

HEAD HUNTING FOR TOP MANAGEMENT, ECONOMIC AND MANAGERIAL IMPLICATIONS

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Abstract

Currently, the world economy is facing a great challenge, related to those who lead now and especially, those who will run companies, in the conditions of the COVID19 pandemic. A very large number of companies, from small to multinationals, face an acute shortage of highly qualified staff with adequate training in the field. Due to this situation, there is an increase in "brain hunting" or "head hunting" campaigns, as an easy way to cover staff shortages.

This paper analyzes the situation of recruitment of this kind, by comparing recruitment sources from three countries, in two main directions, with direct and indirect implications on the labor market and the evolution of professions.

Keywords: manager, management, marketing, head hunting.

JEL classification: J 53, M 12.

1. Introduction

The situation of the lack of highly qualified staff, for many years, is considered to be critical. A number of areas feel the lack of qualified staff, prepared to run businesses, and the challenges of this period are even greater, as some companies have stopped their activities, passed the staff into unemployment or technical unemployment, and others went bankrupt. The situation is ongoing and estimates of economic recovery are skeptical. A small part of the companies caught a favorable moment of the business and increased the production or sales capacities.

These companies have faced a shortage of qualified staff, with a certain reluctance to hire, especially where staff have to change homes or commute. The very fact that the number of managers in our country amounts to only 103,000 people and represents only 1.8% of the total employees, is significant for the situation I am analyzing, and this percentage is well below the European average of approx. 5%, (1).

2. Research methodology used

In order to carry out this work, I studied the specialized works of human resources, published in volumes, magazine articles and especially, studied the situations published by the companies specialized in staff recruitment. I systematized the information, and then centralized the most important ones for this study. The methodology used consisted of a systematic, oriented and coherent study, in connection with the principles that govern a scientific investigation in the field of human resources.

As a research method we used the "concept transfer" method. This consists in taking from the scientific papers, those ideas, concepts and methods important for the study, and then made their transfer in the field of research on the recruitment of highly qualified staff.

3. Study and analysis of the situation of highly qualified jobs

In this study followed, in particular, the situation published by a series of specialized companies from Romania, France and Great Britain. The areas followed in March-October 2020 are: Top Management, Logistics and Marketing. I have found that the "classical" division of our professions is already outdated (2), compared to the names of the positions and the requirements of the two western countries. Practically, there are no limits in defining professions and even, compared to the nomenclature of trades in Romania, they have many additional trades and functions.

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In France there is a general nomenclature, drawn up by the government (3) and a separate nomenclature of public functions from those in the private sector. That is, the employer of a public institution, owned by the state, has a list of functions, which they must respect when they needs staff (4). The list is prepared by the Ministry of Decentralization and Civil Service.

In the United Kingdom, the situation is regulated by the Office for National Statistics, which has a 'Standard Professional Classification' code, which sets out four levels of competence for public administration and private functions (5).

Management functions are generally defined in accordance with the International Standard Classification of Occupations (ISCO-08), (6), which is administered by the International Labor Organization (ILO). Managers have the role of planning, coordinating and evaluating the general activities of companies, also formulating and reviewing policies, strategies, tactics, rules and regulations within companies. These, as a rule, in large companies, are part of a Board of Directors. The members of the Board of Directors represent the decision-making body of the company, in this category are included: the president, the vice-president, the general manager, the executive directors and the deputy directors. According to the definitions used in this standard, Executives are considered the directors of the company's decision-making body (the Board of Directors) or other collective management bodies (the Executive Committee, the Steering Committee or the Supervisory Board).

Studying the situation of a number of over 1400 jobs, published by specialized companies in Bucharest, Paris and London, between 1.03-31.10.2020, I chose a number of 60 positions, 20 positions from each company, 10 each from “Top management” and “Logistics”, and then another 10 from “Marketing”. The positions were listed in the tables, in the order of their appearance during the period of 8 months, the first position being the oldest, and the last one entered in the table, being the last position published by the respective company. Table 1 shows the situation of the positions for the positions of “Top management” and “Logistics”, in Bucharest.

