RELATIONSHIP BETWEEN SECURITY AND COMPETITIVENESS IN AGRICULTURAL ENTERPRISES IN TRANSDANUBIA

Nikoletta Göllény-Kovács[1], Kornél Németh[2], Erzsébet Péter[3]

1, 2, 3 University of Pannonia, Nagykanizsa Campus, Institute of Applied Management Sciences, Zrínyi Miklós u. 18, Nagykanizsa 8800

[1]nikoletti.kovacs@gmail.com

Abstract

Despite the risks of starting a business, most entrepreneurs seem to prefer the opportunities included rather than be an employee, as their numbers continue to rise. In many cases, however, it is not just starting a business but maintaining it that poses a real challenge for the entrepreneur. Therefore, the goal of our study is to identify the long-term sustainability of businesses, especially agricultural businesses, since the number of risks in the sector is higher. The quantitative research was carried out in the Transdanubian region by using a questionnaire, the result of which shows that most agricultural entrepreneurs operate as family farms and/or have been inherited. In addition, in-depth interviews were conducted as part of the study, which revealed that domestic professionals see the potential for risk reduction in establishing professional relationships and diversifying their activities. The authors see the opportunity to interconnect security and competitiveness in economic organizations and in the spread of technological innovation, some initiatives of which have already begun.

Keywords: agriculture, enterprise, motivation, sustainabilty, Transdanubia

Összefoglalás

A vállalkozás-indítási kockázatok ellenére úgy tűnik a vállalkozók nagyobb része elégedettebb a lehetőségeivel, mint alkalmazottként, mivel számuk folyamatosan emelkedik. Sok esetben azonban nem is a vállalkozás elindítása, hanem fenntartása okoz igazi kihívást a vállalkozó számára. Tanulmányunk ezért célként tűzte ki a vállalkozások hosszú távú fenntartási lehetőségeinek feltérképezését, melyet kiemelten mezőgazdasági vállalkozások körében kívántuk elvégezni, mivel a szektorban a kockázatok száma magasabbnak mondható. A kvantitatív vizsgálaton belül kérdőíves felmérés készült a dunántúli térségben, melynek eredményeként elmondható, hogy a legtöbb mezőgazdasági vállalkozó családi gazdaságként, örökség továbbviteleként végzi tevékenységét. A vizsgálat részeként továbbá mélyinterjúk is készültek, melyből kiderül, hogy a hazai szakemberek a szakmai kapcsolatok kiépítésében és a több lábon állásban látják leginkább a kockázat-csökkentés lehetőségeit, amit a megkérdezettek válaszai is alátámasztanak. A szerzők a gazdasági szerveződések és technológiai innováció terjedésében látják a biztonság és versenyképesség összefonódásának lehetőségeit, aminek kezdeményezései már elkezdődtek.

Kulcsszavak: mezőgazdaság, vállalkozás, motiváció, fenntartás, Dunántúl

Introduction

Since being an entrepreneur is an extremely insecure process, it can be subject to high levels of stress and fear (McMullen - Shepherd, 2006). However, many people have reported after starting a new business that they are more satisfied with their new job and life despite earning less and/or working more (Benz - Frey, 2008a, 2008b). Along these lines, in our research, we were curious about the factors that motivate the start-up of agricultural businesses in the Transdanubian region. The importance of learning, which is our basic psychological need to achieve individual goals, must be emphasized when talking about active commitment to entrepreneurial tasks (Shir et al., 201). Therefore, our study also set out to explore the long-term sustainability of businesses, including the acquisition of knowledge.

According to a 2016 entrepreneurial willingness survey, 83% of those surveyed say that factors related to independence are the most important in their own business (Budapest Bank,

2016). They consider the business a job opportunity where they can be their own masters, and where they have the opportunity to implement their ideas and work for their own benefit. Of the motivational factors, flexible working hours (30%) rank second, while potential higher income (24%) is third. Those in their early twenties are more likely to associate higher income and financial security with entrepreneurship, while working time flexibility is an attractive option for those in the 25-50s.

The research also found that 78% of respondents indicated financial constraints as the biggest barrier to starting a business. Financial constraints include lack of capital and reserves to start up, unpredictability and financial risks. Many are also alarmed by the rapidly changing regulatory environment: taxes and contributions payable by entrepreneurs, unclear legislation and the complexity of starting a business. Lack of business contacts (46%) and inadequate entrepreneurial knowledge (37%) are also a deterrent, especially among 18-24 year olds (59% and 57% respectively).

