

PORTRAITS OF COMPANIES

“I AM NOT GOING TO ATTRACT THE GUESTS
BUT I AM GOING TO TRANSPORT THE PASSENGER
TO HIS/HER ATTRACTION...” -
INTERVIEW WITH DÓRA MIHALOVICS,
MARKETING DIRECTOR OF BAHART

Q: Good day, I am Zoltán Veres, the leader of the Marketing Department at the University of Pannonia and the editor of Pannon Management Review, and I asked you for this conversation to discuss the management problems and the future prospects of your company that can be useful to other business people as well. I kindly ask you to say some words about the history of BAHART.



A: Sure. Lake Balaton Boating Ltd. (or BAHART) is a traditional company that has been functioning in different forms for more than 170 years. Obviously, the 170 years is counted from the ceremonial launching of Kisfaludy steamboat in 1846. Of course, the company has transformed several times so in the past 170 years the Lake Balaton Boating was a hotspot when it cooperated with MAHART (Hungarian Shipping

Company), then the two branches were divided and as sea boating disappeared, the Hungarian boating was detached to cargo-, River Danube and Lake Balaton boating. In 2016 Lake Balaton Boating Ltd. celebrated its 170 jubilee with a well-organized jubilee program sequence and with several commemorations.

In retrospect to the past and the present of the Lake Balaton Boating Ltd., a ferry or a large ship comes to people's mind, but if we take the company into consideration, there are more branches within it and the most common is passenger shipping. Another branch is ferry boating between Szántód and Tihany ports but we deal with other business units as well. BAHART operates 11 sailing ports all around Lake Balaton and we own a campsite either. Moreover, we consider merchandising media surfaces as a complementary branch that has had huge potential financial possibilities in the past few years and smart utilization still must be developed. Furthermore, we own an industrial navy as we provide technical background to build ports and cargo activities. Different local governments and entrepreneurs are among our subcontractors who deal with building operations on the water and we can provide them construction equipment or cargo ships.

If we take into consideration the company's present situation – whether we have a rival, or where we take our position in the labour market, then our ferry service and industrial activities are without opponents as others do not own ferries and navy. On the other hand, we have a branch where we have to compete seriously with other companies; maybe the most outstanding field is in case of the sailing ports. Plenty of sailing ports have been built nowadays – private or investors. The only competitive advantage is that we own 11 ports that mean a chain of ports. It makes the economies of scale possible for instance in client service, rearrangement of resources or the establishment of a new port, in these fields we have advantage but only with smart management. It results that 1/3 of Hungarian renters are our renters.

Q: At Lake Balaton or in the whole country?

A: At Lake Balaton. I am talking about the capacity of Lake Balaton. About 6000 sailing moorages are for rent, 2000 at our ports. There are cases when someone wants to rent for a moorage to a large ship but we have only small moorages, or there are ports with a waiting list. Just to mention Balatonföldvár or Siófok in the south coast that function with 100% utilisation. Naturally, there are ports with vacancy mainly in the north coast that we try to rent and we have to take into consideration the surrounding infrastructure and the supply of service. This is how we choose the territory of priority and investment where the economic environment gives an adequate background to our services.

Q: I guess that is why you must enjoy good relation with the local governments.

A: Yes.

Q: To go back in time, how has the portfolio changed step by step since the establishment of the company?

A: First, the passenger boating activity and the establishment of the ports were the priorities. After that, a need for ferries came into the picture. There were more alternatives, even the idea of a road between the two coasts came up, since the existence of a Roman road basis, and something like a riding way had been proved, between Szántód and Tihanyrév. Obviously, the datum water level, the building of the Sió Channel offered the real boating environment to the lake that shaped its present picture. Great figures played an important role in building ports. For instance Dezső Káli Nagy, who dreamt of port buildings and pier layouts around the Lake that still function and naturally has been transformed or developed. The next large step was ferry boating and we are still in the '60's in retrospection. Those four ferries have been used since then that were built in those times. We should discuss later what the basis of our service development is and what external resources and investments are necessary to make progression. From this time forth the boom of the sailing life started in the '80s.

Q: Why did it boom only in that decade? Why not earlier?

A: For the gentlehood, the entertainment and freedom meant boating or sailing under the Hills of Badacsony in those times. The phenomenon of recreation appeared among the social classes who boomed these popular holiday resorts, in parallel, the need for development and investment raised. Besides, passenger boating started to belong to the public transport and pleasure journey. So, first the ship was used to get from point A to B. Then cruise shipping was realized to be joy and rarity. It became trendy and the participants of these programs were distinctive genteel community.

