

„THE ‘GOODNESS’ OF MY WORK IS MEASURED BY THE FEEDBACK GIVEN BY MY COLLEAGUES AT THE DIVISIONS...”

**Interview with Péter Tóth, the HR manager and Mónika Fodor,
Communication and Employer Brand Country Manager of Continental
Automotive Hungary Ltd.**

Q: My first question is how you could describe the history of Continental company – its origin and its history in Hungary.

PT: The company is 140 years old so there is a lot of history that I can tell you about. It originally started as a tire manufacturing company in Germany and since the big recession we are doing much more than just tires. Actually, half of our activities come from the automotive side of the company. So we are supplying lots of mineral companies producing oils and they are trying to extract raw material from the earth and they need a lot of conveyor belts and so on. On the other hand Continental is very famous for its winning quality tires not only for passenger cars but also for big trucks as well. And we also provide a lot of products to the trucks like the air springs which are decreasing the noise of trucks. But here in Veszprém we are providing the software for the cars – mainly for the passenger cars – that ensure the safety of the cars. In Hungary Continental is here for 20 years in Veszprém. In Veszprém we started as a manufacturing company of sensors then we got the opportunity to have the global Sensors R&D Centre here so there are two functions operating from Veszprém. We are serving customers here from Veszprém on R&D side for sensor development. It is not the base development. It’s application development but still we have the contact to the customer.

Q: Do you work with Hungarian engineers in this area?

PT: Yes, we are working with Hungarian engineers. We have more than 400 R&D engineers. 100 are working in what we call Passive Safety and Sensorics site which refers to all the passive elements of the car that ensure the safety. Of course this requires sensors that we are producing here in an average of 5 million pieces per year. These sensors can be talk sensors, pedal sensors, engine sensors, wheel sensors which provide the inputs signals to the systems.



Q: So you mean what can be seen at the entrance.

PT: Yes. And what is interesting is that roughly 15 years ago we started to build up another R&D Centre which is software development in automotive industry. And since then last week we celebrated the 300th R&D engineer on board. These guys are supporting the car manufacturers to stabilise their car to ensure the dynamics of the car. It's the customer experience that they want to sell. We have software developers here and we have software development testers. We have a test track where we test the software and we switch off all the security parts of the car and we test the software limits. It's a very dangerous work but it is very interesting. But because of that we also have R&D engineers who develop test systems to help us to avoid using real cars. Moreover, we are developing not just the test systems which do virtual testing but we also develop machines to test the validity of the virtual tests. So it is really high level engineering. Usually when we are talking about the car industry and Continental most of the people think that it is tires. No, especially in Hungary and especially in Veszprém we are automotive but we ensure the dynamics and safety of the cars. In Hungary there is not just this one location there are other six locations which produce every other parts of the palette of the complete Continental world. And as a Continental Group we are the 25th biggest company in Hungary from the employment point of view and the 23rd biggest investor in Hungary as a group.

Q: Where is the Head Office?

PT: It depends which location we are talking about. For Veszprém it is Frankfurt. For Budapest it is Hannover and so on. Continental has that sort of special culture that some parts of the company belong to Hannover. Very briefly, it's basically automotive or tire.

Q: Ok. How was your career at this company?

PT: I joined 4 years ago. And I specially joined because I'm the sort of person who would like to develop people. And to develop people it takes not just one month or two months. It takes longer time 1-2 or 3 years. And in Hungary there are not too many companies who really have that sort of 'thinking ahead structure'. In 2010 I saw a presentation of the planning of

that factory from 2006. It showed that we would like to build a test track. It's a very expensive investment you can imagine. It can be equal to the construction costs of Hungaroring. The top management decided that the construction would take place between 2006 and 2011. By the way there was a world crisis, a financial crisis in the meantime. Still Continental built a test track in Veszprém. So that means they have a plan ahead and they stick to it. And they are conservative enough that whatever happens it can be done. That's why I joined this company 4 years ago. I was selected to be the HR manager of this plant. In 2013 there was a European HR conference where all the HR managers from Europe joined together - nearly 150 people I'm talking about. In Veszprém we have been working on the establishment of a special company culture development program and I won the award of the European HR manager. Our programme won the best practice award. There were ten markets so there was a little bit of competition. In 2014 I was nominated to be the Hungarian HR excellence country project manager which means that we have roughly 200 processes within HR and all of the processes we would like to streamline. Be more efficient, lean and not just cost-wise but we are also focusing on the quality side to provide more quality towards our customers. We are talking about internal stakeholders. My task is to support the 50 heads in Hungary, the HR people to be more efficient and be also good quality service providers. Better than what we have at the moment.