Table 1. TOP MANAGEMENT FUNCTIONS IN BUCHAREST

No.	FUNCTION, LEVEL, DEPARTMENT	EMPLOYER, LOCATION, INDUSTRY
1.	Operations Manager, Senior.	“Puratos Romania”, Bucharest, Food / Horeca / Production.
2.	Logistic Buyer, Middle, Logistics.	“Ericsson Romania”, Bucharest, IT / Telecommunications.
3.	Operations Manager, Senior, Logistics.	“GI Group Staffing Company” Ltd, Bucharest, Trade/ Retail.
4.	Procurement Specialist, Middle, Acquisitions.	SC “Havi Logistics” Ltd, Bucharest, Food / Transport.
5.	Operations Executive Sea/Air freight, Middle, Transport/Distribution.	“Yusen Logistics Romania”, Bucharest, Transport.
6.	Transport Operations Supervisor, Middle, Transport / Logistics.	“Zentiva” SpA, Bucharest, Pharmacy.
7.	Customer Experience Lead Specialist, Middle, Customer Support.	“GI Group Staffing Company” Ltd, Bucharest, Trade/ Retail.
8.	Logistics Manager, Senior, Logistics.	“BM Real International” Ltd, Bucharest, Eco-friendly paint / Retail.
9.	National Sales Manager, Senior, Logistics.	“Biocrop” Ltd, Bucharest, Agriculture/ Wholesale trade.
10.	Warehouse Manager, Senior, Logistics.	“Orbico Beauty” Ltd, Bucharest, Luxury cosmetics.

Source: author’s study, <https://www.ejobs.ro>.

Table 2 shows the situation of the positions for the “Marketing” positions in Bucharest.

Table 2. MARKETING FUNCTIONS IN BUCHAREST

No.	FUNCTION, LEVEL, DEPARTMENT	EMPLOYER, LOCATION, INDUSTRY
1.	Influencer Marketing Manager, Middle, Internet & Marketing.	“Nuelyfe” Ag, Bucharest, IT.
2.	Health Care Marketing Manager, Senior, Marketing.	“Danone”, Bucharest Health.
3.	Digital Marketing Manager, Senior, Marketing.	“MagnaPharm Marketing & Sales Romania” Ltd, Bucharest, Pharmacy.
4.	Senior Marketing Manager, Middle, Internet & Marketing.	“Retargeting Biz”, Bucharest, IT, Telecom, Advertisement.
5.	Influencer Marketing Strategist for US Market, Senior, Internet.	“Overheat Agency”, Bucharest, IT.
6.	Trade Marketing Manager, Senior, Marketing & Sales.	“Trk Professional” Ltd, Bucharest, Food.
7.	Marketing Manager, Middle, Marketing.	“Rokabo HR Soluții” Ltd, Bucharest, Trade / Retail.
8.	Marketing Manager Dental, Senior, Marketing.	“Seedent Partners” AG, Bucharest, Health.
9.	Digital Marketing Manager, Middle, Marketing & Sales.	“Black Tech Group” Ltd, Bucharest, IT / Trade / Retail.
10.	CRM Marketing Specialist, Middle, Marketing.	“Novart Engineering”, Bucharest, IT / Services / Constructions.

Source: author’s study, <https://www.ejobs.ro>.

Table 3 shows the situation of the positions for the positions of “Top management” and “Logistics”, in Paris.