Seeing these international or national trends, first, we had a social angle that caused a slip in the appearance of touristic customer habits because in socialism there had been different possibilities of holidays. Indisputably, the appearance of central resorts and company campsites caused a very serious change in that era when Lake Balaton Boating Ltd. transferred crowds and bunch of people travelled on the line of Siófok-Füred.

Q: Why is there a narrow range of ship supply at some ports of Lake Balaton?

A: Well, I guess our ship navy park can be a bottleneck of our future progression as I have already mentioned. In the past few years Lake Balaton has been appreciated again without doubt. It is visible not only from the number of our passengers but the statistics of the CSO (Central Statistical Office) and the free time frame results a circumstance that huge amounts of tourists come. According to the foreign policy situation, home tourism has been appreciated, some international destinations have to be avoided and many people prefer travelling inland. We can feel the positive consequence of that as from the last 3 years we can report the increasing number of passengers. Of course, I must emphasize that it does not depend only on the internal circumstance but the result of brand marketing and the content of service, moreover, we can offer a developing supply orientation to the customer needs.

Q: How do you monitor the origin of demand? If someone buys a ticket for boating it is not registered.

A: It is not. Otherwise, we have an obligation to measure passenger satisfaction due to quality management regulation, additionally we get a feedback about the quality of service or human resources and we utilize the results for future development.

It means that about 2000-3000 questionnaires are filled during a season via different service types, e.g. scheduled boating or cruise shipping.

Q: Is it face-to-face or online?

A: Both. Last year it was mixed, previously we made personal interviews but due to the development of technology and the customer activity, we managed to build a basis of followers online who we can count to get feedbacks. However, we endeavour to take into consideration representativeness, so personal guided questionnaires are still indispensable on different routes. We make analysis from these feedbacks every year, which communication and marketing activity was the most effective, how they were informed, which age group was informed from which channel, where we can address them, which of our services was rated the best value for money. Moreover, what is expected to develop can be expressed with comments as well where there is a serious feedback about the condition and capacity of the navy that points beyond the facilities of marketing and other management as serious sources are recommended.

Q: Have you mentioned the whole portfolio?

A: I missed to mention that while surveying the schedule I would not like to label cruise shipping, I would rather call it non-scheduled program ships, as we offer kids', wine-tasting or party boating to completely different generations. 1/3 part of passenger boating is not scheduled but program boating.

Q: Where does the maintenance of the ships take place?

A: The headquarter is located in Siófok where the technologic base, preparations and the compulsory maintenance take place in the out of season period. Actually, it is a current question because the moving of the maintenance park or building a new one have occurred nowadays that would be highly reasonable as the present park is quite out-dated, moreover the technical park should not be in Siófok, the most frequented touristic town that has different touristic development ambitions in the long time planning. For the present, negotiations are still going on about the future plans as it would be an enormous investment that could be implemented with state support.

Q: I would like to change to personal topics. I am interested in your professional path and carrier.



A: If I start with my professional path, I have some past records before BAHART as it is not my first workplace. After receiving my economic degree in tourism (at the University of Pannonia) I immediately found a job at an exclusive 4-star hotel in Siófok. My field of work was mainly sales and serving business groups while I started or continued my economic studies at the University of West Hungary where I took up the international communication specialisation as well. After that I worked at a transport company where primarily I dealt with international relations and international clients. I managed to gain practice in communication that I could apply as a communication expert at PR

department at the Transdanubian Regional Waterworks centred in Siófok. I tasted the contact point of PR and marketing.

I met the communication strategy and the tasks of such a large company that provided a serious professional background so I was ready to get an assignment to fulfil the leading of these tasks independently at BAHART where I have been working since 2015. This year I was asked to work for the company.

Q: How did they know about you?

A: The present vice executive director used to be sales director at the Transdanubian Regional Waterworks and he knew me as a communication expert. Meanwhile, I had a baby and spent 2 years on maternity leave and he found me with an offer that I considered to be a giant challenge.

Q: Did you have a predecessor in this position?

