

SUMMARY

Éva SZTANKÓ

Changes in the Efficiency of industrial Production in the Light of EU Accession

Maintaining the dynamic growth of domestic industrial production since 1993 requires further improvements in competitiveness. This is conditional upon Hungary becoming a competitive and attractive location for FDI helping modernisation. The factors of competitiveness including labour costs and productivity changes can be quite well quantified in this respect.

The level of industrial productivity increased from the bottom of 1992 by close to 70 per cent by 1999, accompanied by a 25 per cent decrease of manpower. The result was an annual average of 9 per cent of competitiveness increase, a spectacular improvement also by international standards (international comparisons, of course, have to take productivity differences in consideration). Real household incomes, measured based on the relationship between consumer price indexes and net salaries, showed an increase only in the last three years of the time period considered. The rate of this growth was, however, decreasing.

Changes in Unit Labour Cost, a competitiveness indicator show that wages per unit of output have increased less than producer prices. The percentage of wages within total costs has therefore gone down. Specific labour costs decreased by 7 per cent p.a. on average. Real effective exchange rate indices have also been speaking of improving cost competitiveness based on a real depreciation of the national currency. This trend continued in the year 2000.

The competitiveness position of Hungarian industry measured on the basis of specific labour costs could be maintained at its previous level. Still, a further long-term improvement of competitiveness through both product and organisational development is needed.

András JANCSÓ, János ARATÓ, László BIRKÁS **Preparing for EU Competition: studying Competi- tiveness with PotStar Model**

Competitiveness is a key issue concerning the market position of enterprises. This quality supposed to be measurable within a specific system. Competitiveness depends on numerous factors, some of them are measurable, and others are qualified.

The recent decades, moreover years clearly prove the pursuit to reveal the principles of competitiveness by research on the fields of micro- and macroeconomy, hereby offering the enterprises the way to achieve continuous and sustainable success with the deliberate adoption of inter-effects.

Various features lay in the background of competitiveness, such as innovation, profit, management-standards, marketing, material, financial and human resources, etc.

The Institute of International Technology of the Theodore Puskás Foundation (NETI) intends to contribute to this process with developing a measuring model and method that is particularly appropriate to study the competitiveness of small- and medium-size enterprises.

NETI has already conducted several considerable surveys using the POTSTAR model. The potential-analysis (POTSTAR) model proves to be relevant in exposing the effects and connections between the potential value, the competitiveness and the decisive factors.

Szilvia SZÁNTÓ

The Client, the Services, and the Satisfaction... (Market research about the Clients' Satisfaction with the Hungarian Car retail business)

In September 2002 an important change will take place in the EU regulation for automobile trade. Automakers will no longer be able to divide the markets through their exclusive brand dealers. With the expansion of distribution networks competition and the fight for the customer is expected to grow even stronger. But brand dealers do have a useful weapon at their side: through the betterment of service quality, the research of customer satisfaction, and elimination of the causes of dissatisfaction, they can gain new customers as well as keeping the old ones. Thus researching service quality and customer satisfaction is a central element of brand dealers' marketing activity, as the following article illustrates it through a concrete example. The article deals with the conceptual definition of customer satisfaction, with explaining the differences between service quality and satisfaction, and the situation of the Hungarian auto trading industry, especially the lower-middle category. The second part of the article shows the major factors determining customer satisfaction, and the interdependencies between satisfaction, brand loyalty, dealer loyalty, and the further recommendation of brand and dealer through a research carried out in a dealership and service station of a French auto brand.

Éva NÁDOR

Do cultural differences really matter?

Internationalisation is a characteristic phenomenon of the 20th century world economy. International marketers must understand the different environments, in which they function. Beside other factors, cultural differences could be very strong and therefore it is important for the marketer to be familiar with similarities and dissimilarities between the domestic and the foreign market.

International companies, making direct investments abroad, are facing cultural differences in another sense too. As a consequence of the foreign investments, international companies have a significant number of employees working abroad. The so-called expatriates, having ongoing working relationships with local ones inside the company, may face different kind of cultural differences.

The author of the article is dealing with the professional services marketing. Since many expatriates are working in this service area the author met intra-firm communication problems in her researches. The article is presenting her research findings in the following key issues of intra-firm communication:

- *acceptance;– how expatriates are accepted by local employees in terms of expertise, position, salary and benefits,*
- *working relationships; differences in working style*
- *socializing with natives, expatriate cliques*
- *communication- language, style.*

Gábor MATUKOVICS

Approximation of taxes with the European Union, introduction of the merger directive into the practice of Hungarian corporate taxation

Presently, Hungary is in train of transposition and ratifying the European norms in the field of taxation. It is anticipated that by the end of 2001 the requirements contained in the directives will be incorporated into the Hungarian taxation, although the rates of taxation, the system of sector related tax allowances are still in need of sensitive transformation. The rules based on the to the directives already introduced will only be valid subsequent to Hungary's accession to the European Union, familiarity with them however could assist the international corporate investors in making decisions about placement of money in Hungary. This paper of mine is to examine the application in Hungary of the merger directive adopted in respect of taxation norms concerning acquisitions, on the background of Hungarian corporate law environment of the changes.

Éva KARAI

Vergleich ungarischer, deutscher und amerikanischer Kapitalflußrechnungen

Der Artikel beschreibt einerseits die Ähnlichkeiten und die Abweichungen der in Ungarn gesetzlich vorgeschriebenen und einer deutschen Kapitalflußrechnung. Die dargestellten Kapitalflußrechnungen wurden aufgrund der Vorschriften des ungarischen und deutschen Rechnungswesens erstellt. Die Ähnlichkeit der Ableitungen zeigt, daß die ungarischen Gesetzgeber bei der Veränderung des Gesetzes über Rechnungslegung die Harmonisierung mit den unionischen Vorschriften vor Auge hatten. Die wenigen Abweichungen stammen einerseits aus vorhandenen unterschiedlichen Regelungen oder Rechnungswesenspraxis, andererseits aus anderen Strukturierungen, Gruppierungen innerhalb der Ableitung.

Der zweite Teil des Artikels stellt eine amerikanische Cash Flow – Ableitung und deren Vergleich mit der ungarischen Kapitalflußrechnung dar. Die amerikanische Methode macht den Lesern eine andere Möglichkeit bekannt, die bei internen Analysen auch in Ungarn angewandt werden kann.