Q: It's great. Could you tell us about the HR management practice of the firm? First of all, about the role of HR in the promotion of the people in the firm and to accelerate or to improve the process of recruitment for the firm.

PT: Let's start with the recruitment. According to my view this company is focusing inside as well as outside. So for the company the recruitment is not just getting people from the outside but also finding the right people to the right position. And therefore for example when we have a newly opened position - just because fluctuation or it is really a new position - we should first look who we have on board already who could do that job. I think it's a very important thing that this is a global requirement within Continental. The second one that if I'm only talking about Veszprém for example because basically I'm a plant HR manager of roughly 2000 people what we are doing here we established together with the R&D community an internal career path. I used to call it career stages because path means it is just one way but the career stage provides you the opportunity to achieve something but if you are not maintaining it, it might happen that you are losing that stage. So we introduced that one roughly two and a half years ago for engineers and we are looking at the opportunity in Veszprém how we can introduce a similar

career stages model for those people who work within the shop floor, so for those people who work on the production line. And we are progressing because we have a lot of positions open at the moment. We have 15 manufacturing or production related job offers and additional 40 for R&D engineers, which is a lot. We will end up somewhere around 100 new employees just in the white collar area we have to fill in. So this is how we think about recruitment. Recruitment is also promotion for those who can provide something. For variable people we have a category system and they can individually change their category level if they fulfil several know-how levels, achievements. For example if they are not only able to operate the machine but do a little bit more. There are several expectations and we are letting them know what these expectations are. So, I would say that from a promotion point of view even there are local systems as well but this is also supported by the business unit or by the division and by the corporation. For example for project managers on the corporate level we have a career model or career path model as well. Also, with the related titles like senior ...something like that.

Q: What kind of challenges can you identify in the recruitment practice in Hungary?

PT: In Hungary? Well, let's face it Veszprém is not the centre of the country and Budapest is strongly competing all the other markets within Hungary, I mean geographically. So, we have drawbacks compared to a recruiter who works in Budapest. We have to find those people who really would like to establish their life in Veszprém which is a country town with clean air. It is much healthier than in Budapest. Those who care about their children and family they consider to move out from Budapest and move to Veszprém because here the air is really clean. Also, those who like to live a more active life and do cycling, running etc. the region is completely designed for them. So, it is an advantage. These are but the perks. The main reasons why R&D specialists should come to work to Veszprém, is because we are offering jobs which are varied and have large scope in terms of their content.. Because you know if you join one of the OMs (Original Equipment Manufacturers) like Audi, Mercedes, Suzuki, Opel etc. they are producing their own palette of products. But we are serving all of them. And we have to know all of them. So, those engineers joining us have the opportunity to learn also Audi, Mercedes, Suzuki and so on and so on. To a certain degree, we provide a sneak peek into their specifications in our daily work which I think is more interesting than just working on one line.

Q: Through which channels can you reach potential employees for you? Is it depending on age for example or...

PT: We have a more complex plan. We identify three target groups because we would like to have a healthy ratio of newcomers, senior people and those people who just started let's say 3 years ago. Because, we also have to train people. For example, for an R&D engineer it takes roughly one year to achieve the cruise level I mean to do their job without any supervision or control. Because there are lots of systems, lots of specifications lots of customer requirements. So, we identify that ratio and according to that we've created several programs for talent groups. Well, I don't know how others look at this but in my opinion the war for talent is over. The talent won. This is kind of a fact. The second one because there is a competition between companies even for electric engineers they are just selecting the offers. They don't really like to be destructed by e-mails they don't really check the job portals they don't really show up on job fairs. Especially those, who work on a daily basis focusing on their work. Therefore the channels I would say that usually companies are using are not worth to use them. We have some other channels. We are creating programs but these are an advantage for the company so I would not really discuss them. What I can tell you about is that for example last year we contacted 1100 target group members so that was a first contact with them – the first personal contact within the last six months – and out of them we have huge contact base we can use further but from the first year we have already hired 11 people. The aim wasn't to hire them, but we hired 11. So, I would say that those people working in HR especially on the recruitment side or talent management side a new era is starting and not all of us are equipped with the right tools. So it has to be figured out.