A: Not as a marketing director, as in 2015, when I got here, PR and marketing were separated departments led by different experts. The new management implemented an organization optimization on different fields as well. A 5-year medium term strategy and a vision were built up by BAHART, in parallel with a new organizational structure. BAHART is owned by the local government so changing the organizational structure and tasks must be approved by the management, the board of supervision and the general assembly. This is when I got the PR opportunity, the idea of the marketing director had been initiated and when the general assembly approved it, I was responsible for both PR and marketing departments as a marketing director, full of creative tasks and high concepts. The strategy contained the promotion and the program series of the year 2016 that was the 170th jubilee year and the development of the image and the service supply. I made great efforts in the first year, so the first half of 2016 was the period full of marketing and press communication campaign but retrospectively, we could show amazing results in this field.

Q: Can you say a few words about the hierarchy of the management at the company?

A: Sure. The management contains 5 people, the executive director is Mr. József Koller. Under the strategic and economic vice director, the sales and transport, the technical and the boating and maintenance directory levels takes place and the other fields are subordinated to them.

Q: Is marketing subordinated to the sales department?

A: It belongs to the direct lead of the sales and transport director. Of course, different issues may occur, especially on PR line that is in connection with inside or press communication, in this case there is direct contact with the executive director as he is the subject of interviews. We have already adopted an inner policy we follow.

Q: How many people work at the company?.

A: 300, but during summer season there is redundancy, the yearly employee frame is around 290–300 people.

Q: Do you have support in marketing and PR?

A: I have a team with 5 people, including the PR colleague, the marketing coordinator and a decorator who is responsible for the image and other marketing tasks. We withdraw external services, for instance, we work with graphic and press partners as well.

Q: What kind of marketing services do you purchase?

A: We usually buy advertising surfaces, for instance online, print, public, and electronic or radio. The creative materials are prepared either within doors or by external graphic partners. We have an image guidebook that we follow and we expect the partners to do so. In addition, during event organisation, we buy different services, for example a band or renting a tent, any service that may occur at an event. Besides, we purchase mystery shopping services from external partners to sample our colleagues and our services or we asked for press and media services as well.

Q: How do you solve mystery shopping ethically as it is more and more restricted?

A: Yes, that is right. We decide on the sample field that must contain more categories among our services and represent more types of passengers. The person who performs it makes an evaluation from the ticket buying to the end of the journey on the basis of our evaluation criteria and he/she compares the results from previous years. Then we present them to the employees as well.

Q: Do you give feedback to those who were sampled?

A: Absolutely. I do not like drawing conclusions from one sample as the test purchasers are not the same. So he/she has other evaluation criteria and I am sure that I have different experience during shopping than you, it is hardly comparable.

Q: I am strict.

A: Me too, but, for instance, if I am on holiday, I am not strict with the staff of the hotel as I can feel that while I am relaxing, they are working at the weekend. So my tourism background experience from the past eases my expectations during holiday. We always give feedback after test purchasing, not to a person but on services and the people involving the whole sale procedure but I do not uncover. I may reveal the ship, the port or the date and I provide the chance to analyse or look through the whole report of mystery shopping. This feedback is a report of improving observations in which we raise the attention where the HR can help with satisfying the customer needs on maximum level.

Q: Let's talk about product development plans.

A: Actually, it relates to mystery shopping and satisfaction qualification as we get a lot of feedback about what they miss and what they appreciate in the price of the service they get, what the customer expects. We have diagnosed great changes from the previous years as the customer comes and pays with pleasure, they are less price-sensitive if they feel that they got service content for their money. In our running world, because of the spread of social media, there is an age group who gets on board and the experience and impulse of boating on Lake Balaton is not enough. It is boring, they make selfies, go round and has the feeling "let's get there soon because it is boring". The cruise takes an hour between Siófok and Balatonfüred. We have perceived it and I guess the development of ship parks, to have a panoramic view, air conditioning, buffet service, handicapped facilities, a play corner for children, to have information source can make the cruise more interesting and enjoyable. We have been trying to conceive these little improvements that involve high costs to launch all around Lake Balaton. I am not stating that we have managed to reach the level of service content everywhere I imagined, but we have already launched many innovations that points to the right direction.

One of our most important result is that we can involve regional characters, or external partners who aim to catch the same target group, for example an adventure park as a local attraction. More and more characters have realized that I am not going to attract the guests but I am going to transport the passenger to his/her attraction and make it available. Connecting the two attractions we can give a greater experience to the passenger. There are synergies in it, for instance, we promote different attractions on our ships on the coast, or they have participated in an event at the coast and as an extra, they can have a boat trip as well. With the help of common sale or ticket promotions, discount sales, installations or check points we can give a rich package of experience in the region of Lake Balaton and the target group will return and visit both our attractions. Passenger boating conceals enormous possibilities and many regional characters have recognized that we are not opponents but complementary services in a free time package and the passenger would try both of us, in particular, if they get information and discount as well. We can achieve great results this way.