The responses made it clear that the lack of business relations can also pose a risk in today's competitive market. According to a research study on business relationships in 2018, producers perceive cooperation differently in terms of relationship quality factors (Ványi, 2018). For example, social cooperatives, as subsidized organizations, largely provide opportunities for social groups that are difficult to reintegrate into the primary labour market, but the direct beneficiaries are the local raw material suppliers and other service companies which are also consumers of the products (Hamza et al., 2018).

Interestingly, as stated by a survey conducted in the domestic dairy sector, the rate of co-operation is extremely low, and the existing relationships are based on membership and on the acquisition of raw materials with the aim of reducing costs (Szabó-Szentgróti et al., 2018). There is a lack of collaboration in marketing, sales and R&D, although there is a demand. As the partnerships typically exist between non-competitor domestic partners and these are strictly formal, we can conclude that despite the demands, producers and processors are reluctant to cooperate and the market lacks a modern management concept.

In addition, producer organizations (POs) emerged as new market operators at the turn of the millennium. The reasons for their spread were the structural changes and the need to increase revenues in agriculture. Yet, relationships are still weak 'quasi-membership'. Alongside this, however, reliable internal producer circles and elite organizations have been established, but the extensive growth phase of these organizations has finished by now (Hamar,

2017). The need for security is therefore ubiquitous as farmers seek to maintain their liquidity, increase their competitiveness and productivity, but only a fraction of them are trying to expand their skills and actively use digitalisation.

Location is another factor which characterizes the tendency of cooperation between agricultural enterprises; the crop production companies have fewer options than that of other economic activities. The premises are usually located near the cultivated area in order to reduce transport costs, so they rarely operate in or near towns, but most often in smaller settlements and villages (Szőke-Kovács, 2019). Thus, neighboring economies have the opportunity to interact with each other, but scattered farms are finding it more difficult to establish business relationships.

Efforts, therefore, have been made to establish cooperative relationships, but are still in their infancy. However, research has shown that, with a high level of trust, partners can gain a comprehensive understanding of each other's activities and procedures. In addition, trust can significantly contribute to long-term stability of the supply chain (Kwon-Suh, 2005), and mutual and regular information exchange enhances flexibility in business relationships (Oláh et al., 2017).

The results of the survey mentioned earlier show that there is willingness to start a business, but in most cases the barrier that hinders its implementation can be identified. In other cases a business already exists and the opportunity arises to join it and continue its activities, most often in the form of a family business. In the agricultural sector targeted by the research, this happens most of the time, which is confirmed by the results of our research.

Family businesses play a significant role in market economies, both in terms of employment and GDP (Noszkay, 2017). In the EU, the proportion of family businesses is between 70-80%, accounting for 20-70% of GDP and 40-50% of employment (Csákné Filep, 2012). Their share of GDP in the US is less than that of the EU (50%), but their share in employment is more significant (80%) (Poza - Daugherty, 2014). In Hungary, according to HVG (2016), 70 per cent of companies are family owned, generating more than half of the GDP and providing jobs for half of the employed.

In addition to their economic role, family businesses have a strong social role, as most of them represent and carry values such as responsibility for the employees, love for the product they produce, independence, long-term vision, versatility, and commitment. However, it is essential to define what a family business is. These businesses typically involve several

generations of the family both in management and day-to-day activities. According to Stein (2007), only those family members belong to the entrepreneurial family who contribute informally or formally to the enterprise. This applies to, however, participation in running the business and is not the same as owning a business; one may possess ownership but does not necessarily get involved in the daily activities.

As we have seen in family businesses, while large companies tend to have advantage in terms of resources, finance and technology, small and medium-sized enterprises (SMEs) employ most people globally (Verhess-Meulenberg, 2004). Small and medium-sized enterprises dominate the Hungarian economy, and despite the fact that the SME sector lags behind large companies concerning both productivity and competitiveness, they employ a large proportion of the workforce and account for a major part of enterprises (Csiszárik-Kocsir et al., 2015). Due to the financial and technological disadvantages against large companies, the SME sector increasingly needs innovative techniques in its operations.

