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## Required skills and abilities of facility manager on strategic level of managing in Slovak companies

**Abstract:** Facility management is in the conditions of Slovak companies, despite significant progress, still in the phase of finding its importance and comprehensive utilization. In the practice has still not achieved the position, what it holds from the terms of the benefits, which can offer within the coordination of the management system of supporting business processes. The basic precondition for the successful use is the definition of job position for facility manager. The purpose of this paper is to present the importance of facility management in the context of job position for facility manager at the strategic level of management with a proposal of workplace description and specification of the requirements for this work place. Because many Slovaks businesses still have not processed materials for job position of the facility manager, the present suggestions, due to the growth of interest in the use of facility management, may be helpful for successful progress in this field of management.

**Keywords:** Facility Management; Facility Manager; Requirements

**JEL Classification:** M10, M19

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### Необхідні навички та здібності керівника стратегічного рівня управління у словацьких компаніях

**Анотація.** Рівень організації виробництва у словацьких компаніях, незважаючи на значний прогрес, усе ще перебуває у стадії пошуку його ролі та механізмів комплексного застосування. На практиці дотепер не усвідомлені переваги, які може запропонувати координація системи управління і підтримки бізнес-процесів. Основною передумовою успішного використання цього зв'язку є визначення вимог до посади керівника організації. Багато підприємств Словаччини й досі не виробили необхідних вимог для людей, котрі обіймають посади керівників організацій. Метою статті є обґрунтування важливості організаційного управління в контексті посадової позиції керівника компанії на стратегічному рівні менеджменту та здійснення опису цього робочого місця і специфікації вимог до нього. Вироблені авторами пропозиції можуть бути корисними для успішного просування у цій галузі управління.

**Ключові слова:** стратегічне управління; керівник виробництва; вимоги.

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### Требуемые навыки и способности руководителя стратегического уровня в словацких компаниях

**Аннотация.** Уровень организации производства в словацких компаниях, несмотря на значительный прогресс, все еще находится в стадии поиска его роли и механизмов комплексного применения. На практике до сих пор не осознаны преимущества, которые может предложить координация системы управления и поддержки бизнес-процессов. Основной предпосылкой успешного использования этой связи является определение требований для должности руководителя организации. Многие предприятия Словакии до сих пор не выработали необходимых требований для людей, занимающих должности руководителей организаций. Целью данной статьи является обоснование важности организационного управления в контексте должностной позиции руководителя компании на стратегическом уровне управления с предложением описания данного рабочего места и спецификации требований для этого рабочего места. Настоящие предложения могут быть полезны для успешного продвижения в этой области управления.

**Ключевые слова:** стратегическое управление; руководитель производства; требования.

**Introduction.** The term facility management is understood, in all countries where the method is applied, as a management method of supporting business processes of the entity. In order to have a comprehensive understanding of the FM concept, we have to examine its history, as well as further development. Establishment of Facility Management dates from the seventies of the last century. At that time, many designers of buildings in the United States and their owners had realized that during the operation of the building their original ideas were not in accordance with the changing needs of users, which essentially tried

to replicate the technical and economic development of society [1]. From the mentioned facts emerged the requirements for a professional manner to solve technical background of buildings operation, security of persons, things and services. Despite the fact that the solution was dealt by experts, their activities were divided in to the different parts of operation. It caused that they did not have the uniform strategy and their cooperation was chaotic. Thus, it was created the need to link information between operations in business and individual executives – i.e. facility managers and needs to create a uniform approach in the

management of supporting business processes. The term Facility Management is therefore represents a contractually agreed mode of the services provision, semantically reminiscent of traditional building management and thus this term definitely succeeds for activities relating to the management of buildings and real estate, although at present this term is understood primarily as a coordinated management system of supporting business processes. Coordination is managed by the facility manager position at the strategic level of management.

**Brief Literature review.** Facility management. To explain the scope of facility management we can use the definition of International Facility Management Association, which defines facility management (IFMA) as «a method whose task in organisations is to mutually harmonize employees, work activities and the work environment that includes principles of business administration, architecture and humanities and technical sciences» [2]. According to the definition facility management is characterised by the interconnection of the following three areas – axis of facility management (Figure 1): area relating to employees, i.e. human resources and sociological aspects, area of work activities, i.e. area of achievements and financing and area of work environment, i.e. architecture and engineering.