Table 3. TOP MANAGEMENT FUNCTIONS IN PARIS

No.	FUNCTION, LEVEL, DEPARTMENT	EMPLOYER, LOCATION, INDUSTRY
1.	Directeur Général, Senior.	“Haxio” [*] SPL, Paris, Constructions. [*] SPL = Société publique locale (Local public company).
2.	Directeur Général Adjoint, Senior.	“Day Advisor”, Paris, Retail.
3.	Directeur General, Senior.	“De Graet Consulting”, Paris, IT / Maintenance.
4.	Directeur Commercial, Senior.	“Impactup”, Paris, Retail.
5.	Directeur Export / Futur DGA Commerce, Global purchasing leader, Senior.	“Robert Walters Supply”, Paris, Services / Maintenance.
6.	Global Accounts Sales Director, Senior.	“Securitas France”, Paris, Retail.
7.	Directeur Supply Chain, Senior.	„DL Partners”, Paris, Furniture / Retail.
8.	Transport Manager, Transport, Middle.	“PepsiCo” Groupe France, Paris, Transport / Retail.
9.	Directeur logistique, Logistics, Senior.	“Amalo”, Paris, Foodtech / Retail.
10.	Responsable Logistique National, Middle.	“Hunteo”, Paris, Building Materials / Retail.

Source: author’s study, <https://www.cadremploi.fr/emploi>.

Table 4 shows the situation of the positions for the “Marketing” positions in Paris.

Table 4. MARKETING FUNCTIONS IN PARIS

No.	FUNCTION, LEVEL, DEPARTMENT	EMPLOYER, LOCATION, INDUSTRY
1.	Chef de Produit Marketing, Middle, Marketing Department.	“Gedeon Richter France”, Paris, Pharmaceutical production / Retail.
2.	Business Communication Project Manager, Middle, Communication Department.	“Hermes International”, Paris, Production / Retail.
3.	Responsable Marketing, Middle, Marketing Department.	“Fyte Sales & Marketing”, Paris, Retail.
4.	Digital Customer Experience Manager, Middle, E-Business Department.	“Arvati France”, Paris, IT / Retail.
5.	Chef de Produit Marketing, Middle, Marketing Department.	“Expectra IDF Ouest”, Paris, Food / Retail.
6.	Customer Director - Influence Marketing, Senior, Communication Department.	“Uptoo”, Paris, FMCG / Retail.
7.	Strategy and Marketing Manager, Middle, Marketing Department.	“Le Groupe La Centrale”, Paris, Automotive / Retail.
8.	Directeur Commercial et Marketing, Senior, International Trade Department.	“Chantal Baudron SAS”, Paris, Cosmetics / Retail.
9.	Client Manager, Senior, Journal de Dimanche.	“Groupe Lagardere”, Paris, Mass-media / Retail.
10.	Directeur Marketing, Senior, Marketing Department.	„Robert Walters Supply”, Paris, Agricultural and Food / Retail.

Source: author’s study, <https://www.cadremploi.fr/emploi>.

Table 5 shows the situation of the positions for the “Top management” and “Logistics” positions in London.

Table 5. TOP MANAGEMENT FUNCTIONS IN LONDON

No.	FUNCTION, LEVEL, DEPARTMENT	EMPLOYER, LOCATION, INDUSTRY
1.	Operations Manager, Senior, Operations Department.	“Future Engineering”, London, Production.
2.	Area Director, Middle, Responsible for the southern area.	“Spicehaart”, London, Financial services / Consulting.
3.	Senior Manager, Senior, Digital & SI Client Department.	“PwC”, London, Financial services / Consulting.
4.	Managing Director, Consumer Packaged Goods, Google Cloud, Senior, Google Cloud Platform Department.	“Google”, London, IT / Services / Retail.
5.	Managing Director – Consumer Products, Senior, Corporate Transformation Services Department.	“Alvarez & Marsal”, London, Financial services / IT.
6.	Strategic Program Management Director, Senior, Planning Department.	“MasterCard”, London, Financial services / IT.

No.	FUNCTION, LEVEL, DEPARTMENT	EMPLOYER, LOCATION, INDUSTRY
7.	Director of Project Management, Senior, Projects Department.	“Brandon James” Ltd, London, Services / Consulting.
8.	Managing Director Restructuring, Senior, Accounting Department.	“Duff & Phelps”, London, Services / Consulting.
9.	Senior Tax Director, Senior, Accounting Department.	“Marks Sattin”, London, Services / Consulting.
10.	Managing Director, Senior.	“Vitl”, London, Health / Nutrition / Retail.