According to Porter (1985), innovation is a series of small improvement steps that can lead to the development of a permanent competitive advantage. Innovation can be the introduction of a new product, a new marketing approach, or the application of a new organizational-structural model in business practice (Oslo Manual, 2005). The innovation process usually begins with individual brainstorming, followed by the implementation of the idea at the team or organization level in later stages (Lukes-Stephan, 2017). In their joint domestic research in 2018, Kazainé and Kiss showed what Hungarian-owned companies could learn from foreign-owned companies in supporting their employees' innovation ideas and assisting their activities with state-of-the-art IT tools and organizational solutions.

When it comes to innovation, the availability of science and the importance of being up to date can be seen as two important factors, as both learning and fresh information are essential to generate new ideas. However, in a 2016 study by Birkner and Mahr, they explained that the universities' presence in regional performance was felt but did not significantly affect the innovation potential of businesses. Gáti and Bauer, for example, in a 2019 study explained that an innovative small and medium-sized business executive, for example, needs to be able to use online and social media marketing tools in their communications if they want to stay truly innovative.

Thus, we can say that innovation is crucial to achieve competitiveness; however, being competitive alone is not sufficient to run a business in the long term. Nowadays, new factors,

such as sustainability and environmental awareness are being integrated into the goals and policies of businesses, which can help maintain their operation both in theory and in practice. As a result, more and more countries around the world understand and sense the adverse effects of climate change. This has led, for example, to the common target of keeping global temperature increase below 2°C, and to aim for global temperature increase of up to 1.5°C compared to pre-industrial levels. The use of renewable energy is the key to achieving these goals and reducing the greenhouse effect (Zsiborács et al., 2019).

The use of renewable energy sources has become increasingly important nowadays, for two main reasons: on the one hand, it is demanded by the continuously increasing energy demand of the world, and on the other hand, due to the pressure to reduce negative environmental impacts (Pintér et al., 2018). Solar energy from the sun is a sustainable and clean source of energy and it is present in enormous quantities, therefore, it has the greatest potential for human use. The utilization of these renewable energy sources has been integrated into the countries' individual and collective development measures, which has led to the promotion of sustainable agriculture and other ancillary industries (chemicals, agricultural machinery), as well as to the creation of new jobs by improving the living conditions and population retention in rural areas. (Dávid et al., 2019).

Several studies published the analysis of LOHAS (Lifestyle of Health and Sustainability) consumer groups, which represent a form of lifestyle with five well-defined value categories that influence the individuals' behaviour (Szakály et al., 2017). These include credible values, health awareness, ethical values, individualism and environmental awareness. Credible values are demonstrated by the growing demand for local and rural products, while health awareness is reflected in a healthy lifestyle, and ethical values are linked to various forms of social responsibility. Individualism is manifested in the search for new products, in the pursuit of new trends and in the loyalty to brands. Environmental awareness can be seen in the development of a sustainable lifestyle, which includes a commitment to the environment.

In their research in 2018, Bai et al. examined the effects of certain agricultural management practices on soil quality. Based on their results, it was concluded that many farming practices have a negative impact on soil quality indicators: organic farms, for example, have lower yields compared to conventional farming. However, yield reduction is marginal if other principles of sustainable agriculture are applied, such as proper residue management and crop rotation. However, according to their findings, organic farming causes reduced

environmental damage to society. The long-term effects of long-term experiments can only be evaluated decades later, so the agrotechnical progress in yield results of recent decades can only be measured likewise (Kismányoki-Tóth, 2016).

In the Introduction, the authors set out to present literature and topics that provide a comprehensive picture of the challenges and opportunities facing the farmers and their environment, with particular emphasis on security and competitiveness. Factors that make it difficult to start a business, such as lack of business and professional relationships, were mentioned. We also took account of the situation of family businesses and small and medium-sized enterprises compared to large companies, with particular emphasis on innovation as a factor for increasing competitiveness. Finally, the significance of sustainability and environmental awareness in long-term survival was considered.

Material and Methods

The site of the empirical research was Transdanubia, where we visited 252 agricultural enterprises personally. The statistical population includes livestock and other animal breeders, winemakers, beekeepers, fruit growers, horticulturists, subsistence farmers, and other activities, but most of them are engaged in arable crop production (Molnár, 2015). The systematic sampling was performed through a structured questionnaire in the second half of 2018. During the qualitative survey, five interviews were conducted, which, besides the sense of security and competitiveness of the agricultural economy, also asked about the domestic situation of agriculture. Each interviewee, representing the Chamber, an agricultural insurance company, a seed supplier and a Hungarian agricultural university, has more than ten years of experience in agriculture and is best placed to support the work of agricultural professionals and farmers by organizing training and providing expertise.