Q: In what way can you take part in the growing up of education of the potential employees? I think of the university relations.

PT: Yes, we have. To fill up the pipelines with potential candidates we have two contacts. Actually we have two types of contacts. One is with the University of Pannonia. Continental is giving the real life content to it. So the university is providing the facility, the structure of the studies but we are providing the up-to-date content to that. We started I think with 11 students and now we have roughly 20 students per semester applying for that MSc faculty.

Q: Is it called Conti MC?

PT: Everyone calls it Continental MC. But this is just the university level. We also realised that we have a good connection to secondary schools especially technical schools and we already started cooperation with one of them and we just started the Continental Technical Byplan

program or Byplan Academy as we call it and for 12 students we provide the opportunity to come to us to work. And together with the technical school we put together a content program also we involved one of our suppliers called SMC and they provide the know-how of pneumatics and we are working with pneumatics so it makes sense. So, this is a three party cooperation. And we also cooperate with the Ipari Szakközépiskola – this is the name of the secondary technical school we also participate in a kind of a consortium where other companies from Veszprém are also trying to put together a plastic moulding I don't know the proper English name for that additional training but this is a formal accredited program. After that they get the technical certificate they could participate in that semester it is called.

Q: I'm sure you've heard about the dual system in higher education which is originally a German concept. Is there any idea within the firm to take part in it?

PT: Yes. What we are doing at the moment is that we are providing the content from an output point of view. This is very similar to education. Also, we started a discussion with two faculties within university because one of the faculties is the informatics engineering and the other is engineering. But in our daily life a simple R&D engineer should understand both sides and should be able to act using both of these skills. What we are trying to put together is a cooperation between the two faculties and Continental and we are planning to establish a kind of special course where the attendees will come from these two faculties and they will get a special additional certificate in their degree certificate. And this will be a kind of dual education. The framework is still under discussion with the faculties and also the content we are putting together but hopefully we will be ready.

Q: By the way what is your idea, your opinion about the actual performance of the higher education in Hungary? I mean the competencies students get during their education and the practical knowledge and so on.

PT: Let's say it can be improved but there are some universities really trying the new methods of teaching such as project work, organising the projects and even the companies are not providing money they even doing these projects. And there are universities who are waiting for the companies to come and there are some who really don't care about that. And even if companies are knocking on their door they are really focusing on their internal politics or internal fights. And they are not so open to immediately support the idea of a company. And this is not good. The other side whom I met from the university some of them are really

talented but what we are realising is that because we are doing tests also for engineers and I have a feeling that the practical know-how should be improved during the studies and not just for engineers also for HR people. I'm the chairman of the final exam and they learned the books the words itself and sometimes are not able to translate simple situations which is not good. It should not be that way.

Q: Do you have any information about the preferences of the qualified people in Hungary in choosing jobs. What do they prefer when choosing a job?

PT: It's interesting. It depends on which age group you are asking. Last month we had a discussion with one of our suppliers to review employee preferences. It varies. So, what does that mean for a company? 3 even 4 generations are available in the market. Each of them has their own very different expectations towards the company. We need people we cannot focus only on generation Z or Y. So therefore, we have to adapt a culture that fits to those people as well. Surely, we have to incorporate some of their expectations. But for example, security and new project requirements security from generation X and new projects from generation Y it's contradicting because a new project means several uncertainties. In this location in Veszprém we have roughly 30 projects each year. These are things that have been changing the actual product and there are at least 5 per segment so roughly 10 new SOPs (Start of Production) per year which ensures the novelty of the activities. But sure it has a level of uncertainty level which for some people is not fitting. Either we have to make them fitting or we have to adapt ourselves that this can be handled in a good way. So, the expectations of the job seekers are so wide that if we would say that ok we would like to fulfil this one then we would lose immediately lots of good talented people. So, we know the expectations and we are selecting which one we would like to mainly focus on.

Q: Taking into consideration the high competition on the job market how is it possible to keep the best employees?

PT: Make them engaged. This is the only way. And that has a different meaning for different people. One needs higher salary another needs support of accommodation or a fancy mobile phone. Some employees need the freedom to figure out what they want to do and others need promotion and so on. And all of these things we have to provide. With ten of my colleagues here we are working on this very seriously. We are trying to be more lean, which means more efficiency. We make policies and create processes that really focus on efficiency so those

employees who are using these policies or working according to these policies are able to live without too much paperwork or too much consideration of little things. Just let them do what they want to do and that's it. That makes engagement I think.