Ferry boating is a completely different service, it takes from A to B on Lake Balaton, there is no buffet, the journey takes 8 minutes, we have to provide transmissivity. Few people know that ferry service functions all year long, in summer and in winter as well. It is widely considered that “Lake Balaton closes in autumn” but it is not true. Of course, if the Lake is frozen, like in 2017, the ferry was stopped for 51 days but if the ice is 6-7 cm thick, the passengers can use the ferry. There is an increase in the number of ferry passengers in winter comparing to the years 2016, 2015 and 2014. What is more, the routes around Lake Balaton cannot serve the capacity of travellers in summer weekends, so it easier and quicker to use the ferry even if they want to get to Füred or Alsóörs. The fact that more and more people arrive to Lake Balaton has raised the number of our ferry passengers as well. There is a high expectation and need to launch online ticket buying to improve our transmissivity. Part of our story is that the company had such IT defaults in the past 10–20 years, we did not keep the pace, so we had to launch enormous system investments and, by 2017, we managed to introduce ERP system. It is a serious problem as it must be a steady system that serves every branch and we can attach an online ticket buying that fits our ticket buying programme and ERP system so we need several interface contacts. Moreover, in the present economic situation, having seen the 300 billion development resource, timing has a crucial role. If another investment was launched that the system cannot serve, we wouldn't like to spend money in vain, so timing is influenced by circumstances.

Q: You mentioned that service content is in the focus of product development but we did not go into details. I am interested in how you communicate it as you are suppliers. What do you mean by developing service content?

A: As our branches are different services either, I cannot join the product development into one communication channel, since product development means something else in case of ports, ferries and passenger boating. To sum all branches, the conception of product development is to widen the content of services according to customer needs with developing infrastructure or program elements together with the experience becomes rich. For instance, building a grill place at a port, or an electric service station to serve electric boats, providing buffet service with longer working hours that act on the customer needs. If we can pay attention and widen these services continuously, it is service content development in our case.

Q: Do you have any competitors in these services at Lake Balaton?

A: We have serious competitors in passenger boating in bigger ports, like in Siófok, Balatonfüred or Keszthely. Transporting from A to A means that leaving and arriving at the same port, so it is not scheduled. We do have a competitor here since the present market environment makes anyone possible who has a magisterial tested and authorized ship with competent staff to offer service at our ports for a fee. The Hungarian Competition Authority strictly interrogates us whether we give them a fair show. Howsoever, we own all the ports round Lake Balaton we have to count with the presence of the competitors and not to restrict them. I usually say that the image development installed at our ports gives a serious backwash on which they can drift with us.

Q: How much do they pay for it?

A: Obviously, they pay for the compulsory fee. Our communication messages and strategy decided to achieve that if someone comes to Lake Balaton, he/she should think “while I am here, I’ll get on board”. We will not say from which port on which boat, we will not blame anyone to choose amongst opportunities, we just want to plant in their minds: Lake Balaton = boating. The customer will interpret the message, whichever port, whichever service he/she likes. And if it is not ours but the competitor’s, it does not matter, the customer is not interested if it is a BAHART boat or not.

What we can do is to differentiate ourselves: the tradition, the quality service and our human resource. I did not mean to qualify the competitors. We will not bargain with the passengers, we have fixed announced prices. While a self-employed may say, let's make a deal. BAHART has no chance to say that as it would be a vulnerable surface. We have 60 cashiers who sell the tickets for the same price so we try to build up a trustworthy picture and overcome this competitive situation.

Q: You have mentioned to develop the image of the company, what fields did you mean by that?

A: The zero step of developing the company's image was that we started to launch the services that everyone identifies with BAHART. When someone walked to the port of Balatonmárfürdő to check when the next ship leaves, it was not written that 'by Lake Balaton Boating Ltd.' or our company's name wasn't presented by any of the campsites. Firstly, we tried to create an obvious and unified image to the external customers and to represent an up-to-date trend on which we could build our communication and marketing campaign. It meant that we equipped all the ports, passenger boats, ferries and sailing ports with our logo, image colours, motifs, images, and signs. At the same time we unified all our publications as well to show the elements of the company. An image guide and a codex were devised that contains starting from the elements, colours, letters, images to inner communication we have to use via e-mail like signatures, letter writing or giving a certificate. We aimed to use the same image components everywhere. Now we achieved to meet the BAHART colour code, ads, products and gifts with our logo at our scenes. The same elements appear on our print, online, electronic adverts and social networks.