Results

In our empirical research, the quantitative survey questionnaire consists of four parts: activity-related general questions, management-related questions, safety and finally demographic questions.

We start analyzing the research results by revealing the motivation to set up a business, which can determine its in the long run. In the Transdanubian region, 53% of our respondents said they first started pursuing agricultural activities over fifteen years ago. 31% responded that the duration of their agricultural activity was between five and fifteen years. 16% of the respondents have been engaged in farming for less than five years. In conclusion, the majority of respondents may have maintained the business for generations.

Concerning the ownership structure, 59% of respondents said they were the sole proprietors of the business, while 39% said the number of owners within the business is between two and five. Only 2% of those surveyed have more than five owners. Most businesses operate as sole proprietorship, but there are relatively large numbers of family businesses.

The answer to the question as to why they started a farming business is shown in the first figure.

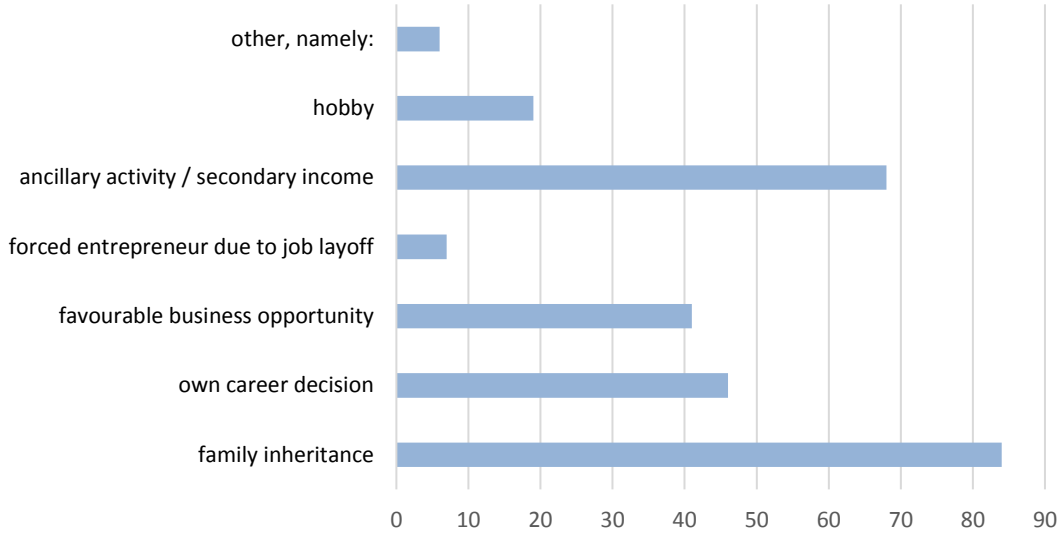

Figure 1. Motivation to start agricultural business concerning Transdanubian agricultural enterprises
Source: created by the authors, 2018

The first figure clearly shows that in most cases the continuation of the family business was the reason to start the activity, but the motivation to create secondary income is not far behind. This supports our earlier assumptions. One fifth of the respondents feel they are committed to the profession and consider farming as a favourable business opportunity.

The aforementioned research on entrepreneurial willingness, among other things, revealed high level of entrepreneurship among the respondents, but many fear that their business may fail in the long run due to lack of business relationships. Both vertical supplier-

customer relationships and horizontal professional relationships determine the success of an enterprise, as the literature has also shown.

The second figure illustrates how respondents in our research perceive the importance of security in their business on a scale of one to five - where five is the most important factor - and how important it is for them to build customer-supplier relationships. The latter question could be answered with "yes" or "no" regarding the importance of relationships.