Q: Ok. My final question is about to say a message for Human Resources Management education. Something about the new trends the best practices in HR nowadays. What part of that are you specifically interested in? What are the most interesting parts?

PT: For me the most interesting part is that HR must use the business language, business terms which we need to understand as well. When we are talking about 'costs' or 'investments' we must understand what they really mean and be able to translate them to HR. For example, what does where is the investment of a new employee? What does that mean from an investment point of view? Is it a cost or an investment? Because I think in Hungary employees or workforce used to be put on the cost lines in the books. Controlling deals with that but what I'm learning since I've been working in HR is that machinery is available in the market. Basically the machinery skills and capabilities are very similar. It's just the matter of money how much you can buy. The processes can be learnt from the automotive industry. These are the most advanced processes ISO and so on and so on. Lean it is also available on the market so you can buy it. Or you can even buy a service: e-mail service or IT service. You can pay salary to an employee but most of the time you cannot be sure that the full potential of employees are capitalised on. So this is a unique asset for a company which I think has not been fully discovered yet. If we are investing let's say EUR 1000 in a person it will pay back even the ROI could be 100 times bigger than the investment.

Q: Do you have a team here for the HR? What kind of specializations do you have?

PT: All of them have an HR degree but we are seeking the opportunities to learn from the other locations in Hungary. Learn from each other and even learn from our external customers because they have some very good ideas and they are continuously telling us what they would like to see. This is what we have to take into consideration and change our daily life, our daily processes according to that.

Q: Ok. Thank you for the interview. It was very inspiring for me.

PT: Thank you very much.



Q: We’ve already conducted an interview with Péter Tóth, the HR manager of Veszprém Continental. Now I would like to continue with the same topic. First, I would like to ask you to introduce yourself.

MF: I’m Mónika Fodor. I work at Continental Automotive Hungary Kft. as a Communication and Employer Brand Country Manager.

Q: Please, give us an overview of the operation of the Continental company in Hungary.

MF: What we need to know about the operation of Continental Hungary Kft. in Hungary is that there are six manufacturing plants and two trading places in Hungary. The manufacturing plants in Veszprém and in Budapest operate within the automotive industry and the plant in Szeged manufactures mainly rubber products such as tubes. Our plant in Nyíregyháza produces rubber tubes as well as air springs. In the Makó and Vác plants cooling and heating systems and rubber tubes for cars are manufactured. So, in Hungary Continental employs close to 6,000 people at 6 different locations and two trading places. As far as the trading places are concerned the one in Budaörs is the most significant because within Hungary this is the centre of tire sale. The other trading place is part of the Szeged plant but it is located in Budapest.

Q: Do trading places involve warehousing?

MF: They don’t just involve warehousing. The trading place in Budaörs involves sales activities and all the supporting marketing activities. There is a separate storage facility in Mosonmagyaróvár. If we look at Continental within Hungary we can see that it has an incredibly broad product portfolio. Most of our products are highly specialised and are used in a wide range of industries. Many people think when they hear the name Continental that it only produces tires. Yet, Continental is in the top three automotive suppliers in the world. In Hungary, for example, our products are used not only in the automotive industry but also in mining and in rail supply industry. Continental manufactures high quality products as well as carries out development activities worldwide.

Q: How did your career develop at Continental?



MF: I don't have a huge career yet because I started working at Continental 6 months ago. I've been working here since October, 2014. My position is brand new so I didn't take it over from a previous manager. I help the work of Dániel Rába, who is the Country Manager of Hungary. I'm responsible for the coordination of communication and employer branding activities. In many aspects it's a special field. On the one hand, special marketing tools and techniques need to be applied. In fact it is a special area within HR marketing. On the other hand, there are many conflicting interests that need to be harmonised in my position. The reason why there are several conflicting interests is because as I've mentioned earlier we have six different locations and two trading places. These different units have different products and target markets. These differences lead to differences in needs in terms of users as well as employees.

Q: Could you tell us a few words about your career before you joined Continental?

MF: Before joining Continental I worked as a lecturer at the Budapest Business School. I can still hold lectures at the Business School because my job at Continental is part time. These two positions complement each other perfectly well so I think it's a very lucky setup. Apart from being a lecturer I had always worked for mainly smaller companies. Earlier I worked for an event organiser company in a similar position. The main task I was required to do was to improve the marketing techniques used by the company and to develop company image. The other area I worked at was marketing research involving advisory tasks at various Hungarian market research firms.

