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## **TRAINING STRATEGY IN ROMANIAN AND MULTINATIONAL COMPANIES**

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**Abstract:**

*Training is a planned process to change attitudes, knowledge and behaviors through experience gained through study in order to get optimal performance in a frame or range of business activities. In this system, is to develop individual skills to meet workforce needs, present and future organizations. Through efficient on-one training program is aimed at: Improving individual performance, team and organization in terms of quality, speed and overall productivity; Improved operational flexibility by extending the range of qualifications held by employees; Reduced recruitment costs through retraining; Attracting quality employees by offering them training and development opportunities, raising their level of competence and skill area, making it possible to achieve a greater satisfaction in work; Increasing interest by encouraging their employees to identify with the task and organizational goals; Developing a positive culture in the framework of the organization; Reduce accidents by training workers in the field of labor; Creating a more receptive attitude to change, giving people the knowledge and skills they need to cope with new situations; Ensure maximum quality customer service. Given all these benefits, training should not be considered a luxury but a necessity. His goal is to help the organization achieve its goals by adding value to its key resource: the employees.*

**Keywords:** training strategy, employees, training companies, budget

### **1. Role of training in support of companies re-branding**

Re-branding, present in more and more companies to be felt a more consistent process must be supported by training specific for the new identity.

Bridge between the company and the customer (final destination of the rebranding) are represented by new products and the message that promotes. These bridges are supported by the entire company staff, which normally should understand the entire process of change, new concept and especially its new identity. All these things get better consistency in training defined, which will follow the adoption of a new attitude staff comply with the proposed change. If a re-branding, it established a training plan and a strategic approach to staff, which start from the departmental and get up to the company, or reverse, in Depending on the type of re-branding..

Another important thing in re-branding is a contraction Foreign companies that understand the concept and to help integration him. Change from within the same staff is much harder achieved for the level of objectivity can be lower. What are the selection criteria of a quality training to ensure the success of the re-branding?

A quality training must:

- λ training to meet the needs of the client company that they deal with
- λ be clearly definite training objective
- λ target group to be identified and adequate numbers of participants
- λ customer expectations to be negotiated with the trainer
- λ be established: the development period and the number of days evnimente distance to key company
- λ be determined location and size that occur in space training
- λ training design to be built according to the targets so course, and depending on the experience of participants in trainings or other similar
- λ support course be adapted to contain the client area updated information on the market

The training is a part of supporting the re-branding! Another part, equally important is represented by made to support organizational consulting and management changes that occur in the organizational culture, following use in a positive sense of the effects felt in the company. The success of a process as complex as re-branding can be achieved by giving adequate consideration to the human component and by using quality tools.

## **2. Professional training must be filled with training in company**

Employers' dissatisfaction about the level of experience and expertise of young people is not new - the debate is in vogue since the early economic effervescent 2006-2008, when wage demands and mobility of young people into the labor market unbalanced budgets, human resource companies.

Solution? Partnership between universities and companies, through which students can do internships in organizations and to gain work experience.

"There is demand from the private sector to provide students the opportunity to practice within companies during their studies. I talked with ambassadors exposing the intentions of the investors in Romania by forming partnerships with universities, "said Education Minister Daniel Funeriu.

Vocational training should be completed with the training offered by the company. For example, an IT company would want a young employee to be able to produce or understand first some systems, but this is not possible. The university has

to teach the young to realize their system and have the ability to learn commands quickly

### **3. In crisis and dismissal, the companies continue to train the employees**

Nine out of ten companies have trained employees earlier this year, in one form or another, appears in the "Barometer of human resources market in Romania", conducted by HR Club Association. For most of ordinary employees, the figure seems completely unrealistic, but one explanation is that 86.2% of respondents say the most common method of training is internal training.

As you recognize, even those from human resources, internal training when the boss calls and explains where the subordinate's wrong and what should I do to make their work more efficient. On the other hand, the revenues of the largest training companies in Romania have increased, almost without exception, in 2010, although not significant margin (10% -15%).