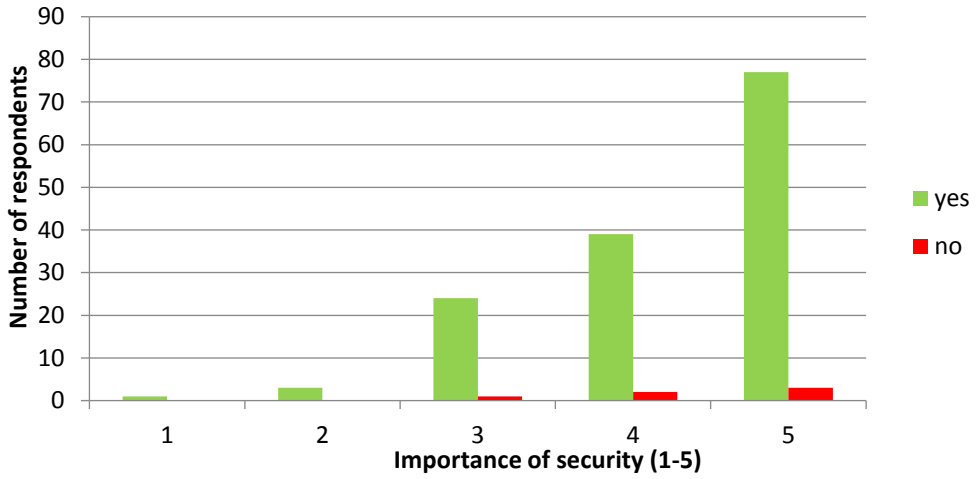

Figure 2. Importance of security and customer-supplier relationship for Transdanubian agricultural businesses
Source: created by the authors, 2018

The second figure clearly demonstrates the significance of security for the respondents. Furthermore, supplier-buyer relationships are considered as essential as security, so a strong relationship between the two can be assumed.

Besides the importance of business relationships, the Introduction also mentioned the importance of innovation as a factor in competitiveness. 85% of the Transdanubian micro, small, and medium-sized agricultural entrepreneurs surveyed are keen to try innovations, but the results show that the more advanced technology the Transdanubian agricultural entrepreneurs have and the more qualified they are, the less they use new improvements. Respondents with higher education levels may see higher risks in new technologies because they are less able to assess their chances. They prefer to be content with less but more secure income rather than take risks. However, globally, development and the associated risks play a key role, as the trend is shifting towards precision economies where farming is based on high-tech solutions. Naturally, the higher investment costs of new technologies can bring about the decline of smaller farms.

As the Introduction referred to the significance of sustainability and environmental awareness, the third figure illustrates how important the Transdanubian agricultural entrepreneurs consider sustainable development.

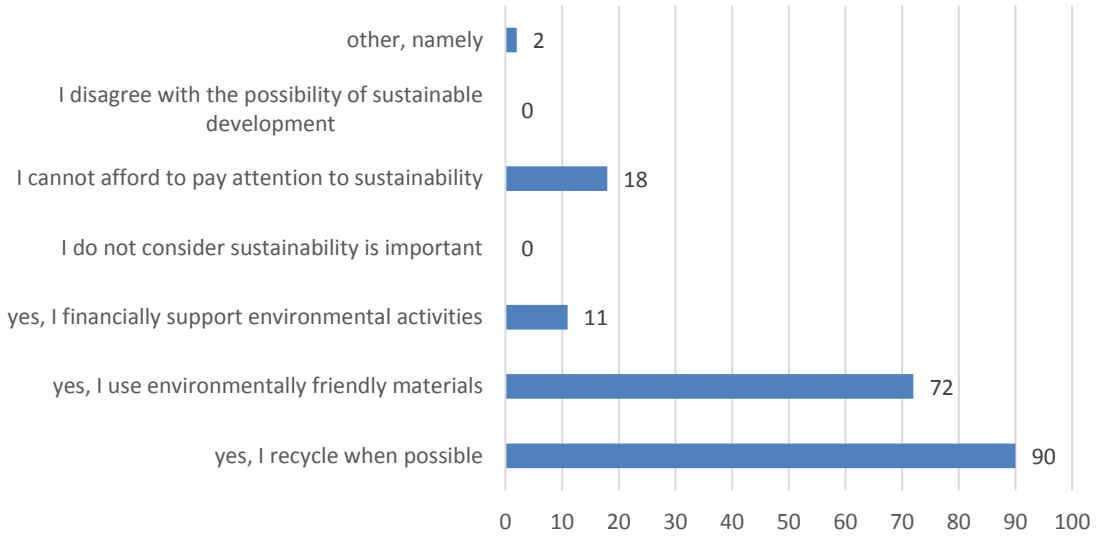

Figure 3. Importance of sustainable development in Transdanubian agricultural enterprises

Source: created by the authors, 2018

The third figure demonstrates that most respondents recycle what they can or use environmentally friendly materials. However, many perceive sustainable farming as a financial burden.

