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### PERSONAL BRANDING IN THE CONTEXT OF CONTEMPORARY MARKET

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#### ABSTRACT

*Mass economy was based on production directed towards anonymous customers whose interests were pretty easily designed. The process of interest forcing, i.e. needs, are made more easily by mass media. The expansion of mass media about 60 years ago redesigned marketing or better to say promotional activities. Systematic brand articulation and all the other immaterial resources like image or goodwill begin became more important and more and more employees are becoming significant organizational resource. Human resources are becoming key element of profitability in which finance and technology are transformed in the supporting elements. Experts and talented individuals in particular, are becoming aware that they are owners of the most valuable organizational resource - knowledge i.e. creativity. In the process, contemporary technology, like the Internet, enables complete affirmation of personal potential. Assumption of personal branding is being developed and with its help creative individuals articulate their own, individual image while offering their potentials on the market. Aware creative individuals as workforce are becoming not only equal but dominant in relation to employers in the process of employment negotiation. They are premium brand which requires attractive working conditions and quality working relations in order to completely present their excellence. Branded individuals are aware that generating new added value depends on them in large amount. Personal branding as a process of value articulating which the individual offers to employer or to potential business partners will become standard element, not only for personal business positioning, but for corporative strategies of human resources management.*

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**Key Words:** Branding, Creative person, Innovation, New value added, Personal brand, Production relations, Social network.

### Contribution/ Originality

This study contributes in the existing literature of personal branding in business context and is one of very few studies which have investigated personal branding trends in Croatian market.

## 1. INTRODUCTION

In the coming period, the role of human resources will continuously increase. Creativity becomes a fundamental feature of almost all economic activities. Creative and talented individuals will use increasingly sophisticated technologies and will focus on narrow market segments and individuals. Therefore, in the text attention is paid to creative people, i.e. branding of creative individuals and experts. We will briefly show the genesis of market relations and communication technologies which are crucial for articulation, respectively for affirmation of the brand. We will analyze fundamental elements of the branding process that fits into the context of intangible resource domination within the modern economic systems.

Branding is primarily a communication process that is correlated with technology, market relations, corporate business strategy and interests, i.e. value system of the consumer population. It is a dynamic phenomenon which is submissive to evolutionary and revolutionary modifications. Revolutionizing of a branding system is generated primarily by techniques which can, due to radical innovation, in a very short time transform and take on new forms and new qualities. Technology or rather technical devices are creating social systems within which communication is a connective tissue. For example, the invention of the printing press by Johannes Gutenberg in the 15th century completely changed the economics of printing and book publishing, transforming print media in the dominant form of not only knowledge transfer but also general communication. The first forms of promotion appear in print media, which grow into mass media where at the same time the process of articulation of mass industry takes place.

Procter & Gamble (P & G) is one of the first corporations that began with the planned promotion and affirmation of the brand Ivory Soap in the 80s of the 19th century. Nowadays, corporation P & G is the largest advertiser in the world having in its portfolio 23 brands whose annual sales value exceeds one billion USD (Champniss and Vila, 2011).

Rapid expansion of newspapers and magazines was a stimulator for the development of activities of promotion and advertising. Promotion was in its initial stages focused on an anonymous mass of consumers because at that time consumer profiling techniques did not exist. Moreover, national markets were just created through the development of transport infrastructure, primarily the rail network. Because of its speed and transport capacities, rail systems create a new geography since cities are becoming closer. Individual authors of that time called it "attenuation" of transport distances. Schivelbusch (2010) The beginning of railway development is characterized by numerous accidents that sparked the development of a new technology known as the telegraph (Winston, 2000). Telegraph is communication technology for safety in railway traffic and also technology for the integration of the market and society as a whole. Next to the development of transport and communication, numerous technical innovations enabled the emergence of the first major business organizations which are able to place large quantities of products on the market.

One of the constraining factors for rapid industrial development was low purchasing power because the middle class was just evolving.

Fordism and Taylorism are enabling a drastic increase of industrial worker productivity. One consequence of this process has been the increase of workers' salaries. In a relatively short time the strengthening of purchasing power resulted with greater demand than supply. This is a key moment for the establishment of stable market relations in many industrialized countries that was occasionally interrupted by world wars and the Great Depression in the 30s of the last century.