As Andrel Gosu said, general manager of the local training company, Ascendis, "Compared with 2008 and 2009 the share of technical programs, aligned with clear business objectives, such as Performance Management or Managing the Process. "

### **4. Training for employees, required**

Employee training period, which until now only offered as a bonus by the employer, will become mandatory in terms that employers are becoming more selective and more "careful" with budgets for salaries.

The relationship between employer and employee will change from now, meaning that employees will not be able to wax unreasonably high salaries and job training will be on the list of duties, according to a study by consulting firm Accelera .

And the attitude of employees is about to undergo a major change, given that in the areas of providing services and products will no longer tolerate employees who conduct the "scare" customers.

But no change of attitude is not enough, employees are forced to find well-trained and professional speaking.

Romanians will have to come to work and learn more jealous to keep their job or find a new one. From the employers expect more help and better communication.

## **NEW SOLUTIONS FOR THE PROMOTION OF TRAINING**

Training in Social Media . Companies Of Romania



Very few companies know how to use social media, usually only to promote trainings or events to be held, after which the communication is terminated, or reduced to posting blog entries.

Almost no company has sustained activity counted on all platforms, many of them resumed at 1, 2 channels.

However, few companies want to exemplify that promotes training through "social media" in Romania:

- Marketeer
- AS Training
- Extreme Training
- Codecs
- AXA Consulting

Social Media training market in Romania is in the beginning, in which companies generally only tatoneaza land and evaluates the opportunities and benefits it can provide social networks and the web.

#### BLOGS OF TRAINERS

Lately, more and more blogs appear trainers, which is promoted through training services provided by each.

Examples of blogs:

- Violeta Loredana Pascal- PRWave
- Andreea Marc- Training.Relații publice
- Iulian Olariu- People development and training

Sites that offer sets of tools for assessment and continuous development of trainings, which will contribute to the success of a company:

- Training Reviews
- Photo Gallery

Reviews section contains reviews of the trainings conducted by staff members specially trained in this regard but the present as participants and also offers the possibility to express the viewpoint of users who want to contribute to the promotion of post-event rate.

The Gallery section provides space trainers / training companies for posting photos relevant to the course description and creating a picture of it. Immediate and permanent benefits of using tools:

A) the relationship with the customer:

- is covered by a potential participant in the training needs that can find summary information about the course in addition to wishing to participate and opinions of those who participated in previous
- is avoided mismatch between student expectations and course offer
- provides an interactive relationship with the participant, involvement, and providing real feedback to it.

B) in promoting the course and / or company training:

- increase your business needs and responding to real demand on the Romanian market training
- improving the market's brand awarness training
- a new segment of customer loyalty
- getting support and competitive advantage of a blog that has a traffic clinching the training market
- targeted traffic
- provide post-event-promotion (very little side exploited the training market in Romania)

## **5. How to choose the right training**

Representatives of companies in the field say that the choice of training should be closely linked to employee skills development. And the people skills of the team should be linked to business objectives. Do not send employees to a training that is in fashion "or want to motivate them, but because they want to bring business value. Eugen Dragomir, Director of Sales, Marketing, Codecs, listing a series of situations that occur in the companies and lead to a training choice.

The first is related to the fact that people want to participate in decisions affecting them, to be informed, to feel a motivation and a membership organization to which they belong. If managers do not know how to pursue a coherent leadership, these things can not happen. The second is related to the sales divisions which must be as efficient. Employees of these departments can not just sell a product, but have the ability to bind partnership relationships with contacts within client organizations.

Another situation is related to the emergence of more and more projects within an organization. So is there a need to have competent employees with project management. What was the fourth reason is related to the desire of managers to

achieve high performance through team work and making work teams to better achieve the objectives.

