

A monetary revaluation of the cross skills for the Italian marketing sector

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Abstract –

The substantial economic changes affecting the labour market during last years, led to a significant alteration of the requirements requested to the workers. There was a passage from stable companies with standard roles for the entire career to a more flexible world, both in business processes and in the positions. The success of the firms is not more determined by material resources or huge capitals, but the real key point is represented today by human capital.

Therefore, when the guarantee and the certainty of a post is not so indisputable, the worker needs to show the “cross skills”, that is personal features of the individual responding to different requests of the labour market. This cross skills are generally divided into hard and soft, but here a new classification is achieved dividing them into emotional, social and cognitive.

These developments led to research being carried out on the requirements of companies that tied themselves in the matching phase to various professional roles, investigating the knowledge, skills, attitudes, and more generally skillsets, by using as evidence the actions meeting supply and demand. The analysis was based on a research proposed on new hires starting from 2017. The data was made comparable at the European level by using the ESCO international classification, which is the basis for the creation of a national system for the permanent observation of professions and related needs. Information regarding goodwill, albeit with a managerial and administrative slant, provides a source of knowledge structured on the basis of the criteria that companies adopt in their choices of workers who apply for job positions in their companies. The aim of this work is to measure the monetary evaluation of the skills that are useful for receiving a job offer using an a-posteriori analysis of the hired candidates.

Considering this context, an application about the classification of the cross skills has been proposed using a Conjoint Analysis in combination with an index of monetary revaluation. The application is relative to the marketing sector considering some professional figures related to this field. Beyond the monetary aspects, part of the analysis has been involved the relation between the cross skills owned by the hired employer and his previous work experience.

Keywords: *conjoint analysis, monetary revaluation, labour market, marketing sector.*