The final effect of mutual bounds is strengthening the processes by the help of which employees can achieve an optimal work performance at their pleasant and stimulating work environment. Consequently, facility management (Figure 2) positively contributes to the economic growth of enterprises, and thus to the increase of their competitiveness [4; 5; 6; 7]. As stated by Serina [8], it is clear that the first two areas are identical in all managements. It is always about a set of activities, supplying or assignments for a group of persons. For facility management, the third area marked as working environment, is specific. Essentially, we can say that FM aims to ensure the support of the company or building so that the employees have everything they need to operate and that the costs of providing all services were as low as possible (Figure 2). H. Urbancova [9] and K. Kachanakova [10] constate its rationale even if we use an outplacement.

Understanding the term that facility managers are considered only managing employees, who within the company organisational structure providing facility services deal with managing of support activities, could be considered as misleading. A facility manager can be found in any type of a company while they are responsible for managing of all support enterprise processes. They are responsible for fulfilling such tasks from the area of support processes, which require managing other employees in particular enterprise [2]. Such a manager is in practice understood as so called internal facility manager. Internal facility manager is first of all a managerial employee. Their main mission is to find such a form of facility management (enterprise support) where is a possibility with acceptable costs towards the most quality support of all employees within an enterprise and to an optimal supply services of records/files and running of real estate and assets/equities. Strup [12] states that, in case that outsourcing becomes the form of the FM, it means that the services are provided by external staff, an internal facility manager will be responsible for (facility management policy, facility management strategic administration, setting of standards and tactical instructions, definition and measurement of key performance indicators (KPI), selection of external suppliers (in cooperation with sales department), negotiation of exact conditions of FM contracts and SLA (Service Level Agreement), financial planning (including proposal draw-ups for reconstruction and major refurbishment investment plans) and performance quality control of external providers.

Potkany [13; 14] state that, on the other hand, so called external facility manager is understood as a company employee who is directly



Fig. 1: Axis of Facility management  
Source: Axispointe. Solutions for Facility Managers [3]



Fig. 2: Business areas of facility management  
Source: Overview of FM services [11]

engaged in providing FM services of all kinds. That represents a service outsourcer (supplier) who is responsible for quality and performance of these services. The main division of competencies between both the types of facility managers is illustrated in the Figure 3.

Kuda [15] said that the facility manager is responsible for managing all facility management activities in organizations. Its primary functions are planning, management, monitoring and evaluation of FM activities in organizations (Table 1). Vyskocil [16] states that facility managers providing services of today's

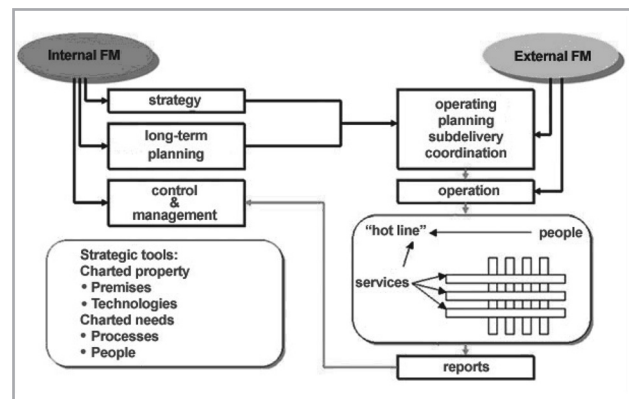


Fig. 3: Division of competencies between internal and external facility manager  
Source: Strup, 2008 [12]

Activity	Position	Knowledge	Content (tasks)
To inform	Coach	Cognitive methods	search for relevant information, distribute adequate information, be a spokesman for the group
To affect behavior of team	Leader	Personal charisma	be an idol of behaviour, define the norms and values, to solve internal conflicts
To make decision	Strategist	Business thinking	assign tasks, set targets, reward – punish, negotiate.

Source: Vyskocil, 2010 [16]

organizations are completely responsible for the results of their social interaction, and their role can be characterized as follows: achieve the intended objectives at the lowest cost, ensure the competitiveness of companies providing services in competition, improve efficiency and effectiveness in implementing all activities of the company [17; 18]. Facility manager can operate in three positions by performance of the tasks in management of facility management company (Table 1).

Vyskocil [2] states that knowledge and skills of facility manager must intervene in many areas, know enough in all management activities to be a good partner for clients, but not necessarily highly skilled professional. Required skills of facility managers by IFMA are captured in Table 2.