In the early stages of mass economics and society development, branding was not so important. Also, the quality was not too important to managers which were focused on finance and technology, i.e. internal organizational relationships. Communication with the environment was minimal and relatively closed organizations with mechanical structures were dominant.

In the initial stages development of mass media, i.e. television and radio, was accompanied with the expansion of printed publications, primarily newspapers. In the mid 20th century the process of business philosophy redesigning starts, which resulted with the affirmation of human resources, teamwork, quality and design. At the same time, mass media enables new forms of promotional activities and stimulates globalization processes which are primarily implemented with the help of the television and film industry.

Radio and television enable the global dispersion of corporate marketing which at times has manipulative characteristics (Barker, 2002). Some authors write about American media imperialism which imposes a specific set of values. Promotional activities are conducted not only in national markets but also take on international character which implies the articulation of global interests and lifestyles. American lifestyle that is based on individualism and entrepreneurship is imposed as dominant, where some iconic products are affirmed such as Coca Cola, Levi's and McDonald's. These are some global brands that are the result of marketing department actions.

Marketing processes of the 60s and 70s are carried out within organizational units that are not too connected with other business functions such as research and development, production and finance. During market research and analysis of consumer interests, marketers do not cooperate with other experts within the company. These practices were carried out during new product developments when the final word had technical experts who were primarily focused on the functionality and durability of new products. More widespread use of television and radio had influence on the reshaping of promotional practices. Visual and acoustic messages have proven to be an effective tool of positioning of certain products and services, i.e. brands in consumer awareness. Television and radio have contributed to the creation of a mass society in which buyers, respective consumers were anonymous individuals. These are primarily one-way communication channels. In the terms of marketing they are primarily used for the imposition of certain products and services.

## 2. RADICAL TWIST

Technical inventions such as robots, transistors or computers enable entirely new forms of production. Also, managerial philosophies which focus on customers, employees and the articulation of new organizational architectures similar to organic structures contribute to that.

Affirmation of the Internet and multimedia creates a completely new communication infrastructure across all subsystems of the social entity. One of the major features of the Internet is its bi-directionality which enabled the formation of social networks, branding and communication, i.e. dispersion of knowledge and experiences.

Guided by computers, timely production, teamwork and project management have created conditions for personalized production in almost every industry. Personalized production, i.e. production for a known buyer implies precise knowledge of consumer habits and interests. Therefore, the marketing analyses of narrow market segments are conducted and enormous databases provide insight into the habits and needs of consumers on an individual level. Mass society, i.e. mass economy rapidly “overflows” giving way to personalized production that is characterized by networking, flexibility, creativity and speed.

### 3. NEW PRODUCTION RELATIONS

New communication processes and new organizational forms, as well as new technologies have initiated transformation not only at the level of business organizations, but also at the level of the economic system as a whole. Knowledge economy was created – the new economy which is dominated by nonmaterial resources. Knowledge and innovation are imposed as key factors in the generation of added value. Profitability is based on experts and professionals of different profiles, not only in creative industries.

In this environment a holistic approach is necessary with the help of critical, strategic and lateral reflection in order to ensure competitiveness in a dynamic and global market (Gallardo, 2012). Together with the help of multi-functional teams branding is being conducted. Creativity becomes an essential element for the functioning of promotion, research and development, as well as every other business function. Managers at leading corporations are becoming aware that only creative people who are properly motivated can ensure high profit rates required for corporate development.

Employees are no longer imperfect and easily replaceable extensions of the machine. Employers are beginning to treat them as persons who can only be motivated with highly sophisticated methods, not as before only with money. In these new circumstances, employees and consumers become persons with names and surnames that managers are trying to integrate in the manufacturing processes, already in the planning stages of new product and services development.

Until recently, consumers and employees market position was ensured mainly by legal regulations or various forms of union pressure. Today, the dispersion of power is visible within the business organization that enabled the strengthening of (negotiated) market position of employees and consumers. Globalization and hyper-competition have caused the need for constant innovation, i.e. the necessity of permanent placement of new products and services. This is a complex process whose risk should be minimized and that is not possible without the active participation of consumers and employees.