For these situations, problems can be solved by sending a training anagajatilor fit. But before choosing such a program, representatives of the industry recommends you to answer a series of questions:

- Why you need a training program?
- What do you want to change as a result of the training program?
- Want to change or improve certain skills or want to determine a change of attitude?
- What powers should have the employees to achieve business objectives?
- Who are the people in the company who should possess the competencies identified?
- How best can be taught these skills? (observation, reflection, experiential etc.)
- What results you expect from this training?
- How will follow-up program of this training program?

#### Selection criteria

An important selection criterion in choosing a training is related to the length of time that takes place. Most companies can not afford to pull people in their daily work over several days. Typically, a man should be given training about eight to ten days per year. But there are many organizations that do offer only three days a year.

#### Timing

Experts in the field say no favorable or less favorable moments in life when a company would be good to send a training team.

#### The most wanted trainings

The required courses are related to the training of managerial skills (communication, performance management, leadership, motivation, delegation, team management, personnel management or time management). Next is training for skills training sales staff, the project management related courses and activities and team development.

### **6. Motivating employees through creative training sites**

Employees must not only prove of creativity and motivation to carry out their daily professional activities for your company, HR experts say. Even managers need to engage directly in their professional training, and a touch of creativity in trainings offered can only capture the attention of the employees and motivate them to implement the things learned. Everyone should benefit from training. Each new employee must have come part of a well structured training during a week in almost all areas in which they are to take responsibility.

Even for employees who are of a longer period of time in the company, can provide training courses in various areas, so that they develop in other directions than

before. In the training of future leaders, Disney uses video projections and actual pictures to illustrate events that can be taken as a model of leadership is not limited to name a leadership values set in the '60s.

#### Digital version

If the company requires a large number of new employees and can not keep up with training sites to be offered or if a course may not contain all the information they need to recruit people, you can invest in implementing an online system to provide them with necessary support in this early period.

#### VIDEO GAMES, IDEAL TRAINING FOR EMPLOYEES

Considered a long time just entertainment, video games may prove extremely useful method for training employees in your company, motivating them and helping them to learn as much in a fun way.

Employees who learn to perform certain job tasks with video games are much better and retain information more easily than those who learn in ways that do not involve interactivity, passive environments, according to a study at the University of Colorado.

The studies on almost 6,400 employees, found that those who use video games to learn their level of knowledge on average 11% higher than others, a higher level of skills and retain information by 14% 9% quickly and efficiently than other employees. It seems that the best trainings are those involving the employee, not only gives instructions and video game companies are already producing portfolios of fun and useful applications that can teach employees to do their jobs faster and more efficiently.

For example, an ice cream vending company that lost huge sums for employees put too much ice cream to each cup of a video game created specifically for employees. After training, the problem has been solved successfully. Another company started to develop a game that will teach employees how to pour the perfect glass of beer: they lose points if you touch the glass with beer tap, so that may be contaminated. But most video games are often used in the United States Department of Defense, where soldiers and rescue teams to participate in simulated exercises on natural disasters.

#### TRAINING Employeeship, adapted to each company

The most creative training companies voted for edu-Business Award competition, organizational behavior course was proposed by the company TMI Romania. Company Director, Octavian Pantis, described the training as one of the most flexible in the Romanian market, given that each customer will be a customized version of the course.

Edu Business Award winners, the most creative section of the training program, TMI Romania, implemented a training program called Employeeship. This course is designed to help employees who fail to find a balance within the company

they work for. Octavian Pantis, Managing Director of TMI, said that training is one that "teaches employees how to behave, so as to win him, but the company". The course is a flexible concept, which adapts according to politics and culture of each company. To do this, TMI uses a study tool that we apply to each client company, called "Energy Meter". This method is represented by a questionnaire, whereby both management companies and employees aware of company needs and objectives. Analysis performed by this tool are the three qualities of an ideal employee, in the opinion of TMI, which are the responsibility, loyalty and initiative.