Q: Did you make an image test before branding?

A: About the needs?

Q: About how the public sees the company.

A: We had a survey that contained some official, professional and press feedback from the external side. From the internal side, we asked our co-workers as well. In the satisfaction survey we were interested in the following question: "Do you know what BAHART means?" and as it turned out there was confusion in people.

Q: What percentage does BAHART brand have?

A: I can send this data later, we have just made a survey in connection with online ticket buying and it was one of the questions; ‘Do you know what BAHART is?’. A lot of people confuse us with MAHART that has a socialist image in the heads.

Q: Is the company clearly for profit? What is the ownership background?

A: It is owned by 21 local governments.

Q: But profit-orientated.

A: Yes, and financial result-orientated by all means. We have achieved great results in the last 2 years due to the new management, the partners and the local governments as it is not earnings per share but developing the company so they are willing to plough back the money and the results. That is the reason why we could pursue grant investments lately. During the two years the BAHART reached almost 1.5 billion source, own capital investment that means it is the boundary of efficiency, it cannot be continued in long term. That is why the executive manager usually says: it is inevitable to inject fund if the expectation is so high in services and passenger or ferry boating. Be it fund raising from the local governments or state fund sourcing. I don’t know how well-known the present situation is but we look forward when the named sources may arrive to BAHART and what effect the arrival will have on the ownership structure. It came up that on the other side of fund injection, the state ownership participates in the process. I have no other information about that but it can affect the fate of development. By all means, if state or local government ownership change may happen, it can cause optimism and give a great opportunity to BAHART, even a historic chance to get new ships or develop ports that allow an absolutely different dimension of progression that cannot be achieved from own source.

Q: The last topic to discuss is the relationship of management and marketing. I am interested in the division of labour between the top management and marketing. How does it work in practice?

A: The unhidden aim was that marketing must be a leading sector in the re-positioning of the company. The improvement of inner communication channels, the external image development have been going on simultaneously. In the first period we had a very interactive daily communication and still we do have it in the first phase of planning and evolving. But I guess nowadays things happen more independently.

Every year a marketing plan is made that is approved by the executive director after the sales director has signed or validated it. The marketing leader prepares the plan that includes the resources for the whole year, how much it will cost, what we want to achieve and the complete program in details. All the company events, campaigns, marketing actions, seasonal marketing activity, and strategy of social network are presented in the plan. The returning question is, what do you do in winters? If there is no boating, what are you doing? Of course, what we want to achieve during the whole year, we have to plan for that period. The general assembly accepts the budget of the company, so I have to know at the end of the year how much and what for I would like to spend.

Q: Is there a marketing control to measure the marketing activity?

A: Yes, there is. A colleague from the inner controlling department makes us different analyses and statements for request. I guess we have the proper applications and technology, now that we have the inner ERP system and we can localize the indicators where we can measure but there is a continuous feedback that concerns the management of different branches. Sometimes we put in a mini survey, a mini inner measurement system that gives us an immediate feedback about the current campaign. From this point of view, I welcome the online headway because it makes the most measurable marketing activity possible. The number of likes is visible.

Q: Is your work measured this way as well?

A: Yes, it is. But not only numerical results count. I will receive my financial bonus if certain projects and values have been achieved, for instance, monitoring the media release, our media activity, and the number of publications. Certainly, it wouldn't be fair if someone's indicator was the number of passengers but we want to show increase in the number of target groups on whom we put great emphasis and campaign as well, it is a serious index for us.

Q: Is there a growing pressure in the strategy to develop?

A: At the present, yes, there is. In the first two years of the 5-year long strategy there was a huge growing expectation or prognosis that we have just accomplished and it still has a slightly increasing tendency.

Q: Once it will impregnate as Lake Balaton is limited.

A: At the moment our capacity is limited as well. As I told you, this is our navy, we cannot count with more passengers.

Q: I guess you will develop it.

A: We really trust that if the resources arrive we will expend to broaden our navy in the frame of developing Lake Balaton. In 2018, if I get on board I would like to find a buffet and an air conditioner but we still own some ships that we cannot use. We need its capacity but they do not meet the expectations.