Q: Besides all that you are an associate professor as well.

MF: Yes, I am.

Q: It's an important piece of information. And how come it was you who were chosen for this position?

MF: (Laughs) Probably those involved in the recruitment process should be asked. I think that teaching experience was surely an advantage for this position. Employer branding and

teaching, especially in higher education institutions, are interlocking areas. From that aspect my higher education background and my understanding of students is beneficial. Also, at my first workplace although it was at the not-for-profit sector my tasks were quite similar to my current job. Of course it was less complex and the company wasn't profit-oriented. It was only one organisation with one location whereas here there are several divisions. But the challenge was the same: to create and position brand image and introduce it to the market. So, I have already done earlier – in different organisations – the various elements of everything I need to do here. And in my current position the requirement is to do all my previous jobs and apply all my previous experiences parallel.

Q: Do you know anyone working in the same position in any other company?

MF: Now that I've met many of my colleagues, there are similar positions within the Continental Group. But these positions are in other countries. I have to add here that these coordinator roles have very special place in the organisational structure. In Hungary as I've mentioned it earlier this position is task oriented so employer branding and external communication are my responsibilities. In other countries within the Continental Group this coordinator role is assigned to divisions. There are product divisions and coordination is present at division level. The coordinator roles are more limited there, which means that there are less areas of responsibility compared to my position in Hungary. In other similar positions there is a strong focus on certain subfields for example within HR. Obviously, the reason for these differences is that in those countries this coordinator role has a history and they have more routine in operating this role and this system. As a matter of fact, in Hungary, top managers at Continental first conceived the idea and the need of a uniform communication only a few years ago. It is extremely difficult for companies to recruit workers when the brand value which is how people perceive the company is not equal to the real market value of the brand. After the concept was born there were several years of planning and it wasn't until September last year that the final decision to delegate such a position to Hungary emerged. Then it was followed by the implementation of the Communication and Employer Brand Country Manager position. In a sense the job specification and the process of coordination is being created as a pilot program as we speak. We are continuously monitoring this pilot program to see how coordination should be established.

Q: I would like to explore in our interview whether there is a standardised employer branding at such a highly diversified company like Continental?

MF: I can only hope that there is. Certainly, our intention is to have a standard core. I don't think that employer branding implemented and accomplished in Hungary by Continental has to be completely standardised. Some elements should be standardised but of course some need to be location specific to ensure flexibility. The fundamental aim of Continental in Hungary is to be able to reach certain target groups and show them the real value of our brand. Along the way we need to make sure that a particular target group clearly understands our message and finds our brand values valid. At the same time we also need to take into consideration that the target market of Continental is highly diversified resulting from the diversification of the company itself. So it is impossible to use a standardised form of employer branding in all of our locations. There is a central idea or central value framework or program. In a sense it means central events and promotional material. At the same time each and every location or division has its own external communication and employer branding characteristics. It's just like a service which cannot be standardised to the fullest because some flexibility factors need to be introduced otherwise the system would fail to be responsive. The other thing which is crucial from a communication aspect is to strengthen our presence in the Hungarian media. I think this is the essence and strengths of consolidation. Whenever any of our divisions appear in the media in relation to its developments or any events in relation to employer branding and it communicates how truly diverse Continental is here in Hungary, that it produces equipment used in crude oil refinement, rubber tubes, and electro technical systems for hybrid cars, then with the help of these information our target market can be reached more comprehensively.

Q: I also wanted to ask you in relation to the previous question that how long was your training in this position?

MF: We can't really talk about training because as I said it nobody filled in my position earlier so it couldn't be handed over to me. The great challenge of the task stems from the fact that there hadn't been a beaten track. There hadn't been any run-in-systems. It is just one thing how we call a position but the content and the everyday tasks of the position is another. So, it was a great challenge to form a strategy or a frame which supports the work of those already here. In order to do so it was of paramount importance to familiarise myself with the individual operation systems, which had already been in place and the expectations towards the new country manager. Moreover, I had to figure out how to harmonise my position with the existing systems and practices. Although it was a long learning curve that required a lot of extra energy I don't think it will ever be a finished process. I mean that I don't believe that

if we establish a certain method it can be operated like a production line. There are constant changes like new needs and challenges both on behalf of each division and the market players as well. All of these might lead to constant differences in expectations towards my position so it is important to respond to them. As you can see we can't talk about training in my case. It is much rather something like a learning process I had to go through based on empirical evidence.