#### **4. PERSONAL BRANDING**

Employees need to continuously and consciously work on the improvement of their strengths and at the same time eliminating their weaknesses. This is a continuous process of lifelong learning, which can be implemented by employers, as well as employees themselves. We believe that nowadays it is necessary to systematically affirm your own identity, i.e. to brand your personality in order to conduct negotiations with managers on an equal footing. Modern employees, primarily creative ones, owners of creativity, imagination, knowledge and entrepreneurial spirit are today's key resources / elements to achieve sustainable competitiveness on the global market scene. During the process of personal branding it is desirable to use different cognitions from the marketing field and different social science disciplines. Also, modern communication tools should be used such as technical support for numerous social networks, forums and other forms of communication. Internet business, i.e. digital business has become an integral part of business strategy for most companies that operate in markets of developed countries. Digital networking has enabled global action and transparency of companies and thereby the possibility of manipulation was reduced, but still should not be completely ignored.

New business philosophy is being formed and it is focused on customers and employees. Business philosophy, which emphasizes the affirmation of working relationships, has an inspiring affection for the creative process. Holistic approaches and organic structures stimulate flexibility, networking, project approach, learning and cooperation. They are used to achieve higher quality, attractive design and competitive prices of various products primarily, but not exclusively, in the area of high technology and the creative industry. Individual specificity, i.e. unique individuality, is acknowledged and recognized within the new business paradigm. Every individual is unique, not stereotyped and not generalized like traditional managerial concepts had imposed. Creativity, respectively source of new added value in the modern economy, requires a specific approach exempt from classical clichés that were functional in former market relations. Sustainable competitive advantage must, above all, ensure innovative work that needs to be motivated in a planned and organized way.

##### **4.1. Personal Branding Elements**

Personal brand or personality is a characteristic of all creative individuals, where only in conditions of appropriate managerial approach, appropriate technical support and work environment can be fully expressed. Classical managerial patterns did not care about it because they make presumptions that individuals are not interested in – the active involvement of the work process and self affirmation in the realization of assignments. Today, managerial practices, particularly in the area of high technology and creative industries are based on assumptions of understanding the employees. Managerial practice must be focused on the identification of employee's interests, talents, social contacts, knowledge and skills. Personal specifics have to be taken into account and systematically developed. Former practices when the personalities were equalized and workforce was transformed into an amorphous mass should be abandoned. With this amorphous mass it was easy to manipulate, primarily with the help of material rewarding, external systems of control and punishments.

For instance, personal branding in the film industry, fashion industry, entertainment industry such as music production has a relatively long tradition. Actor Paul Newman has successfully built his brand and earned several millions of dollars which he donated for educational projects and towards charitable programs. Also, top model Cindy Crawford successfully built her own brand (Keller, 2003). Personal brand is articulated through various media resources such as books, magazines, television or websites.

Celebrities are famous people who consciously build their own brand, where they often hire a managerial promotional team who take care of the affirmation of the celebrity's brand, celebrity's protection and constantly increase value of them as a brand. Some of today's most popular celebrities are, for example, David Beckham, Jennifer Aniston, Brad Pitt, Kate Moss and Naomi Campbell (Greenwood, 2013). Often the case in Croatia is that some celebrities are famous for a very short time, because their brand is not the result of designed branding of strong individual characteristics.

In our opinion, personal branding is a task for creative people, i.e. talented individuals in the world of labor. They are the owners of knowledge, expert cognition, intuition, imagination and creative or innovative skills which are crucial for the creation of new added value. These personal characteristics allow for a strong negotiating position in negotiations with employers. Personal benefits should be transformed into a recognizable brand that will affirm these individuals in the labor market. Lifetime employment in one company has become a matter of the past, and personal branding becomes a powerful tool for the realization of business mobility.

Creative people are key element of success in research and development, including new products. During employment negotiations with employers of certain companies they need to know the fundamental processes of the company. The fundamental corporate processes can be compatible with the fundamental values of the personal brand and in this case successful cooperation is possible. Then a creative person may impose their own conditions not only in the terms of salary, but also work conditions and the treatment of intellectual property rights that will be the result of his work.

Today, patents and various inventions are crucial factors for differentiation, i.e. for acquiring visibility on the global market which is characterized by higher supply than demand. Therefore, the affirmation of an attractive brand is one of the most important processes of articulating sustainable competitiveness not only for the company, but also for the creative individual or expert. In fact, brands are a form of communication that facilitates the orientation, i.e. selection and decisions on the market which is full of products and services from all around the world. For several decades, brands have become an increasingly important element of intellectual property.

