

## HUMAN RESOURCES AS THE MAIN VECTOR OF COMMUNICATION: THE CASE OF MOBEXPERT GROUP

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**ABSTRACT.** Owners and employees represent those stakeholders who substantially shape the organisational culture. In fact, their values, their expectations, significantly influence the company's performance. Moreover, customers see a brand through its employees, through the owner. This paper has the following objectives: to explore the expectations/possibilities – as basic pillars of an effective collaboration – both from the point of view of the employees and from the point of view of the owner of the Mobexpert Group, and to identify those values that are appreciated by the employees of the Mobexpert brand, which also define the owner of the Mobexpert Group. In order to achieve the proposed objectives, content analysis was conducted based on the show 'Empire of Lions', Season 3, i.e. regarding the experiences and opinions of employees posted on YouTube (Mobexpert People section). Following the analysis, it was found that: (1) the success of the brand is summed up in the set of expectations, outlined values, (2) trust, self-confidence, perseverance and creativity representing the foundation/stone of the employee-brand relationship, and of possible collaboration between the owner of the Mobexpert Group as investor and potential business partners.

**Key words:** Mobexpert Group, communication, brand essence, employees, owner

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## **Introduction and Review of Literature**

Successful companies are managed by leaders, noting that organizational success is due to the existence of a superior and competent human resource (Saputra & Mahaputra, 2022). In fact, employees (besides owners, managers) are among the most important stakeholders. Based on the above, employee motivation is a cardinal point for smart organizations, which are constantly looking for new ways in order to increase employee satisfaction (Chanda & Goyal, 2020). Consequently, knowing the factors which determine job satisfaction is paramount, because they influence employee performance (Dugguh & Dennis, 2014; Razak et al., 2018), implicitly the firm's performance, and there is a causal relationship between consumer satisfaction and employee satisfaction (Kurdi et al., 2020).

Increasing employee satisfaction can be achieved by creating an environment that supports trust, cooperation and creativity (Abraham, 2012). According to research conducted by Gupta et al. (2014, p. 79) "organizational values and a sense of community are the most important in terms of the job satisfaction level of employees." Another source of satisfaction is given by leadership (Mugira, 2022): moreover "the organizational climate and work style complement and fully mediate the relationship between leadership style and job satisfaction" (Moslehpour et al., 2018, p.1). Given the current context, it should be emphasized that employee attitudes towards work can be influenced by changes in the macro-economy (Cahill et al., 2015). However, employee attitude is a sensitive topic that requires a careful approach because it influences the satisfaction of service consumers (Simon et al., 2009; Wampande & Osunsan, 2020), while reflecting the organisation's morale (Sageer et al., 2012): as such, service providers communicate with consumers through employees (Olins, 2010).

The opportunities to involve employees in communication are very diverse. Regardless of the technique chosen, companies/ organisations communicate – via employees – those values that represent the essence of the brand, thus contributing to the creation of brand identity. With the development of technology, ways of communication have become extremely diverse. Online presence and appearances in various media represent common means of communication both nationally and internationally.

‘Empire of Lions’ (the Romanian version of the ‘Dragons’ Den’ franchise) is a show present in several countries around the world. The essence of the show, on the one hand, is to support those entrepreneurs who present a business idea with a high potential, and on the other hand, through the show, investors have the opportunity to communicate the values that define their business. Among the investors (‘Empire of Lions’ Season 3) are Cristina Bâțlan, Dragoș Petrescu, Dr. Wargha Enayati, Sebastian Dobrințu and the owner of Mobexpert Group: Dan Șucu. The success of the Mobexpert brand has attracted the interest of both practitioners and theorists. The name Dan Șucu and the Mobexpert brand have been mentioned in several scientific articles. The gist of what is mentioned in these scientific papers is shown in the table below (Table1):

**Table 1.** Key aspects of the Mobexpert brand

Key aspect	Sources
Customer relations: diversity of consulting services, keeping promises. Communication with clients: the company’s website.	Brutu & Mihai, 2015
Respect for (1) the external audience (consumers), (2) the expertise and professionalism of the internal audience (experts).	Cmeci, 2010
Diversity of offer.	Ioras et al., 2006
High quality of services related to delivery and assembly of purchased products.	Meghișan & Meghișan, 2007
High quality of the (1) manufacturing process, (2) purchasing process, which allows access to/purchase of high quality components, materials.	Militaru & Șerbănică, 2008