When conducting in-depth interviews for the research, one of the interviewees, a leader in a renowned multinational agricultural and biotechnology company, was asked what can provide security to farmers. In his opinion, farmers prefer risk aversion because they do not maximize investment but profits. He classified the consumer market into three categories: risk averse, innovative and investment minimizer. Risk averse players establish a permanent co-operation with as many suppliers as possible and work with proven methods. Innovative farmers require the best and latest technology. The investment minimizers need the cheapest solutions. The market has to be prepared for these three types if it wants to offer solutions.

The interviewees' also mentioned predictable crop prices and diversification, which may include increasing roles in the supply chain and diversifying products and services. Many agreed that there is need for an organization that unites farmers, since everyone requires legal and administrative help. Without direct, universal subsidies, farms would become difficult to

operate, and tender opportunities improve the chance for diversification. Insurance policies are helpful but they are of limited use, so a compensation fund allocated by government departments can complement the service. In addition, a well-established, discretionary relationship with the suppliers provides long-term security. Professional training and presentations, where the necessary information can be gathered and professional relationships built, contribute to the feeling of security, too, as their lack would lead to uncertainty.

The professionals had similar answers to what they thought would best reduce the risk for farmers. Increasing the availability of irrigation at national level would certainly improve the current situation, but there are several obstacles. Furthermore, an optional network of consultants would be extremely useful, which could be well complemented with self-organizing cooperatives, circles where knowledge could be shared in common forums. Experts see the obstacle to this in the fact that Hungarian farmers do not like to work together, however, the younger generation may change this attitude in the future. Furthermore, risks could be reduced if farmers turned to innovative solutions rather than cost reduction as their primary concern. In addition, they could secure themselves with business and management plans for the long term. Practical training should be introduced or increased. The organization of the market would solve many problems as well, since crop prices are sometimes unreasonably low, as if supply and demand did not regulate the prices.

Besides increasing security, farmers should remain competitive while new technologies are entering the market. When asked what makes farmers competitive, most respondents said that professional technology combined with know-how provides the greatest benefits. The reason for this is that devices are available to everyone nowadays, but long-term utilization may fail without knowledge and information. Being aware of the processes of your own production, being able to plan ahead and formulating your own strategic issues are also essential. Larger farms can boost competitiveness by employing the right professionals, including financial experts, agricultural consultants and tractor drivers. There is also a need for cost monitoring, appropriate management system, training and digitization.

In addition, farmers could become even more competitive by grouping into smaller organizations rather than selling and buying machines on their own. In this case, it would not be necessary to allocate capital to everyone for storage, transport, drying and renting a service, but the costs could be shared through co-operation.

The factors listed above, which promote competitiveness, require different levels of investment, increase risks and reduce the sense of security, however, are inevitable. Precision farms that will become prominent in the future need not only capital but also knowledge, which in return provides farmers with more optimized and competitive production. However, investments also involve the use of agricultural loans in most cases. The fourth figure, therefore, compares the level of technological development with the agricultural loans received. The farmers assessed their level of development on a scale of 1 to 10. They had "yes" or "no" option to answer the question as to whether or not they have agricultural loan.