Q: Do you involve marketing in the management meetings?

A: In the top management meetings?

Q: Yes.

A: The top management meetings are held with the various departments periodically, so the management member, responsible for marketing is the sales director, asks for the department reports and if there is an issue to decide on, he/she brings it to the management immediately. Anyway, we hold a meeting weekly in which the sales director, the passenger boating director, the port director and I participate, so everyone knows about everyone's status, we can help each other and won't miss any information.

Q: Is customer complaint management a separated department, or where does it belong to?

A: The passenger boating and port directors handle transport complaints. We have our inner systems for that and in some special cases, mainly the sailing branch, the given department leader is responsible to handle complaints. Of course, if the press is involved, then the marketing department will come in either.

Q: Is the efficiency of complaint handling measured?

A: As much as we can but it is not easy to measure the efficiency. Knowing the customer, if the complaint is made, then getting the answer is the end of it, even if he/she is satisfied with it or not. It was irresponsible to think that with writing the reply we have solved the problem. If the complaint is technical or we have to substitute something, we deal with it as fast as we can.

Q: What kind of challenges do you think the management seems to have in the near future?

A: I have already mentioned the five-year strategy during the interview. We have calculated with the fund injection from the local government as the planned development will be achieved with the supports that have already been delayed but we can follow the strategy with that. The greater danger is if the fund does not arrive. In that case, it would constraint the development because we could not achieve our aims from our own sources and it would affect the results as well. We would not like to overthink but I guess risk is in human resources either. We have to face the fact that we cannot be competitive with the market wages. For example, the risky factor is the captain who navigates and maintains the ship. It is a very special profession that requires an official exam and educational regulations. The education can be fulfilled in Budapest so we have no supply in long term. Moreover, a high percentage of our captain fleet is going to retire at the same time. We have to take into consideration our captain supply now, because the fresh captains are not qualified enough right after finishing school because a very serious internship is specified. Consequently, years of shipping must be performed to step forward. I consider it to be a serious risk. Especially, when we receive financial frame for purchasing new fleet but who will sail them?

Q: Returning to the wage restraint, why cannot a for-profit company provide competitive wages?

A: A serious wage increase has been going on in the past 3 years at the company. We had to make up a wage strategy as the level of wage tension and anomaly were very high and the wage difference between the employee groups was groundlessly deep according to the external analysis we involved in the process. In the last 2-3 years we have been trying to level the digression. The wage increase has been different in certain groups.

Q: Is there an external wage control?

A: No, there isn't. We have internal wage control but the authority system, the management, the supervisory committee and the general assembly must approve the wage plan. The efforts of the last two years made the launch of the bonus system, the cafeteria and the 13th month salary possible with introducing the new management. I guess we did our best in this frame system. Obviously, we had to close up in the minimum wages and our whole inner wage system based on qualification, for example. The HR manager had great challenges to be able to remain within the barriers of the wage frame.

Q: How much is your default comparing to the market average wage standard? Or is it a business secret?

A: I cannot tell you any percentage. I can tell you certain employment heads from which everyone will understand why we are not on the same level. For instance, a ticket cashier doesn't have the same salary as a cashier working in the food chain industry. The wage of the previously mentioned job has been increased significantly in the market labour and our cashiers work only in the high season but we employ and pay them during the whole year. Obviously, variable pay is paid for the high season. We hardly can keep the pace, it is a crucial occupation.

Or the sailor/navigator. Undoubtedly, if a sailor or an engine room artificer, who are not the most highly placed people, undertake jobs on an international ship on the River Danube, or the sea, they will earn three times more than at home. The other point of view is that workers undertaking jobs abroad cannot go home to the family at the end of the day. Of course, it depends on different personalities who will take the risk, usually the youth, who would be our supply. They leave for a few years and say, 'I have no family and I don't come home until I collect some money', it is a very significant tendency.

Q: Is there a concept of wage development? How can you break out of it?

A: I think we cannot break out of it. I can imagine two possibilities: one, the pace of the gradual close up will improve and the general assembly and other authorities will accept that the new resources should not be spent on buying a new machine or on renewal but on this field. Two, if state ownership may happen, a serious improvement can affect the wage system.

Q: OK. Thank you very much. I think we managed to discuss many topics and I have learnt a lot from them. It was really interesting. I wish you and the company good luck in the future.

A: Thank you!

