Abstract

Developments that have taken place in the information and communication industries over the past decade, have caused substantial structural changes to the traditional graphic arts and media sector. Driven by rapid technological developments, these structural changes take place not only internally within the production chain, but they also affect the entire spectrum of the sector’s operations and functions, in terms of products, market and business environments.

Principal factors that affect the graphic arts and media sector are the humans that have any type of relationship with the sector. Furthermore, the introduction and integration of new technologies such as digital printing and cross-media publishing into the traditional graphic arts enterprises have caused considerable changes in the production of printed media production, and workflow management. Consequently, these changes affect the competence characteristics and general requirements for existing employees and personnel that are to be recruited into the enterprises.

Human resource management or human capital development strategies have been introduced and applied mainly in large enterprises. Research has revealed that little attention has been given to the human capital development strategies of employees and owners of micro, small and medium sized enterprises or sole entrepreneurs and individual workers. Nowadays, the role of humans is considered important in any development strategy and as a result new concepts in human resources are have been developed. Among others, the following concepts are considered important: relationship management, emotional intelligence, customer relationship management and networking.

This thesis discusses the development of a new strategy for human resources management (HRM). Specific characteristics of the graphic arts and media sector as well as other parallel developments are investigated. Furthermore key aspects of the future media landscape and particularly the relationship between print and electronic media and the future of print media are described. Other influential factors, and their implications for the sector and the characteristics of human resources management strategies, are addressed, including globalisation, and new economy development models.

Finally, the initial structure of a model for the holistic development of human capital is presented. A aspect of the model is the hypothesis under which it has been developed: seen from the point of view of the entire sector, and within its transnational dimensions. Such approaches have not yet been tested and applied to any great extent. Therefore, further research is required for the achievement of a structured model based on the concept of holistic human capital development. Future objectives are the testing and pilot application of the model in real world conditions within the graphic arts and media sector, at a transnational level.