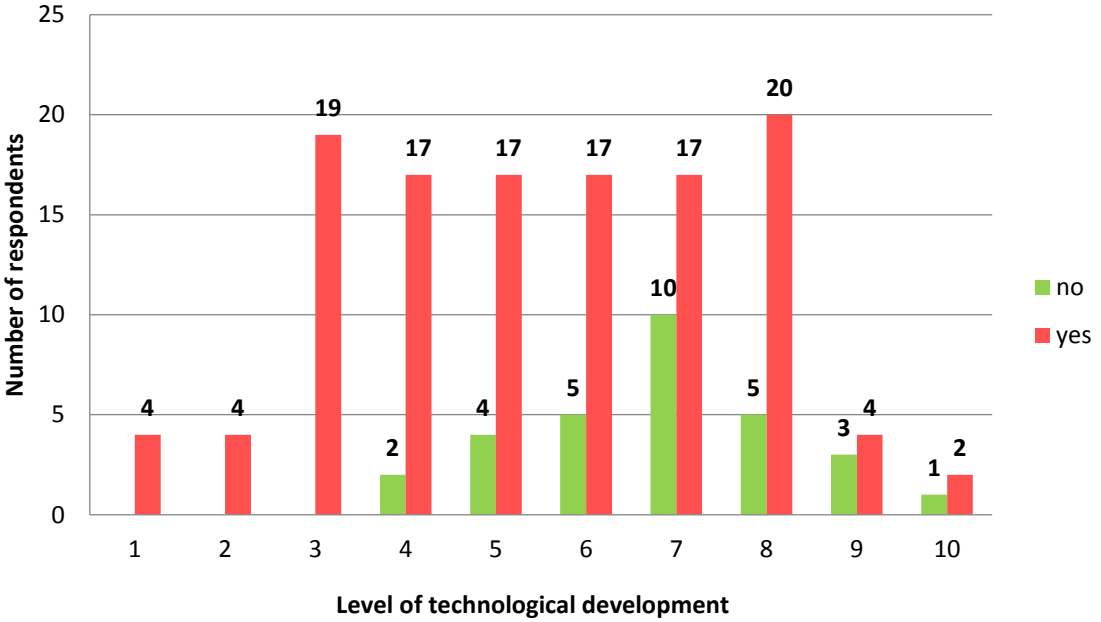

Figure 4. Relationship between the level of technological development and the use of agricultural loans

Source: created by the authors

The fourth figure clearly shows that farmers would place their level of technological development between three and eight on a ten-point scale, and the amount of agricultural loan corresponds: the ones with the least or most advanced technology do not typically apply for agricultural loans. Farmers are therefore seeking to utilize the agricultural credit facilities and develop their infrastructure accordingly.

Discussion

During our research, we wanted to explore the motivation of Transdanubian agricultural entrepreneurs to start agricultural activity. In most cases, the reason was to continue an existing family business, but a large number of respondents saw secondary income or a favourable business opportunity in agricultural activity.

In addition to identifying motivational goals, the other purpose of this study is to discover the factors that determine the long-term survival of these businesses. Our research can support the fact, described in the literature, that business relationships, knowledge, and information are inevitable when entrepreneurs plan for the long term. The Transdanubian companies in the study also considered professional relationships important, even indispensable in some cases for long-term survival. Our interviewees also explained in more detail why this is important and what additional measures are necessary to mitigate risks during their activities. The research also revealed that Transdanubian entrepreneurs make use of agricultural loans to the best of their abilities and develop their infrastructure accordingly.

As a consequence, the authors see an opportunity for the public to become more aware of the importance of spreading technological innovation, through the example of economic organizations and precision economies, by promoting generational renewal and reorganizing support systems.

References

Bai, Z., Caspari, T., Gonzalez, M.R., Batjes, N.H., Mäder, P., Bünemann, E.K., de Goede, R., Brussaard, L., Xu, M., Ferreira, C.S.S., Reintam, E., Fan, H., Mihelic, R., Glavan, M., Tóth, Z. 2018. Effects of agricultural management practices on soil quality: A review of long-term experiments for Europe and China. *Agriculture Ecosystems and Environment*. **265**, 1-7.

Benz, M. and Frey, B.S. 2008a. Being independent is a great thing: subjective evaluations of self-employment and hierarchy. *Economica*. **75**. 362–383.

Benz, M. and Frey, B.S. 2008b. The value of doing what you like: evidence from the self-employed in 23 countries. *Journal of EconomicBehavior and Organization*. **68**. 445–455.

Birkner, Z. and Máhr, T. 2016. Interpreting innovation – in another way, *Vezetéstudomány - Budapest Management Review,* **47/10.** 39-50.

Budapest Bank. 2016. https://piacesprofit.hu/kkv_cegblog/sajat-vallalkozasra-vagyik-a-magyar-mar-az-otlete-is-megvan/ (09.09.2019.)

Csákné, F.J. 2012. Családi vállalkozások – fókuszban az utódlás. http://phd.lib.uni-corvinus.hu/660/1/ csakne_filep_judit_dhu.pdf (09.09.2019.)

Csiszárik-Kocsir, Á., Fodor, M., Medve, A. and Varga, J. 2015. Do we know everything about the financial strategies? Results based on a Hungarian questionnaire research, *Macrotheme Review: a multidisciplinary Journal of Global Macro Trends*,**4/5.** 117-136.

Dávid, L., Molnár, Cs., Kosmaczewska, J., Fodor, Gy., Zsarnóczky, M., Varga, I. and Palencikova, Z. 2019. Ecoenergy tourism, study into some aspects of relationship between use of relationship between use of renewable energy resources and sustainable regional and rural development. *Engineering for Rural Development.* **18.** 1478-1483.