Among those who used the company's training Employeeship TMI Romania include companies like Philip Morris, Vodafone, Kraft or Titan Mar - MARMOSIM. Each of them resorting to this course annually, either for training new employees or to evaluate the old ones. With Vodafone, TMI cooperating since the summer of 2003, when they have implemented the mutual understanding of the managers and employees

#### **Quorum TRAINING PROGRAM**

European Institute for Participatory Democracy - quorum is a non-governmental organization dedicated to stimulate citizen participation and social partners in the process of policy formulation at national and European level.

Employees of the business, those in public institutions, journalists, students and those working in nongovernmental organizations interested in European decision-making process are invited to join the training program organized by the European Institute for Participatory Democracy - quorum entitled "Learn how to actively interact European decision-actors. "

It is structured in two modules that will be held in Bucharest and in Brussels in March. The program is presented and theoretical concepts, but the focus is mainly on practical component.

Callers are professionals of different nationalities with extensive experience in the functioning of European institutions. The program will be held in Romanian and English, participants must have average knowledge of English.

#### **Personalized training**

Customized training is the optimal formula to put in direct specific training needs of employees with the company's current needs. Customized training sessions are organized only at the request of a company for a group of minimum 6 participants. Sample skills framework could be developed (results):

- \* Ability to make appropriate decisions;
- \* To acquire knowledge in the management priorities;
- \* To acquire managerial skills;
- \* Will know how to delegate tasks;
- \* Will know how to do a real analysis of cost vs. benefit;
- \* Will understand the concept of teamwork and the role each team member;
- \* To realize the type of management you need to apply it depending on the situation;

- \* The ability to differentiate management leadership;
- \* To acquire leadership skills;
- \* Ability to make appropriate decisions;
- \* To acquire knowledge and skills in management priorities;
- \* To discover consumer needs;
- \* Use appropriate sales style, adapted to each situation;
- \* Identification of appropriate style, depending on the seller's talent;
- \* Professional approach to sales;
- \* Active communication with clients;
- \* Emphasize product benefits;
- \* Ending a more profitable sales: in particular win-win;
- \* Regret postachizitionare prevention tactics;
- \* Avoid the pitfalls of large buyers;
- \* Knowledge of sales negotiation tactics;
- \* Selling the phone (if applicable);
- \* Negotiating techniques;
- \* Ability to convey effective verbal and nonverbal messages;
- \* Increasing the capacity of communication and negotiation;
- \* Negotiation preparation;
- \* Ability to understand trends negotiating partner;
- \* The ability to differentiate the handling of misinformation;
- \* Learning the techniques of effective communication
- \* Focusing on team goals actions;
- \* Assimilation performance and quality as the team's values;
- \* Assuming responsibilities;
- \* Elements of team building;
- \* Managing conflict within the team;
- \* Communication and trust among team members;
- \* In the sense orientation under natural abilities;
- \* Remotivare motivation within the team;
- \* Increased resistance to stress;
- \* Communication techniques;
- \* Increasing the capacity of communication;
- \* Improving verbal and nonverbal communication skills;
- \* The ability to decode verbal and nonverbal messages sent by the partners;
- \* Ability to understand trends negotiating partner;

## **7. Allocated budgets for training by companies**

Due to financial crisis, more than three-quarters of companies have reduced their training budgets by 30% - 40% compared to last year, preferring to focus on improving the internal and online.

Companies have reduced the budgets for team building and motivational courses. More than half of the Romanian companies have agreed to give up the training now, hoping this will save thousands or allows them to direct resources to maintain employment and alleviate the consequences of the current economic period.

In crisis conditions, keeping employees and improve their results have become a priority so that a large proportion of companies have tried to revise the strategy for training of employees.

This will lead to a sort of training firms in the market, the pressure from competition and bargaining power of customers on price-per-day course, on the other hand the diversity and flexibility of the portfolio of topics on which training firms it will take.