The situation became complicated when the anti-patent movement occurred some 50 years ago when The General Assembly of the United Nations included in their resolution a controversial category of the common mankind heritage. This category included patents and other forms of intellectual property prescribing them as a type of general public good entered into a new international economic order, imposed primarily by developing countries. Some 20 years ago the anti-patent movement was revived when Brazil stopped complying with international patents for drugs intended for the treatment of AIDS.

Fifteen years ago, Naomi Klein wrote the bible about anti-branding titled *No Logo*. The author starts with the theses that in the mid-80's successful corporations were primarily producing brands and identity, not products (Klein, 2002). However, the fact that brands are primarily the result of systematic research and increased investment in development has been neglected. Applied science has become a first-class production power which has permanently improved products and services. Branding is only one of the processes which is based on creativity and knowledge i.e. non-material resources. The domination of non-material resources, does not exclude material compositions which consumers are beginning to experience in a new context. Within the new environment, speed, quality, design, accessibility and originality are becoming as important as material performance. These non-material compositions are synthesized by the brand, and in our opinion, that important fact on brands role or better expressed function is neglected by Naomi Klein.

Emotional attachment to today's consumers and to a certain brand, i.e. products is undeniable and usually is not the result of promotional manipulation. Moreover, emotional attachment is a result of an intellectual property cluster that comprises copyrights, recognizable corporate / brand colors, design, marketing cognitions, databases, categories and archives (Jolly, 2011). Intellectual property cluster enables the acquisition of consumer loyalty, without which it is almost impossible to achieve profitability on the global market.

Globalization imposes certain universal business rules and encourages the convergence of consumer interests. This creates global products such as Coca Cola or Adidas. However, at the same time the affirmation of local interests, habits and brands is enabled. Starbucks is a global brand, i.e. corporation which has given up on expansion on the Croatian market because the Croatian habits of drinking coffee do not correspond with business strategy and policies of the corporation. Numerous Japanese corporations, i.e. brands were unknown 40 years ago. Economic development in certain countries in terms of globalization has enabled the affirmation of new global brands. For instance, Japanese Sony and Toyota have become the world's prestigious brands but were secondary market actors on the global market scene in 70s of the last century.

The portfolio of brands in certain country indicates the level of national economy development. China more and more often appears as the seat of global brands such as Lenovo or Li Ning. This is the sign of the rapid Chinese economic development. Brands are market indicators for business success and important indicator of projections of future corporate incomes. In that way, they are orientation point for investment processes and that is of a great importance for the segment of high technology (biotechnology or nanotechnology) which are often characterized by high risk.

Branding of some countries has become accepted practice. Governments of many countries are trying to articulate a distinctive specificity in order to position themselves in the global public opinion of 200 countries. Some countries are branded for a very long time, for instance, Japan is known for its technology and diligence, Switzerland for watches and wealth, United States for entrepreneurship and civil freedoms. We can say that brands of these countries evolved into stereotypes. All responsible national governments seek to articulate more positive perception about their own country. It should be emphasized that branding of a country should be treated as a component of national policy and not as isolated (professional) process.

It is necessary to simultaneously and systematically implement branding as part of a national policy. Implementation is possible with the help of the following processes: tourism promotion, which includes visits of foreign tourists who are directly introduced with the mentality of the population, country's natural beauties, gastronomy, culture and other segments of the community; exports of goods and services can affirm each country and foreign policy, i.e. with the implementation of various initiatives and actions; cultural events and various projects, public statements of celebrities from cultural, scientific or sport life (Clifton, 2009).

It is obvious that the brand cannot be articulated only with marketing instruments. That is a common misconception of politicians who insist on the creation of short slogans such as "Malaysia-truly Asia" or visual symbols such as the sun of the famous painter Miró who represents Spain. Politicians should concentrate on monitoring, i.e. analysis of the country's reputation in the international community. At the same time, cooperation with the business community and civil society should be developed with a strategy aimed at promotion of creativity, skills and entrepreneurial spirit. This will eventually result with the placement of original, high quality and competitive products and services. Generally, this effort is recognized on the international stage and initiates the establishment of a positive perception of a country.