Source: author’s study, <https://www.ziprecruiter.co.uk>.

Table 6 shows the situation of the positions for the “Marketing” positions in London.

Table 6. MARKETING FUNCTIONS IN LONDON

No.	FUNCTION, LEVEL, DEPARTMENT	EMPLOYER, LOCATION, INDUSTRY
1.	Senior Product Marketing Manager, Senior, Marketing Department.	“Ramsey Portia”, London, Fashion / IT / Retail.
2.	Digital Marketing Manager, Senior, Newton Department.	“BNY Mellon Investment Management”, London, IT / Services / Retail.
3.	B2B Performance Marketing Manager, Middle, Marketing Department.	“Totaljobs Group”, London, IT / eCommerce / Retail.
4.	Marketing Manager Demand Generation, Senior, Marketing Department.	“SaaS Tech Company”, London, IT / Social Media / Retail.
5.	Display Marketing Manager, Senior, Marketing Department.	“Farfetch”, London, IT / Retail.
6.	Senior Activation Marketing Manager, Senior, Marketing Department.	“Depop”, London, Fashion / Retail.
7.	Insights and Analytics Marketing Manager, Middle, Marketing Department.	“Randstad Business Support”, London, Pharmacy / IT / Retail.
8.	Digital Marketing Manager / App Marketing Manager, Middle, Marketing Department.	“Intelligent People” Ltd, London, IT / eCommerce / Retail.
9.	B2B Marketing Manager, Middle, Tech Scale-Up Department.	“Global Pharma”, London, Pharmacy / Retail.
10.	Marketing Manager, Middle, Marketing Department.	“Twentyfour Recruitment Group”, London, IT / Social Media / Consulting.

Source: author’s study, <https://www.ziprecruiter.co.uk>.

4. Comparisons, similarities and differences between the functions sought

In order to understand the “head hunting” situation, of the differences between this type of search of the top employees and the regular recruiters, in table 7, the main aspects of the two ways of working are listed.

Table 7. DIFFERENCES BETWEEN CLASSIC RECRUITMENT AND HEAD HUNTING

“Classic” Recruitment	“Head Hunting”
- Classic recruiters promote jobs in various ways and then wait to be contacted by potential candidates or use an active search to find a large number of candidates.	- Head hunting specialists approach only a few candidates, very carefully selected, who fit or are very close to the job requirements.
- Classic recruiters usually serve both candidates and “firm” clients fairly.	- Head hunting specialists are only interested in meeting the requirements of the “firm” client.
- Classic recruiters are actively trying to match the existing group of candidates with the vacancies of companies, regardless of the sector or the specific requirements of the position.	- Head hunting specialists focus first on the requirements of the job and then, they will look for the right candidate for their client.
- Classic recruiters do not place much emphasis on knowing the target market, having a wider recruitment area.	- Head hunting specialists place great emphasis on the specific knowledge of the target market, of a client, considering that it is much more important than in traditional recruitment.
- Classic recruiters are oriented according to customer requirements, making multiple recruitment.	- Head hunting specialists usually specialize in an economic (industrial) sector or sub-sector.

Source: author’s study, (7).

The differences between “classic” and “head hunting” recruitment, presented in Table 7, help us first of all to understand the different ways of approaching recruitment activities. But the most important aspect of “head hunting” is to understand what is being sought through this type of recruitment and what are the economic and managerial implications? It is clear that this recruitment, for the top management of the company, is much more expensive compared to the other, that it involves a consistent financial effort on the part of the company. This financial effort is based on the justification of the fact that the future employee, in a position of great responsibility, will bring added value to the company, through innovations and initiatives in strategic and tactical plan, will contribute substantially to growing the business, the company's profit. A particularly important aspect for the top management in Romania, compared to the one in France and the United Kingdom, is that of the type of positions available, for which highly qualified staff is sought, top staff. Table 8 presents the main functions, for which employees were sought, during the period in which the research was carried out.