As stated Vyskocil [16] and results also from Table 2, the knowledge of a successful facility manager are defined in eight areas of human activity. Facility manager must necessarily have professional competences. Set of these professional competences has three components: technical, humanitarian and conceptual. Depending on the position of facility manager, in organizations can be distinguished three types of facility manager: operational, tactical and strategic (Fig. 4).

For all managers at any level of the pyramid of facility management is very important in their ability to deal with people as evidenced by the fact, the scope of the humanitarian component for all levels of facility management is practically fixed. It is consistently 30% of the total range of professional skills of any manager. The ability to think strategically is another important skill for facility manager, it means he can set proper objectives of the organization and define the right way to achieve them.

**Purpose** of this article is to present the importance of facility management in the context of job position for facility manager at the strategic level of management with a proposal of workplace description and specification of the requirements for this work place.

**Results.** The diversities between economic and social environment creates new requirements for facility managers. Specifics of organizational and national cultures are not the only the critical factors, which are reflected in demands on facility managers and their leadership style, but also the cultural standards of the country where customers arrive from. For this reason, the aim of the paper is to create a job description and specification of the requirements for the post of Facility manager on strategic level of Slovak enterprises. The need of the job description and job specification requirements in addition to the above reason also emerged due to increasing use of facility management in Slovak companies, which do not have these documents available at all or in part. These documents are not available, although they should be the fundament for many personal activities as recruitment, selection, orientation, training and rebuilding of labour standards in evaluating employees.

Information about the job requirements on the employee holding a post of facility manager on strategic levels were determined by the most common techniques of collecting information for the analysis of work that is interview. Interview participants were human resources companies

Tab. 2: Programme of certification tests for facility managers by IFMA association

FM processes	Area of activity
Running of the enterprise a maintenance	supervision of procurement, installation, operation, maintenance and removal of technical building systems, maintenance management of structural elements of buildings and interiors, supervision of procurement, installation, operation, maintenance and removal of furniture and equipment, landscaping and outdoor elements
Real estate	preparation, management and implementation of the main plan of building administration, organize and manage the administration of immovable property
Human factors and environment factors	development and implementation of practices to promote and protect the health and safety of persons and property, environmental quality, work environment and organizational effectiveness, organization and management of emergency procedures training
Planning	creation of facilities plans, planning and management of all phases of the project, organization and planning management and suggestion of projects, organization and management of construction works and removing
Facility function	definition and planning devices functionality management of work-force, who operate the equipment management of equipment procurement organization and management of operating facilities (services)
Finance	ensuring financing for the operation and management (supervision over budget and economy of operation)
Management of quality and innovation	management of the processes of quality services assessing, management process using benchmarking method, management of control processes and their evaluation (audit) supporting the development of facility management services through innovation and improvement of facilities and more quality services
Communication	development of more effective communication

Source: Vyskocil, 2009 [2]

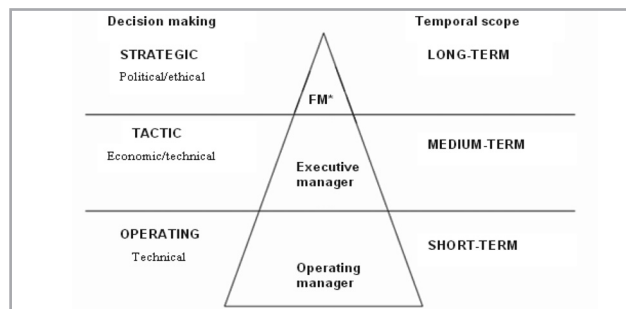


Fig. 4: Facility manager position in a company

Source: Vyskocil, 2009 [2]

Tab. 3: Programme of questions used in interviews with recruiters in analysing of facility manager workplace