Regions are also the subject of branding. For instance region of Tuscany is perceived as a quality of life region, Bavaria as an area of high technology and at the same time preserved tradition, Silicon Valley as a developed area of entrepreneurship and innovating efforts in the field of high technologies. In Croatia the region Međimurje is perceived as a developed region of entrepreneurship, but this perception does not have international character. Specific associations are linked with cities. Paris is perceived as city of sun and art, Milan as a center of high fashion, Rome as the eternal city and Rio de Janeiro is associated with carnival festivities. Some time ago the process of branding was initiated for our Adriatic towns. The process has not been finalized although it is evident that branding is not only a marketing tool, but an integrated process connected with many various elements.

#### **4.2. The Importance of Personal Branding**

Every man in everyday life has several social roles such as the role of parent, employee, recreationist or political activist. We will elaborate in more detail personal branding of the workforce, respectively branding in the world of work.

Personal branding in the world of work implies a clear and precise determination of fundamental values. Person branded as a creative person must be aware of the importance of values such as learning, entrepreneurship, knowledge, innovation and team spirit. Raising awareness of fundamental values and transparency of these values is the basis for their improvement. That's why personal branding is not just a marketing value, but it is a process of individual improvement and self-actualization and they are the key components of the human essence.

Conclusion is that fundamental values of the brand and human essence match up, therefore branding is not only an instrument of articulation of personal recognition, but also a method for realization of individual's vision of own reason of being. In our case this is self-actualization and self-affirmation within a business career, which becomes more important for employment,



primarily for employment of young people. Just a few decades ago, managers believed that the most important factor for employees' motivation were financial rewards. Today the situation has changed.

Personal brand of creative persons includes imagination, intuition, passion and dreams as components of their innovativeness and scientific development. The affirmation of these personal characteristics should be continuous and credible. In this way, the commitment to the above mentioned individual characteristics is guaranteed. Self-awareness and self-affirmation is not a static condition, but a condition with a dynamic character which requires adjustment to the new situation, i.e. flexibility which allows continuous change. In other words, a creative person develops where learning and experience are guarantees for the effectiveness of the process. Experimenting in the process of individual development for creative persons is a common practice so rigid and strictly formalized structures are not a stimulating context for their actions. That's why creative person need to have the autonomy of action within a business organization. In this way, their potentials are demonstrated and materialized in new products and services or patents and other forms of intellectual property.

Personal branding process of a creative person must respect the mentioned processes, because they are fundamental components of a person's individuality, i.e. they are recognizable on the labor market. Also, creative persons have to be credible which is confirmed in everyday practical work. In that case personal brand guarantees real personal potential. In such circumstances, personal brand is not a manipulation instrument, i.e. a mere tool of public relations without the real content; it is not the PR spin.

Commitment is one of work engagement characteristics in business organization. It can be realized only with an adequate organizational value system. The culture of dispersion of knowledge and skills, and not strict individualism, favors the constructive work engagement of a creative person. Their branding includes the exchange of knowledge and skills, as well as features that create his entire identity.

The process of branding involves the conscious and the unconscious processes, but not only in the personal brand articulation, but the brand in general. In this context, the role of emotions should be observed, because they are very important in the formation and detection of values (Walvis, 2010). Positive emotions such as devotion, happiness, satisfaction, achievement and empathy provide psychological integrity of a creative person. At the same time, emotions are a stimulator for personal involvement, perseverance and absorption of profiled personal interests, which are important elements of personal brand. Managers recognized the meaning of emotions and they respect and systematically encourage them.

It is obvious that a personal brand represents a mental model which is an important part of a psychological personal integrity. A mental model and a personal brand enable effective communication with colleagues and employers and create the basis for successful human resources management. Thus stated personality i.e. communication in the workplace is contrary with the practice of mass industries where the employees were passive and did not showing their talents and abilities, because managers were not interested in them. Fragmented and automated manufacturing processes were not favorable for the expression of personality.

Creative persons and experts are aware of their talents and potentials that are crucial not only for their personal brand, but also for their development within some business organization. Their unique abilities are developed by learning and permanent analysis of the set objectives and organizational relationships. A strong desire for personal and organizational achievement is a characteristic for them because they are extraordinarily involved. Thereby, creative persons expect that their work is evaluated appropriately. Creative persons and experts are extremely motivated, among other things, because they believe in what they do.