Table 8. TYPES OF MANAGEMENT FUNCTIONS, COMPARISON, BETWEEN THE 3 COUNTRIES

MANAGEMENT FUNCTIONS	ROMANIA, BUCHAREST	FRANCE, PARIS	GREAT BRITAIN, LONDON
1. Company management	- National Sales Manager	- General Manager	- Managing Director
	-	- Deputy General Director	- Strategic Program Management Director
2. Logistics	- Operations Manager	- Supply Chain Director	- Operations Manager
	- Logistics Manager	- Logistics Director	
3. Marketing	- Trade Marketing Manager	- Marketing Director	-Senior Product Marketing Manager
	- Digital Marketing Manager	- Customer Director – Influence Marketing	-Digital Marketing Manager

Source: author’s study.

Table 9 presents the middle management positions for which employees were sought, during the period in which the research was carried out.

Table 9. TYPES OF INTERMEDIATE LEADING, COMPARISON BETWEEN 3 COUNTRIES

“MIDDLE MANAGEMENT” FUNCTIONS	ROMANIA, BUCHAREST	FRANCE, PARIS	GREAT BRITAIN, LONDON
1. Logistics	- Logistic Buyer	- Transport Manager	- Area Director
	- Procurement Specialist	- National Logistics Manager	-
	- Transport Operations Supervisor	-	-
	- Warehouse Manager	-	-
2. Marketing	- Influencer Marketing Manager	- Marketing Product Chief	- B2B Performance Marketing Manager
	- Marketing Manager	- Business Communication Project Manager	- Insights and Analytics Marketing Manager
	- Digital Marketing Manager	- Marketing Chief	- Digital Marketing Manager
	- CRM Marketing Specialist	- Digital Customer Experience Manager	- Marketing Manager

Source: author’s study.

A particularly important aspect, which I found analyzing the functions of “top management” and “middle management”, is the incidence of functions related to the digital field, internet commerce and mobile communications. Table 10 shows the management functions for Internet and mobile communications businesses.

Table 10. TYPES OF MANAGEMENT FUNCTIONS FOR INTERNET BUSINESS AND MOBILE COMMUNICATIONS, COMPARED BETWEEN THE 3 COUNTRIES

FUNCTIONS	ROMANIA, BUCHAREST	FRANCE, PARIS	GREAT BRITAIN, LONDON
1. Internet business	- Digital Marketing Manager	- Digital Customer Experience Manager	- Managing Director, Consumer Packaged Goods, Google Cloud
	-	- Customer Director – Influence Marketing	- Digital Marketing Manager
	-	-	- Display Marketing Manager
2. Business through/with mobile communications	-	- Business Communication Project Manager	- Marketing Manager Demand Generation

Source: author’s study.

From the point of view of the tasks established for the presented functions, in general, the companies have established the same type of attributions, tasks and obligations, depending on the specifics of the activity, by the department in which those who will be employed will carry out their activity. I did not find any major differences between the leadership positions in the three countries. In addition, in companies in Paris and London, there are no restrictions on the citizenship of those who can participate in the selection and no restrictions between men and women. At some companies in Romania, it is specified that the job is for a male or female person, but it cannot be appreciated that it is a discrimination related to the person's gender.

Conclusions

Given the large number of functions pursued in the three cities, a number of conclusions can be drawn regarding “what is sought” in these cities during this period. There are a number of differences, but also similarities between positions, between what is sought, between the professional and personal characteristics of those who must correspond to the profiles required by companies. The most important aspects are the following:

- Paris is looking for people for the company's management positions, general manager and deputy general manager. This proves that there is a certain dynamic of change in senior positions, which is not observed in Bucharest or London. The situation is due to the fact that most national companies have in their management positions, as general manager, the owner or main shareholder of the respective company. On the other hand, the multinational companies, which have activity in Bucharest, have as first leader, foreign persons, usually having the nationality with that of the main shareholders or owners.