*Source: authors’ compilation based on sources mentioned in the table*

## Material and Method(s)

The objectives of this paper include the following: capturing

- (1) the opportunities offered to employees by the Mobexpert Group,
- (2) values, which are appreciated by Mobexpert Group employees,
- (3) the expectations stated by the owner of the Mobexpert Group regarding the possibilities of investing in a business/ idea,
- (4) values, which define the owner of the Mobexpert Group.

**A.** Content analysis was used to collect data. Content analysis was carried out by the same individual.

**B.** The overview of the possibilities offered to employees by the Mobexpert Group, the values appreciated by the employees were identified on the basis of the values communicated/displayed on the YouTube website under the name Mobexpert People.

- Source: [https://www.youtube.com/playlist?list=PLObl4r9vg6NHu6d1A833ETk03\\_wtIFjIR](https://www.youtube.com/playlist?list=PLObl4r9vg6NHu6d1A833ETk03_wtIFjIR)
- 20 videos were included in the analysis, in which employees express their opinions and experiences within the Mobexpert Group.
- Data were collected during the period: 04. 08. 2022 - 14. 08. 2022.

**C.** Identifying the values<sup>3</sup> that define the owner of the Mobexpert Group, respectively his expectations regarding the possibility of investing in a business/idea were based on the TV show: the 'Empire of Lions'. Thirty-four pitches<sup>4</sup> from Season 3 of the private Romanian commercial TV channel PRO TV were included in the analysis.

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<sup>3</sup> It is based on the premise that an investor is interested in those businesses/ entrepreneurs whose values are similar to the values that define themselves.

<sup>4</sup> Avocado, Kidprenor, SOLO, Sugar Couture, Muma Pădurii, Seed, Cat shop, Dizainăr, Investory, Baza7, Nuntana, MATCA, SisShoes, Dentix Millenium, Queen's Delight, Sophie's Choices, L'AMANDE, Infinity Software, Nemțeană, Concrete Concept, Papanășu,

• The data collected after watching the show were structured according to the following variables:

- (1) the sector in which the business is to be launched or the sector in which the presented business is already active,
- (2) proposed investor's share of the deal,
- (3) percentage proposed by the investor,
- (4) weaknesses,
- (5) strengths/differentiation opportunities,
- (6) the values that define entrepreneurs (if the values that define entrepreneurs were not specifically mentioned by the investor, they were not identified through content analysis).

## Results and Discussions

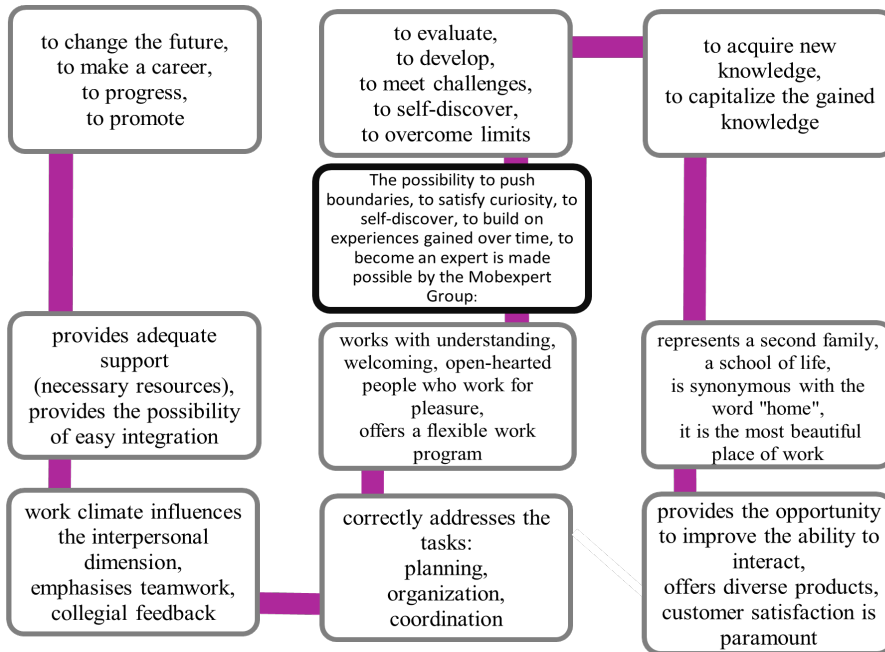
As a first step, we identified those aspects that were appreciated by the employees behind the Mobexpert brand: which help clients:

- ✓ to furnish homes according to personal needs and wishes,
- ✓ to transform their houses into their homes  
(<https://mobexpert.ro/pages/cariera-si-oameni>).

Based on the information below (Figure 1), it can be concluded that the Mobexpert Group offers the opportunity to develop, both professionally and individually, since (in the case of the analysed brand) there is the possibility:

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CAZE, Vine Street, Rulotika, Acusut mama, Infinite Gaming (e-sport), Vecinu, Andreea Coman, A@SNegulescu, Sorin Alexandru, Vlad Colceriu and Nicu Negură, Laurette, Iuliana Catană, Clara and Emanuel.



**Figure 1.** Possibilities offered to employees by the Mobexpert brand

*Source: authors' compilation based on disclosed information*

[https://www.youtube.com/playlist?list=PLOb14r9vg6NHu6d1A833ETk03\\_wtIFJiR](https://www.youtube.com/playlist?list=PLOb14r9vg6NHu6d1A833ETk03_wtIFJiR)

The aforementioned can be achieved because the basic pillars on which the Mobexpert brand is built include (Figure 2):

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**Values** trust, self-confidence, support, encouragement, respect for people/work/products

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quality, performance, perseverance, style, innovation, creativity/imagination, professionalism, diversity, dynamism

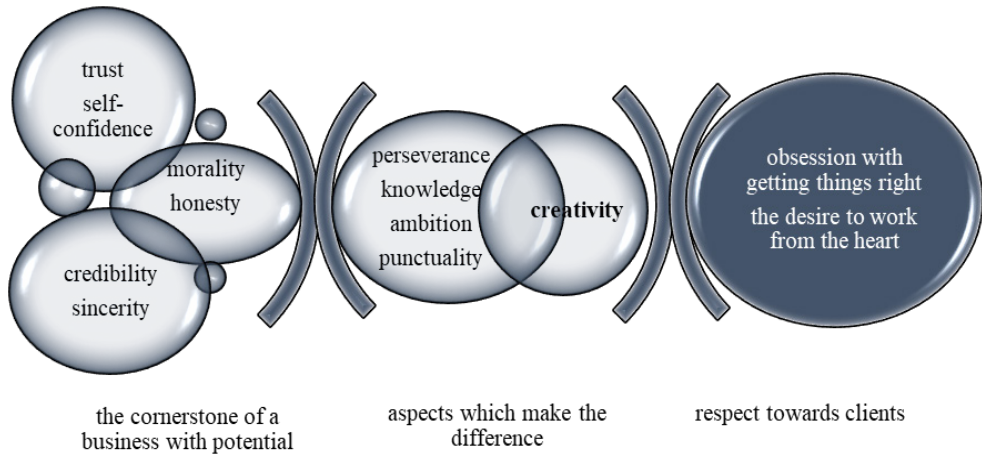
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**Figure 2.** Values defining the Mobexpert brand

*Source: own source based on disclosed information*

[https://www.youtube.com/playlist?list=PLOb14r9vg6NHu6d1A833ETk03\\_wtIFJiR](https://www.youtube.com/playlist?list=PLOb14r9vg6NHu6d1A833ETk03_wtIFJiR)

Next, those values were captured through the show ‘Empire of Lions’, Season 3, 2022 which were appreciated, and sparked the interest of investor Dan Şucu<sup>5</sup> (Figure 3):