#### **ONLY 10% OF COMPANIES allocate over EUR 1,000 FOR PREPARING AN EMPLOYEE**

A third of firms spend less on the domestic market of 200 euros for a single employee training and only one company in ten spend over 1,000 euros, according to a study by research firm Millward Brown Daedalus.

According to the study, more than one company in five has a budget of human resources for over 50,000 euros and a three-allocate amounts between 10,000 and 30,000 euros. Meanwhile, one in five companies cut their training budgets in 2010 and almost 30% of companies have cut the amounts allocated to recruitment.

The survey shows that the most used methods of training employees have been training and e-learning platforms.

Most employers in the local market (86%) are internal training and nearly 70% of these companies are turning to specialized training.

#### **ENVIRONMENTAL BUDGET FOR TRAINING IN ROMANIA IS 200 euros per employee**

Companies in Romania and intends to staff training budgets but they are in 2010, is 4-5 times lower than they were earlier this decade in Western countries such as USA and UK.

HR Club Daedalus Millward Brown conducted in 2010, a study on a sample of 200 general managers and human resource managers in Romania, reviewing the human resources market in 2010 compared with 2009.

According to the study, one third of respondents stated that the budget for training per employee is less than 200 euros. Among the most used methods The study found one third of respondents stated that the budget for training per employee is less than 200 euros. Among the most used method of employee training remains the training internally (86.2%) and the external training (66.6%), an important place and returning e-learning platforms (40.1%). MBA programs are a way of developing small staff, only 11.9% of respondent companies investing in such programs.

## KRAFT FOODS COMPANY OF ALLOCATION OF 120 000 EURO FOR TRAINING EMPLOYEES IN THE YEAR 2010

Succession Plan aims to support career development and talent in the organization, but at the same time, staffing requirements, ensuring business in coming years, say company representatives.

The company has allocated 120,000 euros for training employees, the amount allocated this year. Training budgets have kept the same value in the years 2009 and 2010. Average budget for training varies between 500 and 5,000 euros per employee.

## FORD promise 15,000 FOR EACH EMPLOYEE TRAINING in Craiova

In 2008 , Romanian State promised to Ford factory the sum of 57 million euros from zero training required of employees. Money is an allocation of almost 15,000 euros for each employee. Auto industry officials claimed that this amount would suffice for the training team from scratch has 3,900 employees working at that time in Craiova. "The amounts are sufficient to cover the training of people who have never worked in the field, but sometimes it is easier to get people to instruct us than those who have worked at Daewoo, said industry representatives. Sources close to negotiations between the government and Ford claimed that Americans have come up with a training plan with hundreds of points for each employee, mainly for the 3,900 employees who were already in the factory. Detailed training plan for 2008-2013.

In Romania, no other company has received from the state a similar amount for employee training.

In Europe, large companies such as Volvo, have benefited from opening new factories, state aid for training workers, which did not pass 10 million.

## 8. Conclusion

If training was ever a fashion, now I think it's becoming less fashionable and becoming more of a need. Our experience shows that in terms of products and services that are very close competitors - price, quality, interest rates, accessibility, etc.. - Especially in certain industries, rather differentiation comes from the human - behavior, attitudes and skills of employees.

In the long term will attract companies that win the most suitable people, I retain the best and ensure that they are better than ever. And one of the tools used most often to increase the performance of people is focused on short-term training needs relatively accurate.

These things are understood by more companies and the reality shows that investments in training volume starts to rise.

The last four years have seen two things: first, the category with the largest increase investment in training is a private Romanian company business. Here it is rather a quantitative growth, such as "before I did, maybe it's time, let's start." It is a good sign, and many companies, according to the chosen training partner had positive experiences.

Second, multinationals category, with strong practices in this area, is ready to provide training partners Romanians trust more complex programs or top people who until recently were made either abroad or with training partners and foreign consultants. From this perspective we can say that the training market in Romania is also a qualitative leap in the segment of multinational companies.

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