In this sense, it can be understood that there is still a certain reluctance to hire people with Romanian citizenship in the positions of general manager or national branch. This may mean that: Romanian citizens do not have the level of training required by the respective position; does not have a high level of confidence; also, many Romanian citizens, in a relatively short period of time, worked for several companies, changed several companies in a few years. Stability in office and especially in the company is an “unwritten” criterion in the evaluation of management staff, for employment or promotion.

- In Bucharest, proportionally, there are the fewest positions available, at the level of “top management”, compared to Paris and London. This helps us to understand that in Bucharest, on the one hand, there is a certain stability in management positions, which is not found in other cities, and on the other hand, that business “goes well” because top managers do not change. Following the overall situation of the national economy, for the analyzed period, it is found that the Romanian economy had a contraction of approx. 6% during this period in the second and third quarters. For a “healthy” economy, many companies would have to make management changes, change those executives who are not performing, who have failed to innovate, to keep companies profitable and not lay off staff.

Another characteristic of the lack of general manager positions is given by the fact that the major investments, which would require highly qualified staff, were not made in Bucharest during this period. It can be appreciated that there is a certain saturation regarding the new investments, that in Bucharest, at present, it is difficult to make large-scale investments, regarding the production or the integrated logistics. The causes of this situation are more related to the national economy as a whole, to the investment stimulation policy promoted by the government, but also to a certain tendency to wait for certain signals regarding financial stability.

- Regarding the functions in Logistics, it is found that there are still many differences of approach between the three cities. Most of the available functions, as director of logistics, are in Paris, where a great emphasis is placed on the functions related to the “Supply chain”. This proves that in Paris the development of the concept of “Logistic Hub”, of expanding the supply chains, of their diversification continues. Compared with the situation in Bucharest, it can be stated that here, Logistics is still at a low level of development, even if large investments have been made for the infrastructure necessary for logistics, however, the way of conducting activities is still far from having efficiency that companies in Paris and London have. The great emphasis on Logistics, in Paris, is a proof that linking production to advanced logistics is an imperative, and the search for properly trained staff is a fact proven by the high salaries that companies offer for Logistics positions.

In London and Paris, investments in Logistics have been geared towards new technologies, the use of Artificial Intelligence, to help manage cargo flows, to minimize the

need for low-skilled staff, which usually working in warehouses goods. In Bucharest, the working methods of the '80s and '90s are still maintained, with a large number of people employed, in low-skilled or unskilled positions. Very few companies have invested in advanced logistics systems, assisted by specialized computer programs, close to those that use artificial intelligence, for warehouse management.

- Regarding Marketing, I found that in London, new, sophisticated functions related to digital marketing and social media appeared, at the top management level. Which is not found in Bucharest, and in Paris such positions have appeared at the middle management level. This is a proof of the rapid orientation of British companies towards the new market segments, which appeared with the development of "online" commerce and social networks. In Bucharest, we still do not have this orientation at the top management level, but the positions of "Influencer Marketing Manager" and "Digital Marketing Manager" have started to appear, at the average level of company management.

Many functions of "specialized product marketing" or "product marketing" have appeared in Paris. This means looking for people who have experience and are specialized in order to promote and find customers, for a small number of products or services. In fact, they are looking for over-specialized people to solve marketing problems for those products or services that require it. As a rule, the functions are of medium level, which means that the companies give a special importance to these functions. In this regard, a relevant aspect is that in all advertisements, it is specified that "experienced people" are searched.

Finally, it can be appreciated that the "top management" functions in Bucharest are lagging behind the dynamics and meaning of those in Paris and London, which cannot be explained only by the different level of development of the economies of the three countries, but also through different mentalities, through differences in approach to management in crisis conditions and the emergence of new challenges.

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