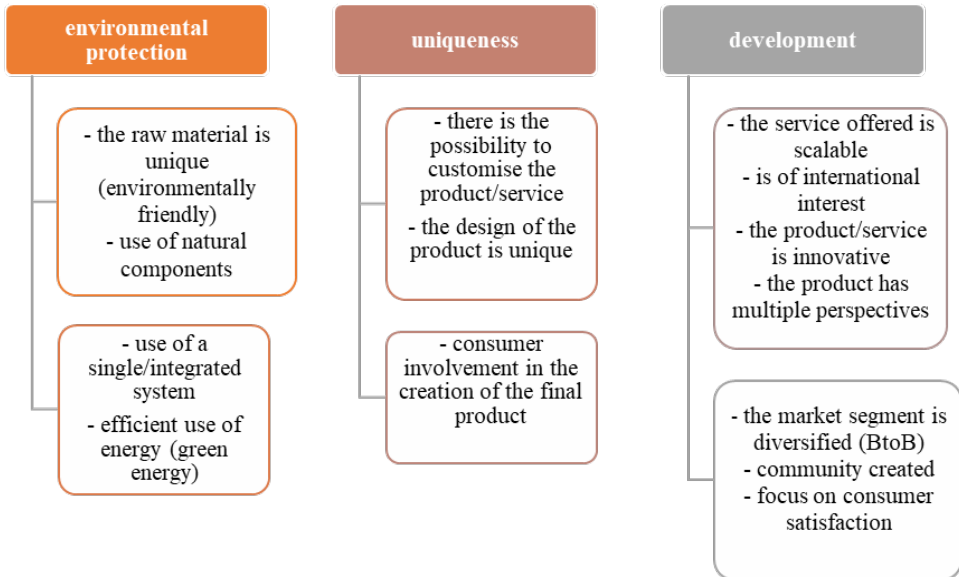


**Figure 3.** Crucial values for the Mobexpert brand owner

*Source: authors' compilation based on the pitches observed: 'Empire of Lions', Season 3, 2022*

On the other hand, following the pitches, it was found that the owner of the Mobexpert brand generally showed interest, invested in the presented/proposed businesses if they: already exist/are on the market, are present in the online environment, respectively present special strengths/characteristics: product quality is superior, products are local/national. The concrete presentation of the strengths and differentiation opportunities that have aroused the interest of the investor Dan Şucu, are presented by the figure below (Figure 4):

<sup>5</sup> Regardless if he invested alone, with another investor/investors, or was not chosen by the entrepreneur/entrepreneurs.



**Figure 4.** Aspects appreciated by Mobexpert brand owner

*Source: authors' compilation based on the pitches observed: 'Empire of Lions', Season 3, 2022*

Considering what is presented in Figure 4, the following can be formulated. The owner of the Mobexpert Group is interested in those businesses which:

- ✓ place great emphasis on protecting the natural environment,
- ✓ offer the possibility to personalize the offered product/service,
- ✓ involves aspects that include the prerequisites of value-adding to the offered product/service on a large scale.

The brand owner Mobexpert did not invest when the following was found in case of businesses/entrepreneurs (Figure 5):



<b>Weaknesses</b>	product is prototype/not tested/validated, the business is overpriced, the market has not been sufficiently investigated (required human resource not available), maintaining authenticity is not possible, the proposed technique is too complex, knowledge of consumer behaviour is superficial
<b>Differentiation opportunities</b>	it is not/is not innovative: it already exists on the national/international market no added value regarding certain service technologies
<b>Features</b>	superficial preparation, poor expression, overconfidence, business plan not properly developed, lack of credibility, insecurity, arrogance, entrepreneur's desire to eliminate certain phases of business start-up/development

**Figure 5.** Aspects not appreciated by Mobexpert brand owner

*Source: authors' compilation based on the pitches observed:  
'Empire of Lions', Season 3, 2022*

In the light of the findings identified and presented in the figure above (Figure 5), it was concluded that the investor Dan Şucu did not invest in businesses in which:

- ✓ the product is not marketed<sup>6</sup>, or requires development, market research, consumer behaviour research has not been properly carried out,
- ✓ the proposed business is not innovative: it already exists on the market,
- ✓ entrepreneurs are not adequately prepared.