Work engagement of creative persons and experts are supplemented with their flexibility, which is one of the specificities of personal brands of such type of employees. They continuously monitor and analyze structural changes and modifications, as well as challenges that occur in the organizational environment. Strong personal brands have a generally very high level of flexibility. Flexibility is an extremely useful feature in terms of fierce competition and increasingly frequent radical innovation, not only in the economy, but also in other segments of society.

Personal branding is a complex process which requires a systematic approach that ultimately results with a reputation and a positive image of the creative individual. The mentioned status increases the interest of employers to hire these persons and they are often internationally affirmed. An attractive personal brand cannot be achieved without the formulation of individual vision, mission, strategy and short-term policies. It is about individual planning of an own business career and it is about manners of permanent scientific and professional training. Finally, personal planning and strengthening of competencies must enable the expression, i.e. materialization of creative potential.

The unique model of working environments and organizational relationships for maximum utilization of creative persons does not exist. Creative persons are unique and exceptional and they act in specific ways. These are general rules: elimination of hierarchy, openness of communication channels, informality, autonomy and ensuring the removal of repressive measures in a case of any failures, enabling smooth improvement and the freedom of expression on social networks.

Social networks like Twitter, Facebook and LinkedIn are extremely useful communication channels for the affirmation of a personal brand. However, access to social networks is absolutely available, so networks can be misused. Companies need to take care about it with the help of designed strategies (Flynn, 2012). Creative persons must also take this into account, because their personal brand may be the subject of unsubstantiated attacks. Of course, a reversed process is possible which arguably affirms a personal brand

Today, artificial intelligence can greatly contribute to the creation of new added value, but radical innovations will still be maintained as a result of imagination, intuition and creativity of talented individuals. Therefore, branded individuals will use computer technology as a powerful tool to update their creative potentials which includes the use of social networks and other forms of digital communication.

## 5. RESEARCH

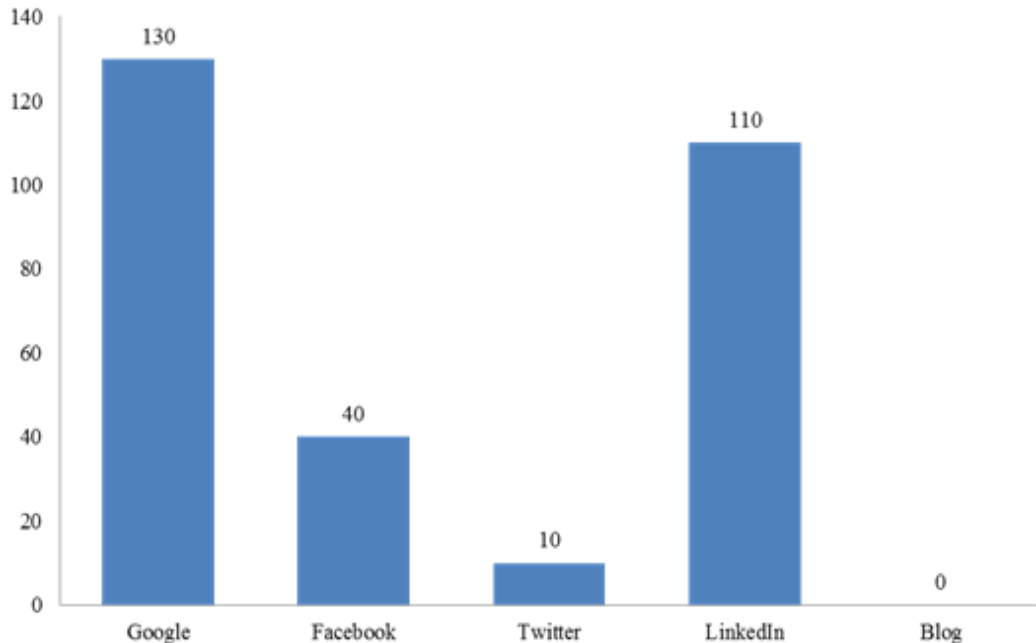
Our goal was to research the current personal branding trends in Croatian market. For that purpose we have created a questionnaire with nine questions about familiarity and application of

personal branding. The questionnaire was posted on internet, and link was sent per e-mail to business partners with the request to answer the questions and to forward the message to potential respondents (snowball sampling). We have received 410 answers.

