 100% dependent on it's key suppliers. Other companies are not dependent or for a low range.