Besides what has been stated above, the following aspects of the Mobexpert owner's behaviour as an investor have been noted:

- ✓ accepts the proposed offer,
- ✓ demands a larger share of the proposed deal,
- ✓ offers the possibility of redemption,

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<sup>6</sup> It should be noted that if the sector in which the proposed business was to operate was known to the investor Dan Şucu, or if he considered the entrepreneurs to be *moral, pure-hearted*, market presence did not present a preliminary criterion for investment.

- ✓ agrees to partner with other investors,
- ✓ if the amount requested is substantial, but the service is innovative, shows interest, provided another investor in the field joins,
- ✓ invests in businesses that have not attracted the interest of other investors,
- ✓ offers help without actually investing in the proposed business,
- ✓ the areas of interest include: furniture industry, home/office decor sector, medical/dental industry, brewing industry, renovation services sector, dessert industry, perfume industry, construction sector, fashion industry, IT.

## Conclusion

On the basis of the analysis, it can be concluded that the owner of the Mobexpert Group places a particular emphasis on (1) social responsibility, (2) the valorisation of national/autochthon potential, and (3) those dimensions that form the brand attachment pyramid<sup>7</sup> (Figure 6):



**Figure 6.** Mobexpert brand essence  
*Source: authors' compilation based*

<sup>7</sup> The Brand Attachment Pyramid was developed by McEwen (2008).

Although globalisation is making a positive contribution to the furniture industry, valorisation of national potential is a factor of differentiation from international competition. More specifically, the values that determine a particular nation<sup>8</sup>, contribute to a remarkable extent to meeting the needs of consumers<sup>9</sup>, because:

- (1) on the one hand there is the segment of those consumers for whom the desire to buy local/domestic products is paramount (Törőcsik, 2006), and on the other hand,
- (2) the desire to buy something special, something authentic, something different, something specific (Törőcsik, 2006) is a global trend.

Consequently, the success of the Mobexpert Group is due to the fact that it believes in the national potential, and builds the brand on national values; it valorises the opportunities that arise in a specific/particular way on an international level; and the communication process is coordinated in such a way that the message remains the same<sup>10</sup>. Also in this context it should be noted that the relationship between brand – consumer is built on the foundation of Trust (a trusted name) and Integrity (providing solutions). But it is very important to note that this foundation can only be built if Trust can also be captured within brand-employee or employee-brand relationship. In the case of the Mobexpert brand, Trust is mutual<sup>11</sup>. In relation of brand attachment, Pride dimension can also be identified, as the Mobexpert Group shows respect to both customers and employees, with the caveat that respect to customers can only be achieved if the employee is respected. Consequently, within the Mobexpert Group, the first are the employees, with the remark that employees are treated in such a way that they contribute to meeting the

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<sup>8</sup> The success of South Korean brands that have conquered the international market is given/determined by national identity (Szász, 2022).

<sup>9</sup> The offer is diversified both as regards exported products and products “Made in Romania”.

<sup>10</sup> Confused consumers don't buy (Randall, 2000).

<sup>11</sup> “I trusted the brand evolution and the brand trusted my personal evolution” - this is the statement that best sums up the 'two-dimensional' side of trust within the Mobexpert Group,  
[https://www.youtube.com/watch?v=EggysxLs7dU&list=PLOb14r9vg6NHu6d1A833ETk03\\_wtIFjiR&index=10](https://www.youtube.com/watch?v=EggysxLs7dU&list=PLOb14r9vg6NHu6d1A833ETk03_wtIFjiR&index=10)

needs, desires of customers at a higher level. If the customer feels respected “Pride is a reflection not only of the pride felt by the customer, but also of the pride a company feels and expresses towards its customers” (McEwen, 2008, p. 120).

Besides Trust, Integrity, Pride, in our opinion, one can also capture Passion, because the Mobexpert Group is a better rather than good (even perfect) choice for employees. Given the above, the essence of the Mobexpert brand is (1) defined in detail, (2) communicated to the target segment, and (3) coherent.

In regard to the limitations of the study, the following have to be mentioned. The analyses included:

- (1) only the experiences, opinions of the employees “behind Mobexpert”,
- (2) only those shows which were aired during Season 3 of the ‘Empire of Lions’.

The present study can be further developed by widening the scope of the research in order to identify the variables that define the success of the Mobexpert Group.

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