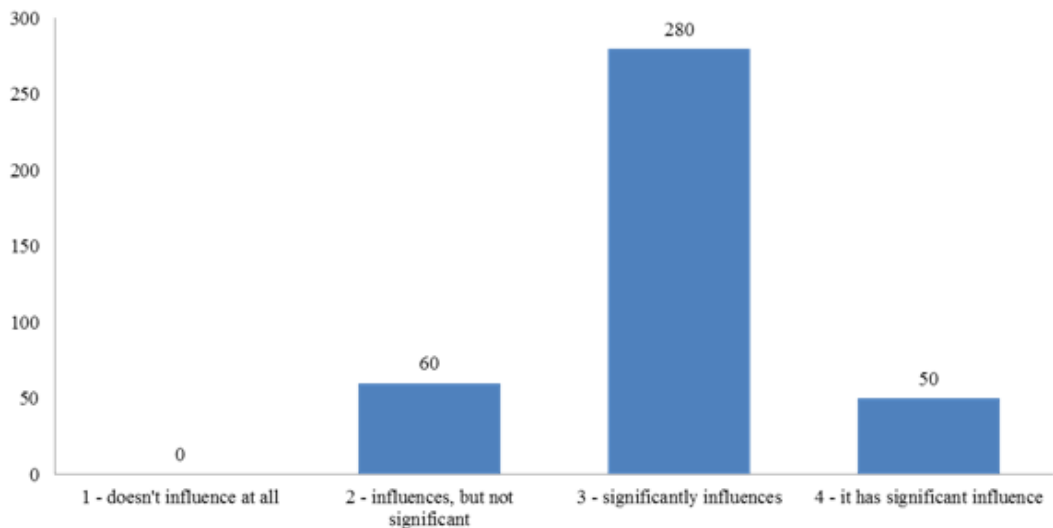
The results show that 79% of respondents have included the personal branding concept in human resources strategy of their companies, and the same respondents percentage (79%) investigate their employees on the internet.

All respondents who check their employees on the internet identified the web sites that they visit, and the results are shown in table 1.

**Table-1.** Answers to the question: “If your answer to previous question was „Yes”, please provide the information what web sites do you visit (possible to choose multiple answers)”



Next questions are focused on job candidates, rather than existing employees. The percentage of companies that check their job candidates on the internet is also 79%, and the results of web sites that they visit is the same as in previous answers, that are shown in table 1. Also, 79% of respondents answered “yes” to the question “Have you ever decided to turn down the candidate because of information about him that you found on the internet?”. This shows the growing trend of checking employees and candidates on the internet, which is a phenomena that is not often discussed in public. The evaluation of the importance of personal branding in the career development is shown in table 2.

**Table-2.** Answers to the question: “With grades from 1 to 4, evaluate how much personal branding influences (positive or negative) on the career development.”

Other results show that almost 80% of respondents take care of their personal brand, which may indicate that individuals who are aware of the importance of their personal brand evaluate other individuals in the same way. Most of the respondents have their profile on Facebook and LinkedIn, but the number of Personal contacts, as one of the ways for creating one's personal brand, also had significant number of answers.

## 6. CONCLUSION

Personal branding is becoming an increasingly important element in the modern market. Branded creative persons enable the generation of new added value in all areas of business. In the creation process of their own image they follow the processes and laws of branding which are used by experts during product, service or certain countries branding. Personal branding is always based on distinctive and above average talents. It is not surprising that the first examples of personal branding can be found in the field of film and music industry. In the last ten years, these processes can be noted in the business segment. The importance of talented and branded individuals in companies is not questionable - they are one of the main drivers in creation of competitive advantages. Characteristics of these individuals, their motivation, knowledge and personal development significantly affect the business. Apart from requiring a special organizational culture, open communication and space for personal development, they stimulate the business inside the organization, as well as on the market. For human resource managers development of personal branding allows easier identification of potential employees. If strategic intention aims at innovativeness, then such individuals are the only logical choice in the selection process. The creativity of these individuals becomes a pivotal component of current and future economic relations, which are today in the phase of fundamental transition.

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