Question	Content
What is the name and in what activities includes the work of facility manager?	Name of work, job, profession, functions, activities – scope of employment and classification of work
What is the effect and purpose of work?	Objective of work: product – service, the importance of job: the value and importance of the product or service.
What is the subject of work?	Of which, for what and with what is the work done. Material, raw materials, semi-finished goods, immaterial documents.
How the work is done?	Technological process, workflow, operations, activities.
According what information is the work done?	On what basis is the work done? Documents to carry out the work, production documentation, drawings, plans, budgets.
What are the criteria for assessing the outcome?	Evaluation aspects, standards, limits, qualification scales.
What qualifications does the job require?	Necessary education, required experience, skills, specialization.
What equipment is needed to do the work?	Tools, instruments, devices, drivers.
In what environment is the work carried out?	Work equipment and conditions (hygiene, spatial, aesthetic).
What is the organization of work?	Working time, mode of work and breaks.
What is the organization of cooperation?	Distribution of tasks, competencies, responsibilities, relations of superiority – subordination.
What is the intensity of work?	The amount and difficulty of work, speed, pace of work, deadlines, variability of work - monotony, regularity.
What are the risks and responsibilities at work?	Rejects, material and financial losses, injuries, occupational diseases.
How the work influences managers?	What the work contribute to manager and what the work takes him. Positive and negative effects of physical, organizational and social factors on the manager.
What benefits gives this work?	Salary, bonuses, benefits, overhead benefits.
What are the conditions, reservations and restrictions for the performance of this work?	Social, health and other determinants of performance of the work.

Source: Hajdukova, Figuli, 2013 [19]



operating in Slovakia. The interview was performed on the basis of pre-prepared questions. A scheme of questions is captured in Table 3. Documents of enterprises operating in Slovakia are analysed to collect relevant information to increase the accuracy and reliability of data on workplace requirements and the job. Documents related to the work place directly and indirectly (organizational schemes of companies, work plans or their equipment, used technology and working methods, etc.) were subjected to analysis.

**Results.** Based on the results of the interview with recruiters, as well as the results of the analysis of the documents, we proposed job description and requirements for the post of facility manager on strategic level of managing (Table 4 and Table 5).

**Conclusion.** Facility management is an effective form of support for enterprise activities management whose aim is to provide relevant, cost-effective services for main enterprise (core business) activities support and so enabling their opti-

mization. Facility management service supplied in the Slovak Republic is considered to be quite varied and on the market there have been established already several multinational companies that offer a complex service package and not only in the public and financial sector but also in industrial practice. This field has a unique place in human resource management [20; 21; 22; 23; 24]. Responsibility for the management of support processes in organizations applying facility management assumes facility manager. The aim of facility manager work is to coordinate the management of all support processes, activities and services that are not directly related to the core activities of the organization but are essential to its operation and existence in order to reduce overhead costs. The main purpose of the facility manager job is to create optimal conditions for the existing economic goals of the organization by ensuring the coordination among the work environment, processes and employees and thus increase the actual performance and com-

Tab. 4: Description of the facility manager's workplace on strategic level of managing