Gáti, M. and Bauer, A. 2019. Marketing decision - making in Hungarian SMEs, *Trziste / Market,* **31/1.** 39-52

Hamar, A. 2017. Termelői szervezetek a zöldség-gyümölcs ágazatban és a termelőkkel való kapcsolataik változása. *Gazdálkodás*. **61/1**, 27-41

Hamza, E., Rácz, K., Szabó, D. and Vásáry, V. 2018. Szociális szövetkezetek szerepe a vidéki gazdaságban, avagy a Fókusz Támogatási program megvalósításának eddigi tapasztalatai. *Gazdálkodás.* **62/3**, 245-260

Kazainé, Ó. A. and Kiss, J. 2018. Milyen példát mutatnak a sikeres külföldi exportorientált vállalatok az innováció terén a hazai vállalatok számára? *Vezetéstudomány***. XLIX/01.** 78-86

Kismányoki, T. and Tóth, Z. 2016. Keszthelyi tartamkísérletek (1964-2014). *Növénytermelés*. **65/2**. 99-104

Kwon, I.W.G. and Suh, T. 2005. Trust, commitment and relationships in supply chain management: A path analysis, *Supply Chain Management International Journal*, **2005/10**, 26–33.

Lukes, M. and Stephan, U. 2017. Measuring employee innovation. *International Journal of Entrepreneurial Behavior & Research*. **23/1.** 136–158.

McMullen, J.S. and Shepherd, D.A. 2006. Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur. *Academy of Management Review*. **31**. 132–152.

Molnár, T. (2015): *Empírikus területi kutatások*, Budapest, Akadémiai Kiadó 207. ISBN: 9789630595981

Noszkay, E. 2017. Tapasztalatok a családi vállalkozások átörökítésének dilemmái kapcsán. *Vezetéstudomány*. **XLVIII/06-07**. 64-72.

Oláh, J., Bai, A., Karmazin, Gy., Balogh, P. and Popp, J. 2017. The Role Played by Trust and Its Effect on the Competiveness of Logistics Service Providers in Hungary. *Sustainability.* **9/12.** 1-22.

Oslo Manual Guidelines for Collecting and Interpeting Innovation Data, 2005. Third edition, p. 30.

Pintér, G., Hegedűsné, B.N., Wiliams. A and Zsiborács, H. 2018. Study of Photovoltaics and LED Energy Efficiency: Case Study in Hungary. *Energies.* **11/4**. 13-25

Porter, M.E. 1985. Competitive Strategy. Boston. Harvard University Press

Poza, E.J. and Daugherty, M.S. 2014. Family Business. Mason, OH: South-Western Cengage Learning

Shir, N., Nikolaev, B. N. and Wincent, J. 2019. Entrepreneurship and well-being: The role of psychological autonomy, competence, and relatedness. *Journal of Business Venturing*. **34/5,**

Stein, J. 2007. What is a business family? *Electronic Journal of Family Business Studies*, **2/01**, 168-185.

Szabó-Szentgróti, E., Szakály, Z., Borbély, Cs. and Szabó-Szentgróti, G. 2018. Együttműködések a magyarországi tejfeldolgozó szektorban – egy empirikus kutatás eredményei, *Gazdálkodás*, **62/5**, 406-425

Szakály, Z., Popp, J., Kontor, E., Kovács, S., Pető, K. and Jasák, H. 2017. Attitudesof the Lifestyle of Health and Sustainability Segment in Hungary, *Sustainability*, **9/10.** 1763-1779

Szőke, V. and Kovács, L. 2019. Mezőgazdasági (növénytermesztési) anyagmozgatás és közlekedési hálózatok struktúrájának és terheltségének összefüggései Vas megye példáján. In: Kovács, Lászó; Varga, Imre (szerk.) *A gazdaság interdiszciplináris megközelítései. Szombathely, Magyarország: Savaria University Press*. 93-116.

Ványi, N. 2018. A gyümölcstermelők üzleti kapcsolatainak értékelése a kapcsolati minőség tényezői alapján, *Gazdálkodás*, **62/3**, 261-272

Verhees, F.J.H.M. and Meulenberg, M.T.G. 2004. Market orientation, innovativeness, productinnovation, and performance in small firms, *Journal of Small Business Management,* **42(2),** 134–154.

Zsiborács, H., Hegedűsné, B.N., Vincze, A., Háber, I., Weihs, P., Oswald, S., Gützer, C. and Pintér, G. 2019. Changes of Photovoltaic Performance as a Function of Positioning Relative to the Focus Points of a Concentrator PV Module: Case Study. *Applied Sciences-Basel,* 9 /16. 3392-3410