Q: But did you have a probation period?

MF: Yes, of course I did. Actually, it was during the probation period that I had to figure out what my job should be like. I also had to become familiar with the operations of the various divisions and the responsibilities of my immediate colleagues. I tried to learn about the most urgent issues the individual divisions face and how to offer solution for these issues at company level. These were my main undertakings and the challenges I had. I had to find ways to reconcile opposing interests so that everyone could identify themselves with the company aims. At the same time it needs to be understood that it is impossible to reach perfect satisfaction for everyone in this process, so compromise is a must.

Q: How exactly is the 'goodness' of your work measured?

MF: The 'goodness' of my work is measured by the feedback given by my colleagues at the divisions. They can tell how efficient my work is, how well I can support their work and what do I add to their work. National media appearances in which Continental is present are also closely watched. It can be called media watch or media analysis. Obviously, the long-term impact of my job is the improvement of Continental as a brand compared to the present state of recognition and the way it is perceived now.

Q: What kinds of challenges do you see in your work?

MF: I think we have partly discussed this. I think establishing coordination in everyday work is the greatest challenge. Forming the concept of how to do this all hasn't been an easy process but the most difficult part will be the realisation of the concept in usual procedure. As it was earlier said the geographical dispersion of the company causes logistical challenges (Nyíregyháza, Makó, Vác, Szeged, Budapest, Budaörs) and the fact that we also receive instructions from Germany is an aggravating factor in terms of coordination. The

Hungarian Continental certainly needs to adjust to instructions coming from Germany. So, the task is not only the reconciliation of opposing interests of divisions in Hungary but also the fulfilment of the expectation of the headquarters in Germany. Moreover, these two need to be brought to common denominator. Other than the logistic challenges, coordination also involves the human factor. It refers to the way one can communicate with others. That includes, for example, how somebody is able to speak one voice with others to make sure that one can shrug off outside pressure. It is not the position which should instruct the divisional managers. Much rather they should feel part of the creative process. Divisional managers should feel that I'm here to support their work and not to control them or replace them. This complex coordination requires great effort both from the human aspect as well as from the time and distance aspect.

Q: Now that you are aware of all these, what would be your message to higher education institutions in the field of economics? What should they pay more attention to in their programs, for example from an HR aspect?

MF: You mean those institutions that teach HR?

Q: Yes. Or any other fields of business. Obviously, now you have split personalities because you work for a company and you are also a lecturer.

MF: Based on my theoretical knowledge I can firmly state that even today theory is overemphasised at universities. That is why I said at the start of the interview that I've found a very lucky setup by working at a company and being able to teach as well. Compared to what I has to study, today's students receive a much more practice oriented body of material but still the market needs different types of knowledge. So, in that sense higher education is unable to meet the requirements of the market. It is obviously a generalised statement about higher education. Of course there are many examples for just the opposite depending on the type of program we are looking at. If we look at engineers within the class of white collar workers – because Continental mostly employs engineers – then we can see that the HR managers often complain about the lack of practical knowledge and experience of engineers. They would need much more intense internship programs in order to be highly competent when starting their first real job. I think it is even more the case in other areas of science such as social sciences and in particular the science of economics. For example, it is hard to imagine that pure theory would be enough to do anything at a company in case of marketing specialists. It would be

inevitable to give more space to practice and I also believe that more intense cooperation would be needed between companies and higher education institutions. Brainstorming could lead to mutually advantageous cooperation both for students and for companies. It would provide added value.

Q: Well, the profit sector should be more accessible too. Higher education in general is conservative and reacts slowly and with rare exceptions the profit sector doesn't really stand in with the higher education institutions in this issue. Continental might be an exception.

MF: Continental is clearly an exception. There are numerous trainee programs advocated by Continental. Through our talent programs we organise competitions aiming at ambitious and highly motivated students. For many years Continental has been playing a dominant role in dual programs in high schools. I have many colleagues who are actively involved in lecturing at universities or teaching in high schools. These people are firmly integrated into educational institutions and they are highly aware of the contents of various educational programs in Hungary. I think that Continental is open and it aspires to the establishment of cooperation with universities in order to extend its dominant role in high schools. Of course, its own interests and needs are also put forward.

Q: Thank you very much for the interview.