<b>Name of the job:</b> Strategic facility manager
<b>Department (within the organization):</b> General directorate
<b>Supervisor:</b> Company owner
<b>Purpose and goal of work:</b> The aim of facility manager work is to coordinate the management of all support processes, activities and services that are not directly related to the core activities of the organization but are essential to its operation and existence in order to reduce overhead costs. The main purpose of the facility manager job is to create optimal conditions for the existing economic goals of the organization by ensuring the coordination among the work environment, processes and employees and thus increase the actual performance and competitiveness of the organization.
<b>Basic workload:</b> The basic workload of facility manager on strategic level includes : strategic and tactical planning of technical equipment of organization, equipment of buildings, offices and infrastructure meeting the legal requirements and health and safety requirements, draft of overall concept and layout of workplaces with consideration legal requirements, health and safety requirements and ergonomic design of workplaces in cooperation with related departments, planning funds for the acquisition of equipment and facilities of the organization and its components, selection, property rental, selection of furniture, equipment and external services, inventory of machinery, if necessary to ensure certification of older machinery and in compliance with legal requirements and health and safety requirements, ensure the installation of technical devices and disposition to working in compliance with legal requirements and health and safety requirements, if necessary construction, reconstruction and moving organization, ensure the health and safety of employees at workplace, operation of buildings and facilities of the organization, their maintenance and management, ensuring the coordination and management of business services (copying, transportation, cleaning, catering, telecommunications, security, help desk, etc.), monitoring results in relation to supporting processes and their evaluation ( reporting ), cooperation in human resource management, career planning of professional cooperators, management and staff development in organization .
<b>Organization of corporation:</b> Facility manager is a subordinate of company owner in the hierarchy of the company. On the other hand he is the supervisor of operational and tactical facility manager. Facility manager is responsible for: achieving the planned objectives at the lowest cost, ensuring the competitiveness of the organization in competition with its rivals, enforcement of effectiveness and efficiency of implementation of organization support activities. Facility manager has the competence to decide, inform and influence the character of his working team, ie.: act a political factor, ie. spokesman and symbol of the working group he leads, assign tasks within a work team set targets of working group, necessitate to fulfil the duties of subordinates with the promise of remuneration for the done work or penalties for failure by fulfilling tasks, disseminate adequate (internal) information in organization, if necessary to the job performance of members of the working team.
<b>Work conditions:</b> The work is mainly done in the interior, but part of the workload is related with their performance in the exterior. Work of facility manager is normally carried out in spatially adjusted offices, with approximately 25 m <sup>3</sup> of free air space, with sufficient air exchange in office and 2 m <sup>2</sup> unbuilt area of office. Lighting and sound work in offices is satisfactory in terms of ergonomic requirements imposed on the job (noise up to 50 dB, desktop lighting 300–500 lx). Workplace of facility manager is provided with adequate technical – technological and office equipment (a laptop, ergonomic mouse and keyboard, phone, copier desk, office chair, storage rack, storage cabinets).
<b>Work utilities, tools, equipment:</b> The main work tools and equipment of Facility manager is a business notebook with software support of technical documentation and operational and technical activities, ie. the information system with 5 categories CAFM data module (area module, property module, equipment module, maintenance module, service module). Furthermore is available service cell phone, company car, etc.
<b>Organization of work:</b> The work is done during the week on working days. Working time is 40 hours a week by full working time. The pace of work is often high and so the employee has flexible hours during the day tailored to his needs. An employee has a 30 minute lunch break. Due to the nature of the intellectual work performed he can have personal breaks of five minutes after one hour of continuous work and after two hours of work shall have a 15 minute break. Length of vacation time of facility manager is four weeks per calendar year.
<b>Impact of work on human:</b> Person occupying the job is not exposed to any significant burden in terms of working conditions. A possible source of negative impacts on human labour can be high pace of work, where under the influence of time pressure may occur stress of employees. The source of the negative effects on humans may be the sedentary nature of the work, which in the long term static load, it is when manager sit without changing the position, it may develop back pain from overloading.

Source: Own research

Tab. 5: Requirements specification for the facility manager's workplace on strategic level of managing

<b>Name of the job:</b> Strategic facility manager
<b>Department (within the organization):</b> General directorate
<b>Supervisor:</b> Company owner
<b>Physical characteristics:</b> Given the largely sedentary nature of work performed by facility manager and work under pressure is required from the employee in this place good health (mental and physical) condition. Job workloads of facility manager (customer communication, service providers) emphasize on its friendly and neat representative appearance.
<b>Mental characteristics (skills):</b> From the top level Facility manager is required : knowledge of management strategies and corporate policies relating to facility management, knowledge of the principles and procedures of implementing and management of facility management in organizations, knowledge of standards and regulations relating to the issue of quality management (ISO 9000, 14000) and facility management (EN 15,221 – 1.2 ), knowledge of processes and key performance indicators ( KPI ), PC skills and package of PC services Microsoft Office (MS Word – document creation, MS Excel – process analysis and statistics, MS PowerPoint – creating slide shows), knowledge work in an information system CAFM (experienced user), knowledge of the English language (comprehension, speaking, writing and professional communication usual minimum level B2), ability to plan and organize, analyse and make decisions, select and deploy, the ability to assign tasks and motivate, manage and lead people, control and evaluate, reward and educate, collaborate and communicate, sophisticated verbal and non-verbal expression, independence, decisiveness, reliability, discretion, self-control and self-management, positive work attitude, results-oriented work and cooperation in achieving the objectives of the organization.
<b>Education and qualification:</b> Completed master's degree (level in international classification ISCED 5A) or third degree (level in international classification ISCED 6) in economics or technical field of study branches: economics and management, industrial engineering. Qualification certificate of graduation of postgraduate studies in branch facility management under the auspices of the Slovak Association of Facility Management.
<b>Praxis, trainings and skills:</b> experience in workplace of facility manager on tactical or operational level, experience as an administrator of possession, buildings, holder of a driving license of category B.

Source: Own research

petitiveness of the organization. The primary role of the facility manager is optimally set up relations among the work environment, process equipment and employees, which perform support activities in an organization. This task is a facility manager able to fulfil only if he has the necessary knowledge of business administration, architecture, humanities, economic, and social sciences.

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